



March 23, 2026

Conduent Team,

Our work touches millions of people every day. With that reach comes responsibility—to act with integrity, make sound decisions, and uphold the highest ethical standards in everything we do. The [values](#) that have guided Conduent continue to shape how we operate and how we treat one another. Together with our [Code of Business Conduct](#), they provide an important foundation for our decisions—especially when the pace is fast and tradeoffs arise. Ethical behavior is non-negotiable at every level of the company.

We are sharpening execution across Conduent. We are focused on increasing speed and accountability in decision-making, enforcing financial discipline, simplifying our cost structure, optimizing our portfolio, and converting our pipeline into sustainable growth. These priorities will help us deliver stronger, more consistent outcomes for our clients and our business. How we achieve these goals matters just as much as the results themselves.

Please continue to lead by example, speak up if something does not align with our values or our [Code](#), and use the resources available to you—including your leadership team, Human Resources, and the [Conduent Ethics and Compliance Helpline](#)—whenever you need guidance.

In the coming weeks, we will also launch our annual Code of Business Conduct training. Please take the time to complete the training promptly, so we can ensure everyone understands the expectations that guide how we work. As your CEO, I will also complete this training—because setting the tone starts at the top, and I take this responsibility seriously.

Every interaction with our clients, partners, and teammates is an opportunity to strengthen trust and reinforce who we are as a company. Thank you for the professionalism, integrity, and commitment you bring to Conduent each day.

Best regards,

Harsha V. Agadi  
Chief Executive Officer