

## **Corporate Governance Guidelines**

The following Corporate Governance Guidelines have been adopted by the Board of Directors (the “Board”) of Conduent Incorporated (“Conduent” or the “Company”) to assist the Board in the exercise of its responsibilities. These Corporate Governance Guidelines reflect the Board’s commitment to monitor the effectiveness of policy and decision making both at the Board and management level, with a view to enhancing long-term shareholder value. These Corporate Governance Guidelines shall be reviewed by the Board, through the Corporate Governance Committee, on an annual basis and are subject to modification from time to time by the Board acting by a majority of the independent directors as determined under these Guidelines. Waivers of these Corporate Governance Guidelines may be made by the Board or the Corporate Governance Committee only.

### **THE BOARD**

#### **The Board's Goals**

The Board represents the shareholders’ interest in the operation of a successful business, including optimizing long-term financial returns. The Board is responsible for ensuring that the Company is managed in such a way to achieve this result, which will also assure the Company's vitality for its customers, employees and the other individuals and organizations that depend on it. This is an active, not a passive, responsibility. The Board has the responsibility to ensure management is capably executing its responsibilities.

The Board's responsibility is to regularly monitor the effectiveness of management policies and decisions including the creation and execution of its strategies. The Board is also responsible for monitoring the establishment and enforcement of procedures designed to ensure that the Company's management and employees operate in a legal and ethically responsible manner. When it is appropriate or necessary, it is the Board's responsibility to remove the Chief Executive Officer and to select his or her successor.

To achieve the above goals, the Board will monitor the performance of the Company (in relation to its goals, strategy and competitors) and the performance of the Chief Executive Officer and offer advice and feedback.

Any relevant information relating to an upcoming meeting of the Board will be provided to all directors and, to the extent practicable under the circumstances, shall be provided in advance of such meeting.

#### **Role of Directors**

The business of the Company is managed under the direction of the Board. Normally it is management's job to formalize, propose and implement strategic choices, and the Board's role to approve strategic direction and evaluate strategic results. However, as a practical matter, the Board and management will be better able to carry out their respective responsibilities if there is an ongoing dialogue among the Chief Executive Officer, other members of top management and Board members. To facilitate such discussions, the Board

conducts an annual review of the Company's long-term strategic plans and principal issues. Periodically during the year, the Board receives strategy updates from members of senior management of the Company.

Directors are expected to spend the time and effort necessary to properly discharge their responsibilities. Accordingly, a Director is expected to regularly attend meetings of the Board and committees on which he or she sits, and to review prior to meetings material distributed in advance for such meetings. A Director who is unable to attend a Board or Committee meeting (which, it is understood will occur on occasion) is expected to notify the Secretary of the Company who will advise the Chair of the Board and/or the Chair of the relevant Committee. All Directors are expected to attend the Company's Annual Meeting of Shareholders.

### **Selection of the Chair of the Board**

The Chair of the Board and the Chief Executive Officer shall be different individuals. Notwithstanding the limitations in this paragraph, the Board shall be free to choose its Chair in any way that it deems best for the Company at any given point in time.

The Board believes that it should consider rotating the position of the Chair of the Board among Board members periodically to provide, among other things, refreshed leadership and differing perspectives and viewpoints. The Board generally believes that it should evaluate if the same Director should be elected Chair at more than two consecutive annual elections to balance the importance of experience and continuity in relation to the numerous benefits fresh leadership can bring.

### **Size of the Board**

The Board has determined that having 5 - 9 Directors permits diversity of experience without hindering effective discussion or diminishing individual accountability.

### **Independence of the Board**

The Board shall be comprised of a substantial majority of Directors who qualify as independent Directors. The Board will make a determination as to each Director's independence, broadly considering all relevant facts and circumstances. It has adopted categorical standards to assist with the independence determination. Under these categorical standards, a Director shall be presumed not to have a material relationship with the Company or any of its consolidated subsidiaries, and thus be presumed to be independent, if the Director meets all of the bright-line independence and other applicable requirements under the listing standards of the Nasdaq Stock Market ("Nasdaq") and all other applicable laws, rules and regulations regarding director independence, in each case from time to time in effect.

The Corporate Governance Committee, as well as the Board, annually reviews the relationships that each Director has with the Company (either directly or as a partner, shareholder or officer of an organization that has a relationship with the Company) to ensure compliance with Nasdaq listing standards and requirements otherwise imposed by applicable laws or regulations and the foregoing categorical standards. Following this review, only those Directors who the Board affirmatively determines have no material relationship with the Company (either directly or as a partner, shareholder or officer of an organization that has a

relationship with the Company) will be considered independent Directors under such standards, laws or regulations and such categorical standards.

### **Board Membership Criteria**

The ultimate responsibility for the selection of new Directors resides with the Board. The identification, screening and recommendation process has been delegated to the Corporate Governance Committee, which reviews candidates for election as Directors and annually recommends a slate of Directors for approval by the Board and election by the shareholders. The Board requires that a substantial majority of the Board should consist of independent Directors. Any management representation should be limited to top Conduent management. Nominees for Director are selected on the basis of, among other things, broad perspective, integrity, independence of judgment, experience, expertise, ability to make independent analytical inquiries, understanding of the Company's business environment, and ability to devote adequate time and effort to Board 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, candidates from an underrepresented racial or ethnic group, candidates who are LGBTQ, candidates with disabilities, candidates who are military veterans, and candidates with other diverse or underrepresented characteristics.

### **Other Company Directorships**

The Company does not have a policy limiting the number of other company boards of directors upon which a Director may sit. However, the Corporate Governance Committee shall consider the number of other company boards and other boards (or comparable governing bodies) on which a prospective nominee is a member. It is the sense of the Board that prospective Directors should simultaneously serve on no more than 2 - 4 other public company Boards, depending on their personal circumstances.

Directors are expected to advise the Chair of the Board and the Chair of the Corporate Governance Committee in advance of accepting any other company directorship or any assignment to the audit committee or compensation committee of the board of directors of any other company.

In the event that any member of senior management wishes to accept any other company directorship of a for profit company or any assignment to the audit committee or compensation committee of the board of directors of any such other company, such member of senior management shall first inform the Board. After informing the Board, such member of senior management shall only accept such directorship or assignment if the Board determines that accepting such directorship or assignment will not conflict with, or in any manner detract from, his or her obligations to the Company.

### **Directors Who Change Their Present Job Responsibility**

Any Director whose affiliation or position of principal employment changes substantially after election to the Board will be expected to submit a resignation as a Director for consideration by the Corporate Governance Committee and the Board. The Corporate Governance Committee will review with the Board the effects of this change upon the interests of the

Company and recommend to the Board whether to accept the resignation. Directors who are also Conduent employees are expected to offer their resignation from the Board at the same time they leave active employment with the Company, which shall be subject to acceptance by the Board.

### **Retirement Age**

It is the general policy of the Board that Directors will not stand for re-election after reaching age 75. However, the Board may determine to waive this policy in individual cases.

### **Term Limits**

The Board does not believe it should establish term limits. While term limits could help ensure that there are fresh ideas and viewpoints available to the Board, they hold the disadvantage of losing the contribution of Directors who have been able to develop, over a period of time, increasing insight into the Company and its operations and, therefore, provide an increasing contribution to the Board as a whole.

As an alternative to term limits, the Corporate Governance Committee and the Board, will formally annually review each Director's continuation on the Board.

### **Board Compensation**

A Director who is also an officer of the Company shall not receive additional compensation for such service as a Director

The Company believes that compensation for non-employee Directors should be competitive and should encourage ownership of the Company's stock through the payment of a portion of Director compensation in Company stock or similar compensation. The Corporate Governance Committee will periodically review the level and form of the Company's Director compensation, including how such compensation compares to Director compensation of companies of comparable size, industry and complexity. Changes to Director compensation will be proposed to the full Board for consideration.

No member of the Audit Committee may receive, directly or indirectly, any compensation from the Company other than (a) fees paid to directors for service on the Board, (b) additional fees paid to directors for service on a committee of the Board (including the Audit Committee) and/or for serving as the chairperson of such a committee, (c) a pension or other deferred compensation for prior service that is not contingent on future services on the Board and (d) de minimis fringe benefits offered to all Directors.

### **Director Share Ownership Requirement**

All non-employee Directors are expected to establish a meaningful equity ownership requirement in the Company in an amount equal to six times the annual director cash retainer. Directors shall retain 50% of all shares received upon the vesting of equity awards (net of shares which may be sold to cover applicable taxes) until the threshold is achieved.

## **Board Access to Management, other Employees and Advisors**

Board members have complete access to the Company's senior management and other employees. Board members have the authority to obtain advice and assistance from outside legal, accounting or other advisors of their own choosing, at the expense of the Company.

## **Board Interaction with Interested Parties**

The Board believes that management generally should speak for the Company. Any interested parties desiring to communicate with the non-employee Directors regarding the Company may directly contact the Chair of the Board, c/o Conduent Incorporated, Corporate Secretary, 100 Campus Drive, Suite 200, Florham Park, NJ 07932.

## **Board Orientation and Continuing Education**

The Company has a mandatory orientation program for new Directors to familiarize them with the Company's business, strategic plans, significant financial, accounting and risk management issues, compliance programs, conflicts policies, code of business conduct and business ethics and corporate governance guidelines. This process includes review of background materials and meetings with senior management. Each Director shall participate in annual continuing educational programs in order to maintain the necessary level of expertise to perform his or her responsibilities as a Director. Topics for the new director orientation and the director continuing education program shall be chosen or approved by the Board at its sole discretion.

## **Self-Evaluation by the Board**

The Corporate Governance Committee will sponsor an annual self-assessment of the Board's performance as well as the performance of each committee of the Board, the results of which will be discussed with the full Board and each committee. The assessment will include a review of any areas in which the Board or management believes the Board can make a better contribution to the Company. The Corporate Governance Committee will also utilize the results of this self-evaluation process in assessing and determining the characteristics and critical skills required of prospective candidates for election to the Board and making recommendations to the Board with respect to assignments of Board members to various committees.

## **Approval of Certain Related Person Transactions**

The Corporate Governance Committee shall administer the Company's Related Person Transactions Policy. Pursuant to such policy, the Corporate Governance Committee shall review and approve or ratify any "related person transaction" that is required to be disclosed as such under SEC rules in the Company's proxy or information statement. Any member of the Corporate Governance Committee that is a "related person" with respect to any such transaction, shall not participate in the review and approval or ratification of such transaction, but may provide information relating thereto if requested by the Corporate Governance Committee.

## **BOARD MEETINGS**

### **Frequency of Meetings**

There are four regularly scheduled meetings of the Board each year with at least one regularly scheduled meeting of the Board held each quarter

### **Selection of Agenda Items for Board Meetings**

The Chair of the Board annually prepares a "Board of Directors Master Agenda." This Master Agenda sets forth a general agenda of items to be considered by the Board at each of its regular meetings during the year. Thereafter, the Chair of the Board may adjust the agenda to include special items not contemplated during the initial preparation of the annual Master Agenda. Board members are invited to suggest inclusion of items on the agenda and are free to raise, at any Board meeting, subjects that are not specifically on the agenda.

### **Lead Independent Director**

In the event the Chief Executive Officer is the Chair of the Board, the Company will have a Lead Independent Director. In such event, the independent Directors will appoint one of the independent Directors to serve as Lead Independent Director until such time as his/her successor as Lead Independent Director is appointed. Each regularly scheduled Board meeting includes an executive session of all Directors and the CEO and, a separate executive session of just the Directors who are independent as determined under these Guidelines.

The Lead Independent Director coordinates the activities of the other non- employee Directors, and performs such other duties and responsibilities as the Board of Directors may determine. The specific responsibilities of the Lead Independent Director include: presiding at executive sessions of the independent Directors; calling special meetings of the independent Directors, as needed; addressing individual Board member performance matters, as needed; and serving as liaison on Board-wide issues between the independent Directors and the Chief Executive Officer, as needed. If there is no Lead Independent Director (i.e., because the Chair of the Board is independent of management), then the responsibilities of Lead Independent Director described in this paragraph shall be performed by the Chair.

### **Attendance of Senior Management Personnel at Board Meetings**

The Board expects the regular attendance at each of its meetings of non-Board members who are in the most senior management positions of the Company. In addition, the General Counsel and Corporate Secretary regularly attend Board meetings. Should the Chief Executive Officer want to add additional people as attendees on a regular basis, it is expected that this suggestion would be made to the Board for its concurrence.

### **Board Materials Distributed in Advance**

Information and materials that are important to the Board's understanding of the agenda items and other topics to be considered at a Board meeting are distributed sufficiently in advance

of the meeting to permit prior review by the Directors. The Directors are expected to review such material prior to the meeting. In the event of a pressing need for the Board to meet on short notice or on occasions where the subject matter is too sensitive to be put on paper, certain proposals will be discussed at the meeting.

## **COMMITTEE MATTERS**

### **Number and Names of Board Committees**

The Company has four standing committees: (1) Audit, (2) Compensation, (3) Corporate Governance and (4) Risk Oversight. The purpose and responsibilities for each of these committees is outlined in committee charters adopted by the Board. The Board may, from time to time, form a new committee or disband a current committee depending on circumstances. In addition, the Board may determine to form ad hoc committees from time to time, and determine the composition and areas of competence of such committees.

### **Independence of Board Committees**

Each of the Audit, Compensation, Corporate Governance and Risk Oversight Committees are composed entirely of independent Directors satisfying applicable legal, regulatory and stock exchange requirements necessary for an assignment to any such committee.

### **Assignment and Rotation of Committee Members**

The Corporate Governance Committee is responsible, after consultation with the Chair of the Board, for making recommendations to the Board with respect to the assignment of Board members to various committees. After reviewing the Corporate Governance Committee's recommendations, the Board is responsible for appointing the Chair and members to the committees on an annual basis.

The Corporate Governance Committee annually reviews the Committee assignments and considers the rotation of the Chair and members. With respect to Committee Chairs, the Board believes that it should consider rotating the position of the Chair of each Committee periodically to provide, among other things, refreshed leadership, director exposure to different aspects of the Company and differing perspectives and viewpoints. The Board believes that it should evaluate if the same Director should be elected Chair of any of the Committees at more than two consecutive annual elections to balance the importance of experience and continuity in relation to the numerous benefits fresh leadership can bring. In considering the rotation for the Audit Committee, the Board should give due consideration to the skills and background experience and the legal, regulatory and stock exchange listing requirements applicable to the Chair and members of the Audit Committee.

### **Committee Meetings**

The Chair of each committee, in consultation with the committee members, will determine the frequency and length of the committee meetings consistent with any requirements set forth in the

committee's charter. The Chair of each committee, in consultation with the appropriate members of the committee and management, will develop the committee's agenda. The schedule for each committee will be furnished to all Directors.

## **LEADERSHIP DEVELOPMENT**

### **Selection of the Chief Executive Officer**

The Board is responsible for identifying potential candidates for, and selecting, the Company's Chief Executive Officer. In identifying potential candidates for and selecting the Company's Chief Executive Officer, the Board considers, among other things, a candidate's experience, understanding of the Company's business environment, leadership qualities, knowledge, skills, expertise, integrity, and reputation in the business community.

### **Evaluation of Chief Executive Officer**

The Compensation Committee is responsible for overseeing the evaluation process for the Chief Executive Officer.

The process is intended to formally assess the Chief Executive Officer's past performance as well as to help the Board determine future developmental needs for the Chief Executive Officer. Consequently, there are two types of measures: 1) Financial Performance Measures (such as cash, profit and revenue) which track accountability for past performance, and 2) Leadership Effectiveness Measures (such as employee morale, strategic leadership, and enterprise guardianship) which single out the key objectives that will assure the future success of the Company.

The following steps are utilized to carry out this review:

- The Compensation Committee reviews performance measures and targets and submits these for Board approval on or before the start of the first meeting of the fiscal year.
- The Chief Executive Officer provides a self-evaluation to the Board within one-month of the end of the fiscal year.
- The non-employee Directors provide their individual assessments of the Chief Executive Officer's performance. These assessments should include the Director's appraisal of the Financial Performance Measures and the Leadership Performance Measures approved by the Board as well as any other aspect of the Chief Executive Officer's performance that the non-employee Director deems relevant. In addition, non-employee Directors should identify any future developmental needs they deem necessary for the Chief Executive Officer.
- The Compensation Committee synthesizes this information and recommends annual incentive compensation of the Chief Executive Officer based on the evaluation. The Board assesses the recommendation in executive session.
- After agreement by the non-employee Directors to the evaluation, the chairs of the Compensation Committee and the Corporate Governance Committee meet with the Chief Executive Officer to discuss the Board's assessment of performance and developmental needs for the Chief Executive Officer. The Chief Executive Officer may then take the opportunity to discuss his or her reaction to the evaluation.



## **Succession Planning**

The Board shall plan for the succession to the position of the Chief Executive Officer. To assist the Board, the Chief Executive Officer shall conduct an annual succession planning session with the Board at which an assessment of senior managers will be conducted including their potential to succeed the Chief Executive Officer and other senior management positions.

## **Management Development**

The Board shall determine that a satisfactory system is in effect for education, development, and orderly succession of senior and mid-level managers throughout the Company.

## **POLICIES AND GUIDELINES**

Copies of the current version of these Corporate Governance Guidelines, the Company's Code of Business Conduct and Ethics for Members of the Board of Directors, the Company's Ethics Policy and Finance Code of Conduct for employees and officers and the charter of each key committee of the Board shall be posted on the Company's website.