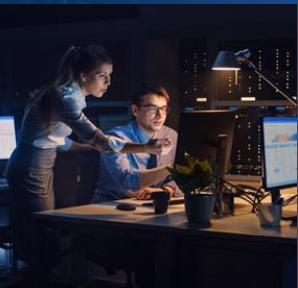




# Conduent Corporate Social Responsibility Report 2020





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## Social

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# A letter from our President and CEO

Conduent's dedication to Environmental, Social and Governance (ESG) strategy has always been an integral part of our long-term performance strategy. This 2020 Corporate Social Responsibility report outlines our ongoing commitment to conduct business responsibly and sustainably to better serve all of our stakeholders.

## Thank you to our associates

In 2020, our communities struggled under the social and economic weight of the COVID-19 pandemic. I was so proud of our associates, who quickly collaborated with clients, partners, and each other to protect the wellbeing of our people while keeping our clients' essential operations running. We enabled nearly 45,000 associates to work at home through swift and secure digital enablement, increased communication across teams and increased access to the mental and physical wellness benefits our associates needed during this trying period.

We also ensured a safe environment for our essential workforce who continued to work in our facilities throughout the pandemic, and our dedicated associates remained highly engaged. Today, we continue to work hard to implement our comprehensive "return to workplace" plan that will keep associates safe and address their concerns while benefiting from in-person collaboration and leadership. We appreciate our associates' hard work and commitment to Conduent, our clients and all our stakeholders.

## Taking care of our people

In the face of the challenges of tripling our virtual workforce nearly overnight, we strengthened the Conduent culture this year by consistently demonstrating and living up to our core values. We extended wellness benefits, implemented virtual training, created additional opportunities for engagement with leaders, and named a new head of Diversity and Inclusion to our senior leadership team. We also updated our Human Rights Policy to expand our commitment to anti-discrimination policies.

We are taking care of our associates so they can take care of our clients. Due to these actions and others, associate engagement scores increased, our employment ratings on Glassdoor improved, and we were named one of the top 50 companies in Comparably's Best Global Company Culture ratings.

We continued to support our ConduentCares initiative, which represents associate volunteer work around the world. Despite global mobility restrictions, more than 4,000 of our associates participated in volunteer activities in 2020, and thousands more helped raise money for underserved communities. Many of these activities worked to combat poverty and hunger in our communities around the world.

## Maintaining business continuity for our clients and millions of people who count on critical services

We delivered essential services and solutions for our clients and the millions who count on them across all our business lines, including:

- Getting benefit dollars into the hands of those who needed them via electronic payment cards
- Supporting employees with benefit administration and call center services
- Enabling seamless travel experiences for public transit and toll road commuters, including contactless payments
- Helping insurance plan members through healthcare bill review and claims administration
- Supporting consumers with effective and empathetic multichannel assistance

All of these examples are especially important during a global pandemic, and I'm exceptionally proud of the way our teams delivered for our clients every day.

These solutions, along with many others, directly contribute to five of the United Nations Sustainable Development Goals (SDGs) outlined in the following report. Our clients clearly appreciate our partnership, as we've seen client satisfaction levels continue to improve — up significantly for the second consecutive year.

## Our commitment to environmental sustainability

We remain focused on our goal to reduce the company's carbon footprint. We developed a more robust Environmental Policy that strengthens our commitment to environmental protection, climate change and biodiversity. We reduced our real estate footprint by over 50% over the last three years and implemented recycling and waste management programs across our facilities. We are increasingly disclosing data on our carbon footprint, reporting to both CDP's Climate Change questionnaire and SASB's Software & IT Services Industry Standard. We are committed to continue using these standards to track our progress.



## 2020 highlights

- Our Board of Directors formed the Corporate Social Responsibility and Public Policy Committee to ensure our business strategies and activities remain aligned with important matters related to ESG and CSR.
- We created a cross-functional internal working team and steering committee to accelerate integration of ESG initiatives into daily operations, and we engaged with an advisory agency to implement best practices and consider other perspectives.
- We performed an in-depth assessment across the enterprise and within our industry to identify the most important areas of focus and those of significant strength.
- We reviewed and revised policies to better reflect ESG goals, including Data Privacy, Environmental Health and Safety, Supplier Diversity and Human Rights.
- We enhanced our disclosure of ESG metrics and measurement consistent with industry-standard frameworks.

Thanks to the hard work and perseverance of our colleagues, we built a foundation to accelerate our ESG commitments and have highlighted our initiatives in this year's Corporate Social Responsibility report. Our goal is to achieve our vision of being the business services partner of choice while continuing to drive improvements and disclosure across our environmental, social and governance initiatives. We believe this commitment to ESG supports the enduring success of our associates, clients and shareholders.



**Cliff Skelton**  
Conduent President and CEO



# About Conduent

At Conduent, our goal is to be the business services partner of choice for companies and governments globally. To do this, we focus on our clients' success to create exceptional client and end-user experiences and outcomes. With our people, process, and technology, we manage essential business processes for our clients so they can focus on their mission.

Conduent delivers mission-critical services and solutions on behalf of businesses and governments — creating exceptional outcomes for our clients and the millions of people who count on them. Our extensive portfolio of services and solutions spans complete value chains across diverse business processes and industries where we handle millions of interactions every day.

Each of those interactions — whether it's an inquiry, transaction, payment, communication, claim or many other opportunities to serve — includes unique, individualized information sets that must be managed punctually, accurately and securely to ensure a seamless and effective experience for consumers.

Our solutions result in opportunities for our clients to reduce costs and improve efficiency through automation, enhanced accuracy and improved uptime — ultimately enabling business growth.

We recognize that the work we do comes with significant responsibilities to society. That's why we're continuously working in ways that empower our associates, strengthen our global communities and operate responsibly across every interaction.

It's also why our policies and business practices are rooted in a commitment to timeless values such as communication, trust, 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 progress

At Conduent, we foster a collaborative, teamwork-oriented culture that is focused on driving valuable outcomes for clients and has been recognized in a variety of forums.

### A great place to work

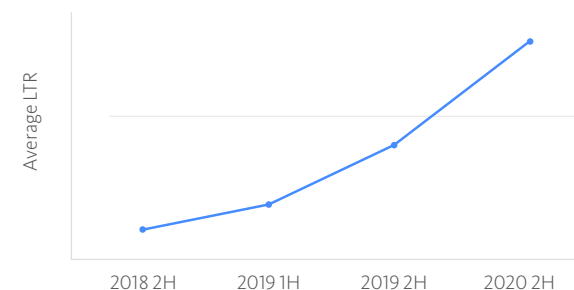
- [Comparably](#) Best Global Company Culture #29 of 50
- [+8 Points](#) Increase YoY on Employee Engagement Index
- [Comparably](#) Best Places to Work in NYC Region
- [Forbes Magazine](#) Top 500 Company for Diversity
- [South Carolina Governor's Committee](#) on Employment of People with Disabilities Award
- [Philippines Quill Award](#) for Excellent, Effective, and Purposeful Business Communication

### Industry accolades

- **ISG:**  
Top 15 Sourcing Index Standout
- **Business Services:**  
NelsonHall, Everest Group, ISG
- **Healthcare:**  
HfS Research, Everest
- **HR Services:**  
NelsonHall, Everest Group, Brandon Hall Group
- **Customer Experience:**  
ISG, Everest Group, Gartner
- **Transportation:**  
International Parking & Mobility Institute; International Bridge, Tunnel and Turnpike Association; National Parking Association

### Client satisfaction

- Significantly Improved [Client Satisfaction Metric](#) 2 Years in a Row



- Named a [2020 Supplier of the Year](#) by General Motors
- Awarded 2021 Toyota [Supplier Excellence Recognition](#) for Service Operations



# Our approach to Corporate Social Responsibility

Conduent's dedication to economic, environmental, and social responsibility is an integral part of our long-term performance strategy.

We demonstrate our commitment to Environmental, Social and Governance practices and policies through our actions and initiatives — and transparently communicate actions and progress through ongoing disclosures in accordance with recognized frameworks and standards. We have taken a comprehensive approach with a cross-functional, enterprise-wide program to assess, develop and report on environmental, social and governance initiatives and performance across Conduent. We are focused on four key areas:



Delivering on "mission critical" for our clients



Supporting our people and communities



Protecting our planet



Responsibly governing our business



In 2020, we embarked on the next stage of our environmental journey informed by the Sustainability Accounting Standards Board (SASB) industry-specific disclosure guidelines. As part of this initiative, we launched an ESG Steering Committee that works cross-functionally with our business units and corporate functions to enhance ESG policies and disclosures, sets tangible goals and provides long-term strategic recommendations. The committee's initiatives and progress are shared with the company's Senior Leadership Team and the Board of Directors.

Our commitments are aligned with five of the United Nations' [Sustainable Development Goals](#) (SDGs) that we believe support the communities where we live and work:

- No Poverty (SDG 1)
- Zero Hunger (SDG 2)
- Good Health and Wellbeing (SDG 3)
- Sustainable Cities and Communities (SDG 8)
- Decent Work and Economic Growth (SDG 11)

## Stakeholder Engagement



Associates



Clients



Community



Suppliers



Shareholders

Environment • Social • Governance

We meet regularly with our stakeholders, including shareholders, clients, suppliers, community members, analysts and other partners. We listen to these stakeholders and assimilate their feedback into our strategic planning and business decisions. These recurring meetings also help us to understand what issues are most material to them. The following chart outlines some examples of how Conduent engages with its stakeholders.

<b>Investors</b>	Quarterly earnings calls and webcasts, other engagements and communications, investor-perception surveys and regular briefings
<b>Clients</b>	Face-to-face meetings, joint industry memberships, conferences and industry events, customer feedback meetings and surveys
<b>Associates</b>	Global employee surveys, town hall meetings, CEO discussions, employee impact groups, and communications through email, video and our internal collaboration network
<b>Suppliers</b>	Regular cadence of meetings and reviews including best practices sharing
<b>Community groups</b>	Contributions to charities, engagement in community and philanthropic programs, promotion of diversity initiatives and veteran hiring programs — often in partnership with the Conduent Foundation
<b>Government and Industry groups</b>	Face-to-face meetings, leadership groups and roundtable discussions
<b>Industry analysts</b>	Regular briefings, face-to-face meetings, RFI responses and discussions

# Social

Making an impact on our clients,  
our people and our communities





# Delivering on “mission critical” for our clients

With people, process and technology, we manage essential business processes on behalf of our clients to ensure delivery of "mission-critical" services for the millions of people who count on them.



At Conduent, our environmental and social responsibility efforts align closely with five of the United Nations' Sustainable Development Goals (SDGs):

## 1 NO POVERTY



### UN SDG 1: No Poverty

- Between 2019 and 2020, Conduent associates globally gave nearly 60,000 hours to those in need to improve their standards of living.
- Conduent Solutions help to deliver unemployment insurance, child support payments, and social security benefit payments that are critical in supporting the goal of “No Poverty.”

## 2 ZERO HUNGER



### UN SDG 2: Zero Hunger

- Conduent associates routinely participate in food drives, community events and other fundraising activities to help reduce hunger.
- Conduent offers solutions that deliver payment of benefits such as WIC (Women, Infants, and Children), TANF (Temporary Assistance to Needy Families) and SNAP (Supplemental Nutrition Assistance Program) are essential to supporting the goal of “Zero Hunger.”



### 3 GOOD HEALTH AND WELL-BEING



#### UN SDG 3: Good Health and Wellbeing

- Conduent partners with Alianza Anticancer Infantil (Childhood Cancer Alliance) to provide health and social assistance services that improve quality of life.
- Conduent healthcare solutions such as Healthy Communities Institute help identify social determinants of health. In addition, our Midas DataVision uses analysis to identify those at risk for hospital readmission, and our Pharmacy Benefit Programs assist those who may not be able to afford their medications — all to promote and support good health.
- Conduent provides participant eligibility and customer care services to enable access to broadband childcare services and emergency benefits to those in need — all of which support this goal of “Good Health and Wellbeing.”

### 8 DECENT WORK AND ECONOMIC GROWTH



#### UN SDG 8: Decent Work and Economic Growth

- Conduent associates volunteer with Habitat for Humanity in several regions across the globe.
- Conduent provides Medicare and medical bill review solutions for workers compensation and auto liability claims. These solutions help ensure the right care is provided at the right time and helps employees return to work faster.
- Conduent services and solutions span payroll, human resource management, benefits administration, learning and workers compensation solutions, ensuring a decent work experience for the employees and beneficiaries of our clients. These solutions have a direct impact on this sustainable development goal.



### 11 SUSTAINABLE CITIES AND COMMUNITIES



#### UN SDG 11: Sustainable Cities and Communities

- Conduent works with community partners, such as the Episcopal Diocese of Lexington and Ronald McDonald Charities, to support the communities in which our associates live.
- Conduent offers an extensive portfolio of transportation solutions including public safety, public transit, curbside management and road usage charging have a significant benefit on promoting sustainable cities and communities. For example, our public safety solutions help to reduce traffic speeds and auto accidents. And our public transit and parking solutions reduce traffic congestion and enable seamless, contactless travel experiences, while road usage charging reduces emissions through decreased idling in toll plazas.



# Supporting our people and communities

At Conduent, we believe our people and our communities are at the core of our success and add momentum to our clients' missions.



We are building a culture of collaboration and teamwork that is underscored by our core values, which guide our every decision and action:



Living by these values helps make Conduent a great place to work.

## Conduent associate experience

We operate as One Team with One Mission. Together, we make a difference in the lives of millions every day.

### At Conduent, associates can:

#### Be themselves

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.

#### Grow and thrive

When associates join Conduent, they are engaged in creating the future — both our company's and their own. From being a part of transformative and game-changing projects to finding new and better ways of getting work done, they have an opportunity to gain knowledge and skills through both incredible experiences and flexible learning programs.

#### 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 every day to work hard, innovate, think creatively, and solve problems.



"We believe that fostering a diverse and inclusive culture is key to maintaining a positive and productive environment, and we are constantly striving to improve."

- Cliff Skelton, CEO

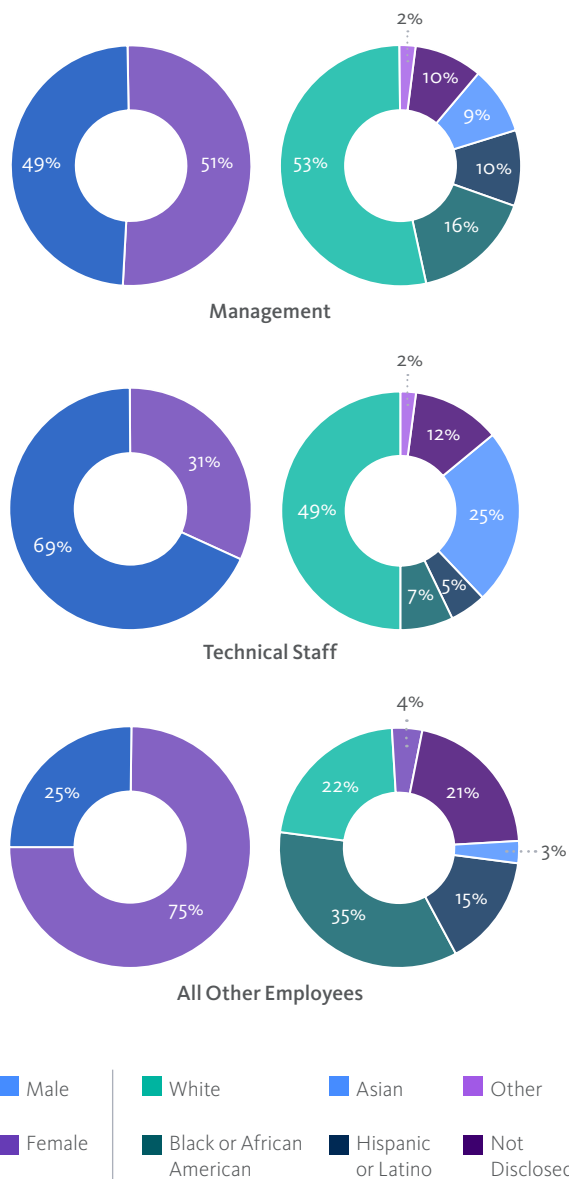
### Diversity and Inclusion

Our goal is to create a culture of belonging that is integral to who we are and what we do. We encourage every individual to leverage the power of their own identities to positively impact every aspect of what they do in delivering for our clients and supporting each other as teammates.

Diverse experiences, perspectives and backgrounds undoubtedly lead to better ideas, better outcomes and a better world for our associates, clients and communities. We aim to provide all our stakeholders with the opportunities and tools to grow and reach their fullest potential. As a company, we are committed to:

- Ensuring a comfortable and accepting work environment
- Sourcing top diverse talent
- Developing our associates
- Working with certified diverse suppliers
- Supporting and creating opportunities in the communities we serve

## Diversity and Inclusion by the numbers (U.S.)

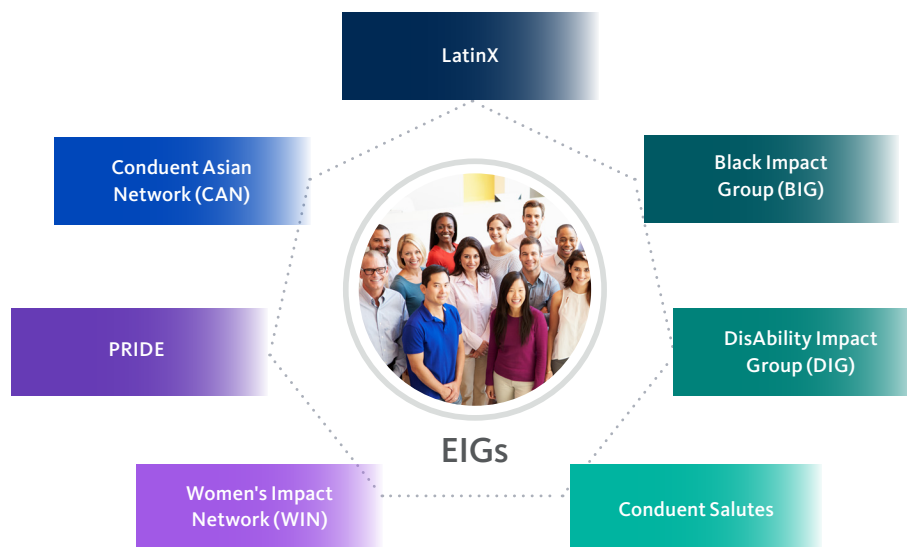


## Global gender reporting

Level	Female	Male	Not disclosed
Management	2,488	3,224	1
Technical Staff	1,676	4,061	1
All Other Employees	33,681	19,388	2
<b>Total</b>	<b>37,845</b>	<b>26,673</b>	<b>4</b>

Our Conduent Global Diversity and Inclusion Council (GDIC) was formed to provide guidance on the development of our global D&I strategy, ensure the delivery and integration of D&I throughout the business and provide D&I role models for others. Nineteen leaders from across the company have helped define the mission and vision of Diversity and Inclusion at Conduent and will help us expand this initiative.

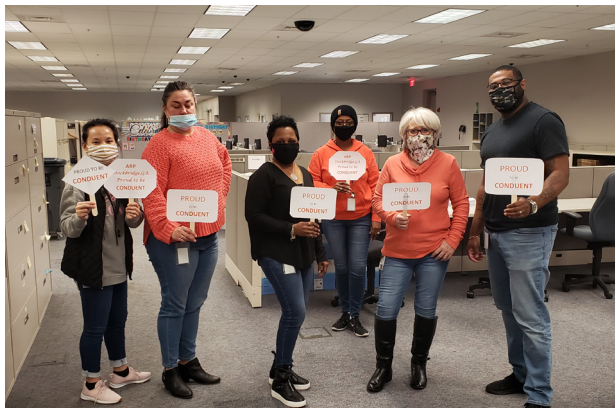
Conduent associates are vital to our business. A critical part of embedding diversity and inclusion into the culture has been the establishment of our Employee Impact Groups (EIGs). Conduent has seven EIGs:





## Employee Impact Groups 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 the most to their respective members in order 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 quality, growth 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: 1) to foster the growth and development of the co-chairs at Conduent and 2) to champion the needs of the members of the Employee Impact Groups.

Each EIG also has committee chairs who strategically align with senior business functional leaders to drive the programs, processes and tools that serve the associates and provide development opportunities for the committee leaders. Examples of these committees include: Community, Communications and Professional Development.

## What's the impact of our Employee Impact Groups?

- Curated 60+ hours of cultural engagement activities.
- Deployed 20+ hours of professional development.
- PRIDE leaders partnered with business leaders to review policies and practices that affect associates in our LGBTQ+ community and provided guidance for enterprise-wide use of pronouns.
- SOGIE, PRIDE's global alignment, partnered with business leaders to develop and define an awareness learning pathway for associates throughout the enterprise.
- The Women's Impact Network (WIN) pioneered a mentoring program as well as a speaker series to foster support and development for all EIG members.
- The DisAbility Impact Group (DIG) initiated and leads the Mental Health First Aid Program to provide resources for associates and managers to foster awareness, understanding and support of mental health disabilities in the workplace.

## We are Conduent proud

"One of the greatest things about being part of Conduent has been to work with amazing people around the world. I have learned so much from my peers. The diverse and inclusive culture makes me feel valued and that my contributions and those of my peers are changing lives."



**Abril Nava**

Country Leader, Mexico  
Co-Chair, Women's Impact Network (WIN)  
Monterrey, Nuevo Leon, México

"I am very fortunate to work for a company that has provided me equal access to opportunities throughout my professional career and also cares about who I am as a person."



**Javier Urizar**

VP, Finance  
Co-Chair, LatinX  
Philippines

"I knew I was making the right choice when I transitioned to Conduent over 14 years ago. The leadership and people are second to none, and this company has done an amazing job accommodating those of us with disabilities to perform our duties to the best of our abilities. Thanks, Conduent!"



**Erik Russell**

Quality Assurance Associate, Eligibility & Enrollment Solutions  
Co-Chair, DisAbility Impact Group (DIG)  
USA

"I appreciate working for a company and with colleagues who understand and value a diverse workforce. We all bring something of worth to the table. It is our combined differences that make us stronger together!"



**Kelley Carson**

VP/GM, Government Healthcare Solutions  
Executive Sponsor, Black Impact Group (BIG)  
USA

## Our progress

We are making headway in bringing our vision of a more diverse, inclusive and equitable culture to life. Notably, our annual associate survey scores have improved in every category, including an 8-point increase in engagement.

We appointed a new head of Diversity and Inclusion (D&I) to our senior leadership team who partners with leaders and functions across our global locations to launch new strategies to enhance D&I practices and capabilities. We have also issued a Pledge to CEO Action for Diversity and Inclusion.

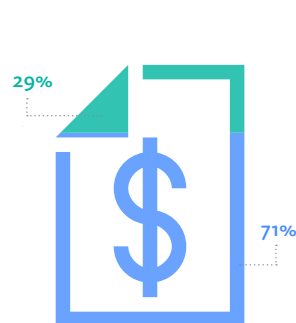
In addition, we have increased membership in our Employee Impact Groups by 65% and ranked 29th on Comparably's Best Global Company Culture list of the Top 50 highest-rated cultures for similarly sized, global companies. We have also received recognition from Forbes as one of the Top 500 Companies for Diversity. On a regional level, we received the South Carolina Governor's Committee on Employment of People with Disabilities Award for helping associates with visual impairment feel they belong and can thrive at Conduent.

## Supplier diversity

This commitment extends beyond our own operations thanks to our strong Supplier Diversity program. We provide diverse suppliers with an equal opportunity to seek our business through our global sourcing and procurement process. In support of these efforts, we:

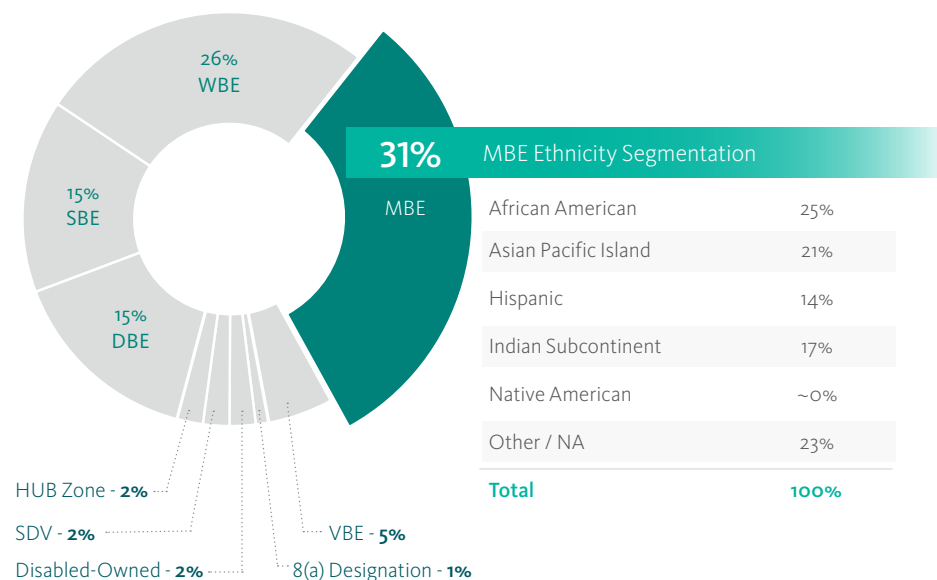
- Actively seek certified diverse suppliers
- Ensure the inclusion of diverse suppliers as a part of our global sourcing and procurement process
- Communicate the value of supplier diversity both internally and externally
- Continually grow our Tier 1 and Tier 2 spend with diverse suppliers as well as the number of diverse suppliers in our supplier base

### Conduent Sourceable U.S. Spend



■ Diverse Spend  
■ Non-diverse Spend

### Diversity Attribute



Further information can be found here: [Supplier Diversity page](#). Our Supplier Diversity Category Glossary on page 45 defines each of the acronyms used in the chart above.



## Growing and thriving at Conduent

### Associate engagement, training and retention

Our dedicated associates are the foundation of our success at Conduent, and we strive to work across our operations to continuously develop, retain and train top talent to industry-leading standards. This includes a range of programs to elevate internal leaders, such as our "Talent Factory" in Latin America and the Caribbean, which is responsible for numerous associate advancements within our client experience management team. Other skills training programs across our operations include: Percipio, EdCast, New Hire Onboarding, Learning Café Program, and Leadership Development Program with MIT Sloan.

Our Conduent Associate Experience initiatives have resulted in an improved Glassdoor rating, and a Comparably CEO Score of 87/100. More importantly, we have an ever-increasing number of associates who have advanced from agents to managers. We believe our more highly engaged associate base has resulted in improved client satisfaction as mentioned earlier in this report.

CEO Rating



87 / 100

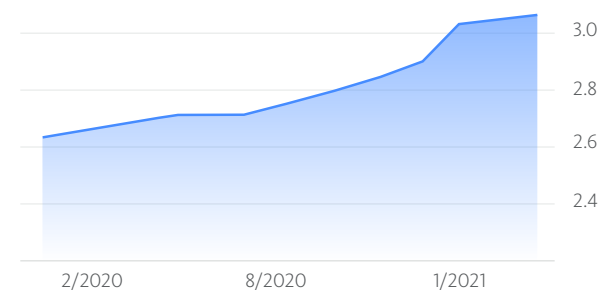
Top 5% of similar sized companies

Top 5% of nearby companies  
in New York

1st place vs 5 competitors



Overall Trend



### Associate experience survey

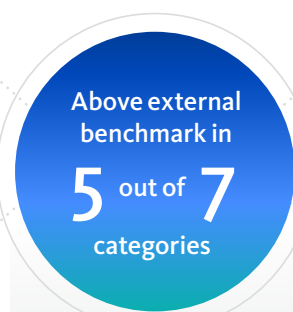
As part of our ongoing efforts to engage with our associates, we conduct regular surveys across our global footprint. Notably in 2020, our Associate Experience survey showed marked improvement in every category.

"Pride in Company" and  
"Intent to Stay" among  
most improved items

↑8% ↑5.9%

"Teamwork and  
Collaboration" scored  
substantially higher

↑7.4%



↑8%  
Overall Engagement Index  
All categories improved  
over prior survey

"Clarity of Direction"  
was highest scoring  
category

↑6.4%

"Resources and Support"  
was second highest  
scoring category

↑6.2%

## Associate health and safety

The health, wellbeing and safety of our associates remain key priorities at Conduent, underscored by our core value of being a good teammate. However, 2020 was a year unlike any other and presented unique challenges to businesses across the globe. We responded in kind, outlining two key priorities that guided our response to the COVID-19 pandemic:

### 1 Protecting the health and wellbeing of our associates

From the beginning of the pandemic, we followed guidance from the government in the areas in which we operate on best practices for keeping our associates safe and essential facilities operational. We modified our business processes so that 75% of our associate base could work remotely and connect virtually. We enhanced cleaning and sanitation practices, implemented robust contact tracing protocols, offered short-term disability for COVID-19, and instituted flexible leave policies and other measures to ensure safety and peace of mind for our associates.

### 2 Delivering mission-critical services when our clients needed them most

We engaged business continuity plans and worked with our clients to deliver mission-critical services for the healthcare industry; supported payments for pandemic-related unemployment and nutrition assistance benefits; enabled contact tracing as a platform and service for communities across the globe; implemented contactless payment systems for transit and tolling; and developed passenger capacity monitors — among other key services to help our clients deliver necessary benefits and navigate the uncertainties of COVID-19.

Further information about our response to COVID-19 can be found here: [Conduent COVID-19 Page](#)

Beyond this year's challenges, we continue to recognize employee health and safety as one of our top societal responsibilities. We ensure our facilities are inspected and maintained to the highest standards, preventing unacceptable 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 also educated our associates on their responsibility to report injuries and unsafe work practices or conditions as soon as they are known.

## Human Rights Policy

Conduent is committed to upholding the principles of human rights across our business. We hold ourselves, our suppliers and other stakeholders accountable, ensuring relevant policies and practices are aligned with all laws and regulations. In 2021, we updated our Human Rights Policy, which serves as a guiding principle for all our associates in recognizing and protecting human rights across the globe. Our policy includes commitments to adhere to the UN Guiding Principles on Human Rights, including the [Universal Declaration of Human Rights](#).

We also maintain a range of procedures to monitor and seek external verification for our operations and those of our suppliers.

Further information can be found here: [Conduent Human Rights Policy](#)

## Making a difference for those in need

Conduent provides essential services and solutions to our communities and we all play a key role in strengthening these bonds. The work we do provides a range of services that support the most vital aspects of our communities, most notably Government Payment Solutions.

### Government Payment Solutions:

We enable countless government payments that are delivered to those in need. As one of the largest providers of these solutions, we understand the deep responsibility we have in ensuring accurate, easy 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 utilizing electronic payment cards, we reduce the number of printed checks that must be delivered monthly, 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	<ul style="list-style-type: none"> <li>• <b>SNAP</b> - Supplemental Nutrition Assistance Program</li> <li>• <b>TANF</b> - Temporary Assistance to Needy Families</li> <li>• <b>WIC</b> - Special Supplemental Nutrition Program for Women, Infants, and Children</li> </ul>	<b>\$50B</b>  Approx. \$50B loaded onto cards in 2020. Serving about <b>50% of U.S. recipients</b> .
Electronic Payment Cards	<ul style="list-style-type: none"> <li>• Unemployment Insurance</li> <li>• Post-disaster emergency benefits</li> <li>• Foster care and adoption payments</li> <li>• Child support disbursements</li> </ul>	<b>1.5M</b>  1.5M unemployment insurance recipients during the pandemic. Processing <b>\$24B UI paid in 2020</b> .
Electronic Child Care	Child care time and attendance service for state daycare subsidy programs	<b>300K</b>  Serving 300,000 participants.
Child Support	Child support payment processing	<b>\$11B</b>  Processed more than \$11B in supporting about <b>one-third of all U.S.</b> child support payments.
Direct Express	25 federal programs including <b>Social Security</b> (both SSA and SSI) and <b>Veterans Administration</b>	<b>3.5M</b>  3.5M active cardholders. Distributing more than <b>\$39B per year</b> in benefits.



## Making a difference through philanthropy and volunteerism

As a company that believes in giving back to and growing with the communities in which we live and work, Conduent employees work on behalf of many charities and causes. We have identified several key focus areas to make an impact through our national and local volunteering efforts. These are:



### Education:

Contribute to child development through partnership with schools.



### Health and wellness:

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



### Quality of life:

Outreach to provide support and donations to those in need, with a focus on poverty and hunger.



### Environment:

Protect the environment and reduce our carbon footprint.



### Employability:

Support upskilling initiatives.

## The Conduent Foundation

As Conduent's philanthropic organization, the Conduent Foundation makes donations to support and extend our ongoing volunteerism program — ConduentCares. From supporting local communities on an ongoing basis to responding to crises like typhoons and other natural disasters, ConduentCares oversees the company's support for the communities in which we operate.



## Making a difference in our communities

In support of UN SDG 11: Sustainable Cities and Communities, Conduent and its associates have donated to, sponsored and participated in many community support programs. Below are some of our recent contributions.

- **ParkIndy, LLC:** A Conduent-sponsored public/private partnership in conjunction with the city government was created to modernize a broken parking system in Indianapolis. To date, ParkIndy has provided \$20 million to the city to improve Indianapolis' streets and donated more than \$250,000 to local charities. Further information can be found here: [ParkIndy Webpage](#)
- **Operation Santa Claus:** In the past two years, as part of our Associate Activities Council (AAC), associates have donated 260 hours toward the Operation Santa Claus (OSC) Project. This year, we raised funds to purchase gifts for children in New Hampshire.
- **Ronald McDonald Charities of Southern Arizona:** For the 28th Annual Midas Symposium Silent Auction benefiting the Tucson chapter of the Ronald McDonald House, Conduent associates and Midas business clients collectively donated several items to a silent auction hosted at our 28th annual client symposium in Arizona.
- **Episcopal Diocese of Lexington:** Conduent volunteers mentor Central Kentucky grade school students to assist with reading and writing schoolwork.
- **Pro-bono legal database support:** Conduent provided pro-bono work alongside leading law firms in support of the International Center for Advocates Against Discrimination (ICAAD). The UN-sponsored group tracks gender-based violence within the Pacific Islands and leveraged Conduent's AI and Analytics solutions to create a gender-based violence sentencing handbook to support governments in shaping legislation and policies.



- **Computer and server donations:** More than 80 servers and computers were donated by Conduent Philippines to Technological University of the Philippines, Pasay City Science High School, and Pasay City East National High School to help integrated learning during the pandemic.
- **Donation drive for typhoon victims:** Conduent Foundation donated Php 114,000-worth of hygiene kits and care packages (including mosquito nets and blankets) for the survivors of typhoons Rolly and Ulysees with the help of World Vision. The beneficiaries included more than 40 families in Albay, Catanduanes, Cagayan, and Isabela.

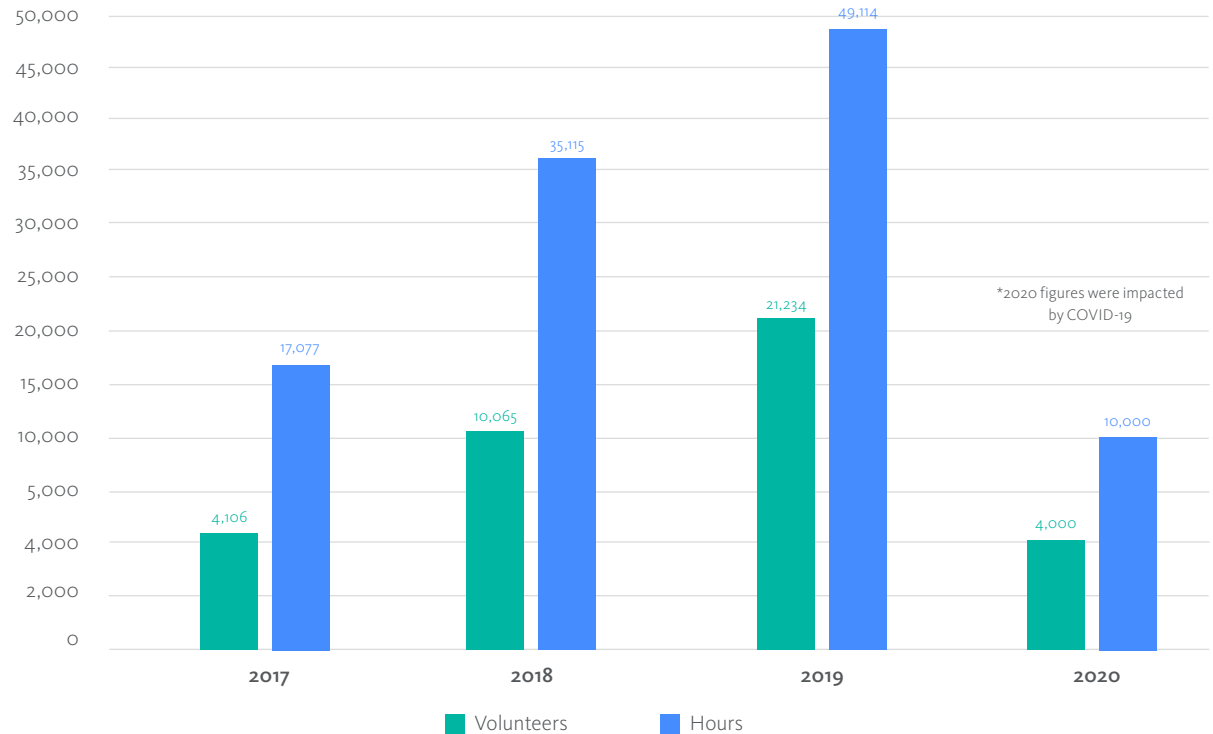
- **Indian national drive on health and wellness:**

This was the first year Conduent participated in national and city volunteering drives in India. The drives raised donations for hygiene and health-related essentials for local shelters and homes. In its inaugural launch, the program reached communities in Bengaluru, Hyderabad, Kochi, Noida, and Vizag.

- **Collaboration with Pertiwi Soup Kitchen:**

Conduent associates donated and distributed food and drinks to 300 beneficiaries within the KL Malaysia area.

### By the Numbers:





## Data Privacy

As a leading provider of technology-enabled services and solutions, Conduent is committed to protecting personal data through industry-leading practices and policies with a comprehensive data privacy and security program. Our associates, suppliers and clients trust us with a range of sensitive information, and we take this responsibility very seriously.

Delivering with quality and personal accountability is one of our core values. The trust and respect of our stakeholders is crucial to everything we do, and we strive to consistently deliver best-in-class services and solutions.

We have a dedicated data privacy team that:

- Monitors and responds to privacy questions, inquiries, data subject requests, incidents and complaints
- Supports business operations and risk management activities
- Analyzes new and developing privacy regulations and associated risks
- Provides quarterly reports to the Board of Directors and Audit Committee

### Privacy program

Our privacy program includes principles of leadership, accountability, transparency, lawful use, safeguards, individual rights, training, monitoring, and response. Conduent's organizational, technical, and administrative measures are designed to protect personal data, meet industry standards, and global data privacy regulations.

Conduent mandates that its associates and contractors are educated and trained annually on the company's data privacy practices and policies (including GDPR and HIPAA). The Information Privacy training provides guidance on how to appropriately collect, use, disclose, transfer, retain, store, and destroy personal data. Staff are also educated on individual rights and how to recognize and report any suspicious activities or potential incidents.

[Conduent's Data Privacy Policy](#)



# Environmental

Protecting our planet and reducing our impact





# Protecting our planet

Conduent is committed to transparency about our sustainability efforts with respect to the environment, supply chain and the communities in which we operate. Our efforts are fully aligned with external frameworks including the Sustainability Accounting Standards Board (SASB) Software & IT Services Industry Standard and CDP's Climate Change questionnaire.





## Environmental stewardship

Conduent continues to seek opportunities to improve environmental performance within our operations. We partner with our suppliers to unlock opportunities to protect our planet together. In addition, we took strong actions in reducing our carbon footprint through real estate consolidation and a major initiative in waste management, especially recycling across our business. Since 2017, Conduent has reduced its real estate footprint by 52% and recycled over 53 million pounds of paper-based materials.

### Environmental policy

In April 2021, we published our Environmental Policy to clearly establish our commitment to the environment, alongside our customers, suppliers, and communities in which we do business. This policy addresses a range of topics, including energy management and conservation, environmental standards, board oversight and more. Further information can be found here: [Conduent Environmental Policy](#)

### High-level commitments

As part of our ongoing efforts to advance our sustainable journey, we have established a range of goals and commitments which will guide our near-term decisions and enable long-term success. These goals will have a positive impact on the environment, our business and our many stakeholders. We will continue to evaluate and update our goals as we progress.



CONDUENT

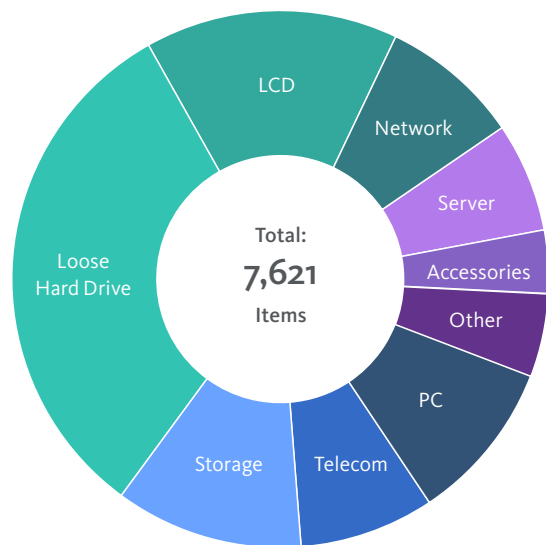


## Embracing circularity and recycling

We are continuously implementing ways to manage waste, expand our recycling and use renewable energy to reduce our carbon footprint.

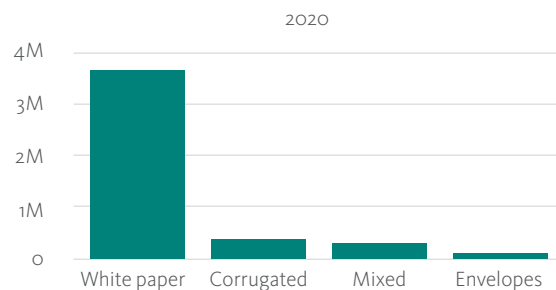
### Diverting waste to recycling streams

Conduent ensures the safe disposal of e-waste. We have partnered with a secure provider that safely destroys identifying information and returns usable resources to the electronic industry manufacturing stream. Below are the items we responsibly disposed of in 2020.

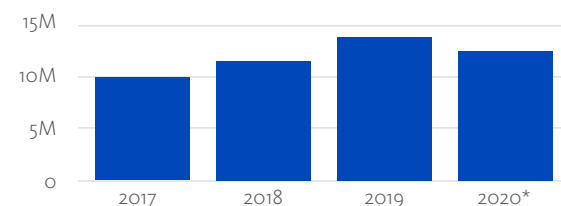


Printing and delivery of statements and information is an essential service we provide to our customers. In addition to transitioning clients to digital presentment, Conduent continues to focus on increasing the amount of paper recycled both in our office and production facilities. Here is an overview of the expanded paper recycling in our offices and operations.

Paper Recycling in Office Facilities (millions of lbs)



Paper Recycled in Production Operations (millions of lbs)



\*Decline reflects increasing customer preference for non-paper communications and other factors.

### Calculating our savings



**4.3K+ metric tons**  
of CO<sub>2</sub> business travel emissions  
avoided in 2020



**19%**  
energy derived from renewable  
resources



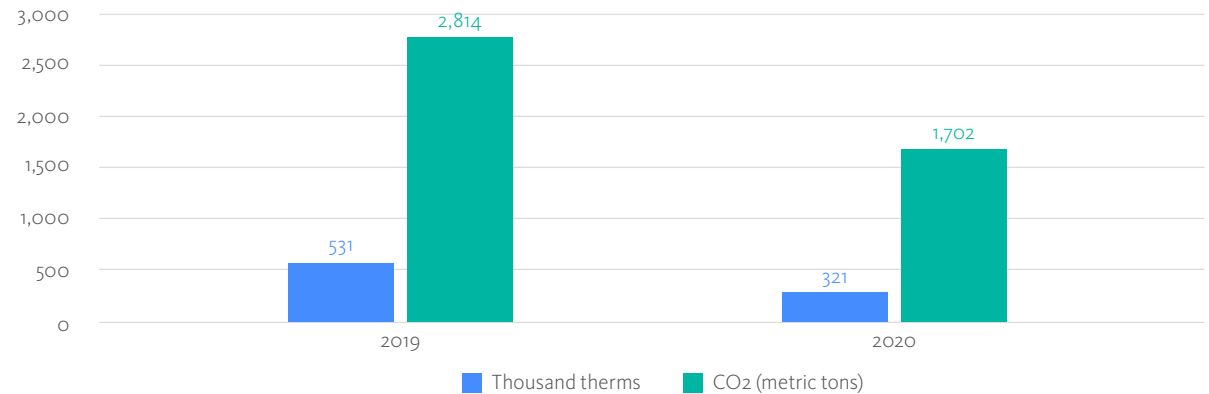
**53M+ lbs**  
of paper recycled since 2017

## Energy management and reductions

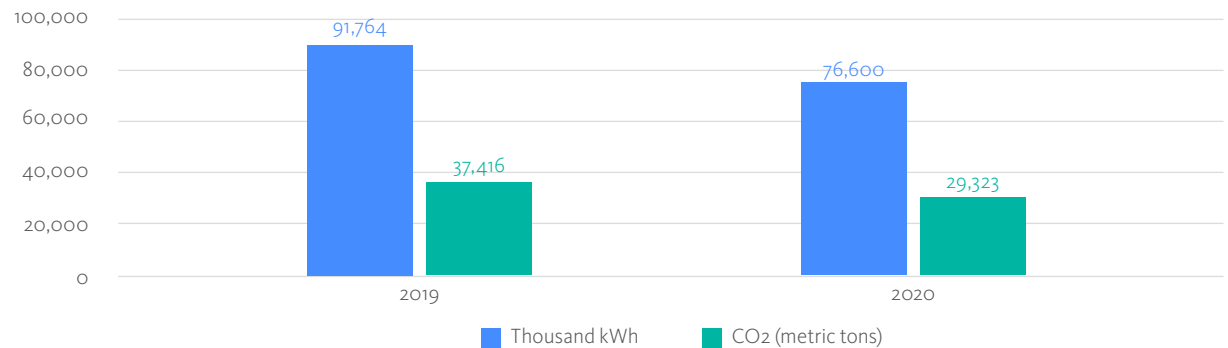
Conduent has taken proactive steps to expand its tracking and reporting of greenhouse gas emissions to CDP and other ratings firms. We prioritized Scope 2 emissions as it constitutes the greatest portion of our footprint, with measurement and disclosure of Scope 1 and 3 emissions planned for 2021.

Conduent is committed to measuring energy usage and setting targets to reduce emissions in the highest impact areas. We continue to expand our portfolio of digital solutions that have a smaller environmental footprint and pursue opportunities to optimize our operations.

### Scope 2 Emissions from Natural Gas



### Scope 2 Location Based Emissions from Electricity Usage



\*Scope 2 Emissions are limited to U.S. operations only, based on actual electric and natural gas meter readings



## Our solutions that drive environmental impact

Many Conduent solutions contribute to environmental sustainability through reducing emissions, employing recycling best practices, and enabling digital delivery. The following are some examples that illustrate this impact.

### Transportation

- Conduent Transportation is making an environmental and social impact through road usage charging, public transit, public safety and curbside management.
- For example, drivers using cashless tolling instead of cash toll payments are significantly reducing carbon emissions by limiting congestion, eliminating paper from transactions and reducing idle time at toll booths. Our solution that enables cashless transit fares also reduces bus idle time, which reduces emissions. Congestion pricing is also a valuable method for improving environmental impact, improving common issues such as urban congestion, vehicle miles traveled and stop-and-go traffic.
- In addition, our work in transportation contributes to SDG 11 - Sustainable Cities and Communities. It enables seamless travel for public transit, parking efficiencies, increased safety in cities, and interoperable toll road usage across countries while reducing the environmental impact of travel.

### Customer Experience Management

- Our proprietary omnichannel customer experience management (CXM) platform delivers paperless, digital engagement that saves trees and presents a more sustainable alternative to traditional printed communications, while also reducing the need to procure, ship and dispose of paper.
- For example, from June-December of 2020, our CXM platform eliminated over 2.1 million pounds of white paper from circulation, as well as several hundred thousand pounds of corrugate paper, across our Erlanger, Lynnfield, North Wales and Plano sites by transitioning to digital presentment.

### Payments & Eligibility

- We have transformed countless paper checks into digital delivery, improving customer outcomes and reducing our environmental footprint.
- For example, we enable electronic child support payments, processing more than \$11 billion annually, or approximately one-third of U.S. child support funds. Additional information on our payment and eligibility programs can be found on page 21 of this report.
- In addition, our Payment and Eligibility Solutions support SDGs of “No Poverty,” “Zero Hunger” and “Good Health and Wellbeing” by providing necessary benefits to millions in need from unemployment insurance and supplemental nutrition assistance to Medicaid eligibility.

### Climate risk

We understand the significant risk that climate change and other environmental issues can have on our business, stakeholders and the communities in which we operate. That's why we consider how we can continue to reduce our impact on the environment, adapt our services to more sustainable models and continually work with our stakeholders to limit environmental effects where possible. Efforts are currently underway to identify inherent climate risks to our operations, establish policies and goals to minimize impact where possible and monitor outcomes over the long term in order to become a more resilient organization.



# Governance

Operating with integrity and managing risk





## Responsibly governing our business

Conduent strives to be a role model in ethical behavior and business practices, nurturing a culture of integrity, accountability and transparency. We have a Code of Conduct that applies to all our directors, officers and associates. Conduent associates worldwide are aware of and respectful of Conduent's [Code of Business Conduct](#) with mandatory annual training and affirmation of commitment to uphold it. Resources such as the [Conduent Ethics Helpline](#) offer associates an opportunity to seek guidance and a confidential outlet to raise issues concerning business standards and ethics.





## Integrity and ethical values

Conduent has implemented a global Ethics Program tailored to its associate population and designed to promote and instill a culture of integrity and honesty — and a work environment in which everyone understands ethical values are critical to the success of the organization.

The Conduent Business Ethics and Compliance Office (the Ethics Office) oversees our ethics processes and activities and reports to the Audit Committee of our Board of Directors. The Ethics Office ensures that our associates and those working on behalf of Conduent understand their obligation to uphold our core values and abide by our corporate policies, applicable laws and regulations in all business dealings.

The Code of Conduct is the principal component of our Ethics Program covering expectations for compliance with policies, laws, rules and regulations related to all aspects of our business. Our associates are required to complete training initially upon hire and annually thereafter, and acknowledge their understanding of, and agreement to abide by, the Code of Conduct.

Additionally, leaders at the senior director level and above are required to annually certify their commitment to communicating ethics and compliance expectations within their respective organizations, as well as their own personal compliance with the Code of Conduct.

The Ethics Office maintains a global 24/7 Ethics Helpline as one of its channels for associates and others to report ethics concerns and ask questions. All matters involving potential violations of the Company's Code of Conduct are required to be reported to the Ethics Office.



## Enterprise risk management

Conduent has adopted The Institute of Internal Auditors Three Lines of Defense Governance Model to help ensure that roles and responsibilities are clearly defined and understood to support and enable effective risk management practices across the company.

- 1 The first line of defense owns and manages risk within the business.
- 2 The second line of defense oversees risks.
- 3 The third line of defense provides independent evaluation and assurance.

Our Board of Directors has ultimate oversight responsibility for our Enterprise Risk Management (ERM) program. This oversight is facilitated primarily through the Audit Committee of the Board, which previews the ERM program, related assessments and remediation activities for subsequent review by the Board.

Our ERM program is designed to strengthen our risk-management capability by developing and implementing a governance structure, policy, processes and standards that enable the identification, assessment, monitoring and management of strategic, financial, operational, technology, cybersecurity, legal and compliance business risks.

The ERM program is designed to preserve and create organizational value through effective control management and integration of risk practices into strategic planning and organizational decision-making. Enterprise risk management is administered within our Global Risk organization under the direction of our chief risk officer, who reports to our chief executive officer. Global Risk works throughout the enterprise with management to identify and address emerging risks, review and establish risk tolerances, prioritize risk remediation, and review and report on risk mitigation plans and progress.



## Board of Directors and Governance framework

The Conduent Board of Directors is committed to sound and effective corporate governance practices on behalf of our associates, shareholders, clients and society.

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 associates operate in a legal and ethically responsible manner. This includes the oversight of all environmental, social and governance (ESG) initiatives and programs.

While the company does not have a formal policy on board diversity, our Corporate Governance Principles and Practices place emphasis on diversity. The current composition of our board reflects the importance of diversity to the board.

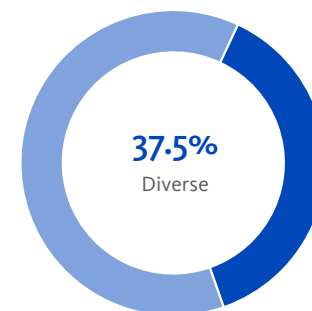
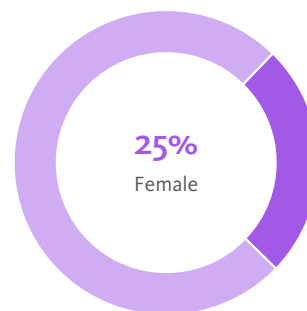
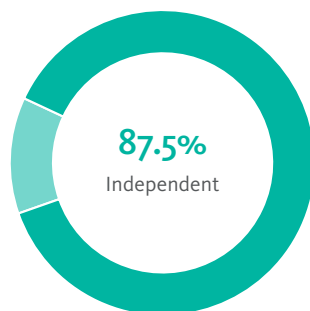
### [Conduent's Corporate Governance Guidelines](#)

reflect the board's commitment to monitoring effectiveness of policy and decision-making both at the board and management level, with a view to enhancing long-term shareholder value.

## Committee Assignments

	Audit	Compensation	Corporate Governance	Finance	Corporate Responsibility and Public Policy
Hunter Gary		●	●		
Kathy Higgins Victor	●				●
Scott Letier		●		●	
Jesse Lynn			●		●
Steven Miller	●			●	
Michael Montelongo	●			●	●
Margarita Paláu-Hernández		●	●		
Clifford Skelton					

● Committee Chair





### Audit Committee

The Audit Committee oversees the company's accounting and financial reporting processes and the audit of the company's financial statements and other matters as directed by the board.

### 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: (1) the identification and qualification of board members and potential board members, (2) director compensation, (3) membership for each board committee, (4) other corporate governance matters and (5) any related corporate governance matters required by the federal securities laws.

### Finance Committee

The Finance Committee reviews Conduent's cash position, capital structure and strategies, financing strategies and insurance coverage, as well as the dividend policy.

### Corporate Social Responsibility and Public Policy Committee

The CSR and Public Policy Committee assists the board in providing oversight of the company's material ESG strategies, initiatives, investments and policies. Its focus areas include:

- Impact of climate change and other environmental matters
- Supply chain diversity
- Employee health, safety and wellbeing
- Diversity, equity and inclusion
- Workforce human rights
- Public policy engagement
- Corporate charitable and philanthropic activities

# SASB Index



## 2020 SASB Index

The Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization dedicated to enhancing the efficiency of the 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 Conduent's SASB-aligned responses. The data contained herein is as of 12/31/2020.

### Environmental Footprint of Hardware Infrastructure

Accounting Metric	SASB Code	2020 Disclosure			Additional Comment	
(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	TC-SI-130a.1	(1) 337.217 GJ energy consumed at 96% sites (2) 99.5% grid electricity (3) 19.3% renewable energy			This data captures both domestic and international properties and includes energy purchased within Conduent's operational control. The company gathered US data using Capturis, a utility administration service. US Renewable energy estimates are based on the EPA's eGrid 2019 (Version release 02/23/2021) methodology. International utility data was gathered through regional or in-country leads and renewable energy factors were based upon country-wide averages. The data provided pertains to 96% of the leased, owned and occupied square footage under Conduent's real estate portfolio.	
(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with high or extremely high baseline water stress	TC-SI-130a.2	Water Risk	Properties	Percentage	Detailed water consumption information is not available at this time, as it is not a primary input to Conduent's provided services. However, Conduent input properties into Aqueduct's Water Risk Atlas to indicate how many of our properties were located in extremely high or high baseline water stress regions.	
		Extremely High	22	10.4%		
		High	29	13.7%		
Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	See additional comment			Conduent is committed to taking the appropriate actions to better control our environmental impact. As a result, we have integrated environmental considerations into our strategic planning for data center needs, which include:	
					1. Putting a monitoring system in place to manage equipment status, history reports, loads, volume on equipment, etc.	6. Matching infrastructure power use to IT workload after virtualization
					2. Upgrading existing BMS systems in lieu of having energy management software/modules	7. Eliminating "zombie" servers (unused, but powered servers)
					3. Automating power metering at the device level	8. Benchmarking to track performance over time
					4. Leveraging variable speed drives to match energy usage to workload	9. Purchasing green IT to reduce a facility's energy footprint
					5. Using alternative cooling methods such as free cooling and direct liquid cooling	10. Developing disaster recovery plans and security awareness curriculums to protect physical and virtual assets
						11. Increasing automation capabilities to improve uptime



## Data Privacy &amp; Freedom of Expression

Accounting Metric	SASB Code	2020 Disclosure	Additional Comment
Description of policies and practices relating to behavioral advertising and user privacy	TC-SI-220a.1	<a href="#">Conduent's privacy and behavioral advertising policy</a>	Conduent's commitment to data privacy goes beyond the minimum legal and regulatory requirements and strives for best-in-class data protection and privacy management. This commitment is overseen at the executive level by the Chief Privacy Officer who reports to the General Counsel and the Chief Information Security Officer who reports to the Chief Information Officer (with the GC and CIO both reporting directly to the Chief Executive Officer of the company.) The board receives quarterly reports or a read-only report. The Audit Committee agenda includes coverage of data privacy at every Board Meeting. Conduent ensures our employees and contractors are educated and trained on the company's data privacy policies throughout their tenure, including new-hire instructions and annual training.
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	The company's total amount of monetary losses as a result of legal proceedings associated with user privacy is zero.	Additional information on legal proceedings is disclosed in our Annual Report on Form 10-K.
(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	See additional comment	As a "Business-to-Business" provider supporting its clients' end customers, Conduent does not receive requests for user information except in its capacity as a service provider for its 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	2020 Disclosure	Additional Comment
(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of users affected	TC-SI-230a.1	See additional comment	<p>Conduent routinely processes 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.</p> <p>To protect Conduent and our customers, we do not broadly disclose specifics regarding these attempts other than in instances where we are legally required to do so. We maintain an information security program that is aligned with the NIST framework and standards as well as applicable industry regulatory requirements. The program is continuously reviewed and strengthened as necessary to ensure responsiveness to and protection against actual and emerging threats.</p>
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	<p>Conduent's security program is aligned with the NIST framework and standards as well as applicable industry regulatory requirements, including but not limited to GDPR, HIPAA, ISO, and PCI. The program encompasses information security and cyber operations capabilities that protect Conduent and its clients. It is continuously reviewed and strengthened as necessary to ensure responsiveness to and protection against emerging threats.</p> <p>Conduent maintains a highly qualified workforce and uses external experts to support the program. We administer internal education, training and communication programs to ensure ongoing awareness and vigilance. We maintain and communicate formal documented policies and standards. We monitor and assess the overall operating effectiveness of our program through risk assessments that include identification and remediation of vulnerabilities and threats. We maintain and test our cyber incident response plan, and undertake various independent reviews in conjunction with PCI DSS, external audits, internal audits and client assurance efforts.</p> <p>Various additional operational protections, controls and processes exist, including but not limited to malware protection; intrusion prevention and detection protocols; user access reviews; network segmentation; implementation and maintenance of network and application firewalls; vulnerability scanning; data encryption; penetration testing and patching.</p>	<p>You can find our privacy policy here:  <a href="https://www.conduent.com/privacy-policy/">https://www.conduent.com/privacy-policy/</a></p>

## Recruiting & Managing a Global, Diverse & Skilled Workforce

Accounting Metric	SASB Code	2020 Disclosure	Additional Comment
Percentage of employees who are (1) Foreign nationals and (2) Located offshore	TC-SI-330a.1	(1) 1.18% of US employees on Visa (2) 53.56% of total Conduent employees located offshore	<p>Conduent considers human resources risk in its enterprise risk assessment process and incorporates appropriate controls within its 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. Our Legal department oversees the protection of our intellectual property, and our Code of Conduct specifies behavioral expectations related to maintaining an open and inclusive work environment.</p> <p>Conduent maintains 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.</p> <p>Conduent assesses Information &amp; Cyber Security Risks as part of its enterprise risk assessment process and philosophy. We utilize a "three lines of defense" governance framework which helps ensure that roles and responsibilities are clearly defined to manage risk across the company. The first line of defense owns and manages risk within the business; the second line of defense oversees risks and the third line of defense provides independent evaluation and assurance.</p>
Employee engagement as a percentage	TC-SI-330a.2	Conduent conducted an enterprise-wide employee engagement survey in 2020 via a third-party, Perceptyx. Employee engagement was measured at 80.7%. Our Engagement Index, which measures the overall level of engagement, had a 80.7% favorability score. This means 80.7% of our participating associates either agreed or strongly agreed with statements related to pride in the company, feeling recognized for their accomplishments, and other indicators of engagement.	Overall, Conduent improved by 4.2 percentage points in comparison to a 2018 survey. Most notably, Conduent highlighted increased favorability in diversity and inclusion, engagement, and pride in the company in Conduent's 2020 Corporate Social Responsibility Report.

## Recruiting &amp; Managing a Global, Diverse &amp; Skilled Workforce (cont'd)

Accounting Metric	SASB Code	2020 Disclosure			Additional Comment	
Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	TC-SI-330a.3	Management	Technical Staff	All Other Employees	U.S. data based on definitions defined by SASB. In February 2020, we published a Statement of Equal Employment Opportunity signed by our CEO which reads as follows: At Conduent, we are committed to providing an environment of mutual respect where equal employment opportunities are available to all applicants and teammates without regard to race, color, religion, sex, pregnancy (including childbirth, lactation and related medical conditions), national origin, age, physical and mental disability, use of a guide dog or service animal, marital status, sexual orientation, gender identity, gender expression, genetic information (including characteristics and test) military and veteran status, and any other characteristic protected by applicable law. Therefore, all employment decisions at Conduent are based on business needs, job requirements and individual qualifications. Conduent believes that diversity and inclusion among our teammates is critical to our success as a global company, and we seek to recruit, develop and retain the most talented people from a diverse candidate pool.  More on our commitment to diversity can be found here: <a href="https://www.conduent.com/diversity-and-inclusion/">https://www.conduent.com/diversity-and-inclusion/</a>	
		Female	51%	31%		75%
		Male	49%	69%		25%
		Not Disclosed	0%	0%		0%
		Total	100%	100%		100%
		Management	Technical Staff	All Other Employees		
		Asian	9%	25%		3%
		Black or African American	16%	7%		35%
		Hispanic or Latino	10%	5%		15%
		White	53%	49%		22%
		Other	2%	2%		4%
		Not Disclosed	10%	12%		21%
		Total	100%	100%		100%

## Intellectual Property Protection &amp; Competitive Behavior

Accounting Metric	SASB Code	2020 Disclosure	Additional Comment
Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TC-SI-520a.1	The company's total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations is 0.	Additional information on legal proceedings is disclosed in our Annual Report on Form 10-K.



## Managing Systemic Risks from Technology Disruptions

Accounting Metric	SASB Code	2020 Disclosure	Additional Comment
Number of (1) performance issues (2) service disruptions (3) total customer downtime	TC-SI-550a.1	See additional comment	For competitive and security reasons, we chose not to disclose this information at this time. Conduent continuously improves the quality of its solutions and services to maximize uptime and performance.
Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	<p>Conduent is committed to maintaining an appropriate resilience posture that meets client, regulatory, and stakeholder requirements and expectations, including in instances when business disruption occurs. Accordingly, Conduent maintains Business Continuity, Disaster Recovery and Information/Cyber Security programs with frameworks and methodologies designed to effectively manage business continuity risk. These frameworks include but are not limited to ISO 22301, NIST 800-53 and Information Technology Infrastructure Library (ITIL) processes.</p> <p>The Business Continuity Management Policy and Standards specify the mandates and requirements that business units must follow to plan for and respond to disruptive events. Business continuity is underpinned by processes and procedures to help ensure the stability of our technology environments. The Disaster Recovery policy and procedures enable compliance with client contracts and internal standards. Cyber Security policies, protocols and assessments are designed to protect sensitive information and enable effective response to cyber or security threats.</p> <p>Our programs are designed to create a resilient operating environment with preestablished response and recovery strategies in the event of business disruption. These strategies focus on safeguarding our people, assets, information, and clients.</p>	

## Appendix

### Supplier Diversity Category Glossary

**8(A) Designation:** The 8A designation is given to small companies owned by socially and economically disadvantaged persons, so that they may bid and obtain federal government contracts and other assistance to develop their business.

**Disadvantaged Business Enterprise (DBE):** Disadvantaged Business Enterprise are for-profit small business concerns where socially and economically disadvantaged individuals own at least a 51% interest and control management and daily business operations. African Americans, Hispanics, Native Americans, Asian-Pacific and Subcontinent Asian Americans, and women are presumed to be socially and economically disadvantaged. Other individuals can also qualify as socially and economically disadvantaged on a case-by-case basis.

**HUB Zone:** A business that is operating in a certified historically underutilized business zone.

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

**LGBTQ+ Enterprise:** Indicates whether a business is 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.

**Service-Disabled Veteran (SDV):** Service-Disabled Veteran certification allows a veteran-owned business to apply for veteran contract programs. The business must be at least 51 percent owned, managed and controlled by one or more veterans. Certification starts through the U.S. Department of Veterans Affairs.

**Small Business Enterprise (SBE):** Indicates whether a business concern is eligible for assistance from the SBA. Indicates whether the business is small, 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):** Small business concerns owned and controlled by veterans not less than 51% owned by one or more veterans and in the case of a publicly owned business, not less than 51% of the stock is owned by one or more veterans.

**Women's Business Enterprise (WBE):** Women's Business Enterprise is a national certification for women-owned businesses. The Women's Business Enterprise National Council (WBENC) oversees the certification that is widely accepted by corporate and nonprofit organizations as well as local, state and federal agencies.

### Corporate Policies

- [Environmental Policy](#)
- [Human Rights Policy](#)
- [Data Privacy Policy](#)
- [Code of Business Conduct](#)
- [Supplier Code of Conduct](#)

## About Conduent

Conduent delivers mission-critical services and solutions on behalf of businesses and governments — creating exceptional outcomes for its clients and the millions of people who count on them. Through process, technology and our diverse and dedicated associates, Conduent solutions and services automate workflows, improve efficiencies, reduce costs and enable revenue growth. It's why most Fortune 100 companies and over 500 government entities depend on Conduent every day to manage their essential interactions and move their operations forward.

Learn more at [www.conduent.com](http://www.conduent.com)