



President and Chief Executive Officer Cliff Skelton's letter to all Conduent Associates, January 2024

Conduent Team,

Every day, we deliver solutions and services on behalf of our clients that touch the lives of millions of people around the world. The work we do, and the trust our clients place in us, comes with great responsibility to always do the right thing.

While our integrity and commitment to do the right thing can sometimes be tested in the pursuit of operational and financial performance, ethical behavior is a non-negotiable – at every level of our organization. Each of us must live by our [core values](#) and be guided by our [Code of Business Conduct](#).

As you think about your goals for 2024, please consider the following:

- Lead by example, doing your work the right way...a way you can be proud of.
- If you see something that conflicts with our Code or core values, please speak up.
- If you are a people leader, clearly communicate expectations of ethical behavior to your team and ensure follow through. As a people leader, it is one of your most important responsibilities.
- Communicate potential ethics and compliance questions or concerns to any member of our management team or to our [confidential Ethics and Compliance Helpline](#).

Remember, every interaction – with a client or their end-users, a teammate, a vendor, or any other stakeholders – is an opportunity to do the right thing and reinforce our reputation as a trusted and reliable service partner. Our actions, words and behaviors do matter. I cannot emphasize this enough.

Thank you for your contributions to our Conduent team. I look forward to continuing our journey together in 2024.

Regards,

Cliff Skelton
President and Chief Executive Officer