
Conduent Corporate Social Responsibility Report 2022



Table of contents

3	About this report	21	Social	57	Footnotes and indexes
4	A message from our President and CEO	23	Delivering digital business solutions and services to our clients	58	Footnotes
6	About Conduent	29	Conduent associate experience	59	SASB index
8	ESG focus areas align with strategy and core values	30	Diversity, equity and inclusion	62	TCFD index
11	2022 highlights	43	Giving back in our local communities		
12	Environmental	45	Social key performance indicators		
14	Greenhouse gas emissions and energy efficiency	46	Governance		
15	Opportunities in clean technology	48	Board of Directors' governance framework		
17	Electronic waste and other recycling	50	Business ethics and professional integrity		
18	Our solutions that drive environmental impact	51	Data privacy and security		
20	Environmental key performance indicators	53	Business continuity and enterprise risk management		
		54	Supplier practices		
		56	Governance key performance indicators		

About this report

At Conduent, corporate social responsibility (CSR) is about our clients, our people, our planet, and our business. We take an enterprise-wide approach with cross-functional programs, Employee Impact Groups (EIGs) and committees to assess, develop and report on environmental, social and governance (ESG) initiatives annually. This report covers the calendar year 2022 and provides qualitative and quantitative information about initiatives spanning across 25 countries where we operate.

This report has been prepared using globally recognized external frameworks, including the Sustainability Accounting Standards Board (SASB), Task Force on Climate Related Financial Disclosures (TCFD) and United Nations Sustainable Development Goals (SDGs). We also file the Climate Change Questionnaire with the Carbon Disclosure Project (CDP) and respond to the EcoVadis rating survey.

For more information and full financial disclosures, please see our FY22 Annual Report on Form 10-K at investor.conduent.com. Questions and feedback about this report are welcome at ESG@Conduent.com.



A message from our President and CEO

2022 was a year full of economic uncertainty for many, underscoring Conduent's responsibility to provide our clients with essential solutions that they and their end users count on, such as nutrition assistance payments, healthcare administration and transportation services. While focusing on our clients' success, we are continuously working to empower our associates, support our global communities and operate responsibly across every interaction we support each day.

We continue to expand our ESG initiatives, which align with the SDGs. We're committed to transparency about our corporate social responsibility efforts and utilize industry-standard reporting frameworks and ranking systems. This 2022 Corporate Social Responsibility Report highlights our initiatives to conduct business sustainably and responsibly to better serve our stakeholders.

Environmental

As a company with clients and teams all over the world, we remain committed to reducing the overall environmental footprint of our operations. This includes energy efficiency and greenhouse gas emissions, e-waste, physical real estate and recycling. We are still on pace to reach our company-wide goal to decrease our Scope 2 greenhouse gas emissions by 40 – 50% from our base year by 2030.

In 2022, we completed the consolidation of our major data centers. Our IT team has an ongoing goal to consolidate at least 20% – 30% of our electronic footprint to promote efficiency, technology stability and reduce our environmental impact. Additionally, we launched our Digital Integrated Payments Hub in 2022, which provides faster, easier electronic payments for multiple industries while eliminating the need for paper checks and envelopes being mailed along with their associated energy usage and emissions.

Social

We operate as one team with one mission. Together, we make a difference in the lives of millions of people every day. Our ESG efforts – such as associate engagement, diversity, equity and inclusion (DE&I) and data protection help promote social justice and equal opportunity along with many of our solutions. Associate participation in our Employee Impact Groups (EIGs) has grown 138% since 2020. We are proud of this strong level of engagement from our team members because our people and culture are at the core of our success.

We were honored to be named by Newsweek as one of the “Top 100 Most Loved Workplaces” in 2022 and recognized by Forbes Magazine as one of “America’s Best 500 Employers for Diversity” for the second year in a row. We were also named as a Best Company for Women by Comparably, a Top Employer for LGBT+ Inclusion by India’s Workplace Equality Index and a Best Place to Work for Disability Inclusion by the Disability Equality Index.

At Conduent, we strive to improve our social responsibility by making a difference through the work we deliver for our clients. Our efforts align with six of the SDGs, including No Poverty, Zero Hunger, Good Health and Well-being, Gender Equality, Decent Work and Economic Growth and Sustainable Cities and Communities. By supporting initiatives that promote learning, well-being and diversity, we not only foster a stronger culture for our associates but better outcomes for our clients as well.

Governance

Governance starts at the highest level of our company. To consistently deliver performance, experience and value for our clients, we must drive quality and accountability across our company, ensuring we conduct business ethically with integrity and transparency. This is enforced through our Ethics Program, Code of Business Conduct, Enterprise Risk Management function and Board of Directors’ governance framework.

To lead by example, our senior leaders also certify their commitment to communicating and upholding ethics and compliance guidelines annually within their organizations. Associates must complete our annual Code of Business Conduct training and affirm their commitment to uphold it. Meanwhile, resources such as our 24/7 Ethics Helpline offer associates an opportunity to seek guidance and a confidential outlet to raise issues about business standards and ethics.

We are well positioned today with a stronger foundation and unique value propositions that drive valuable outcomes for our clients. I’m proud of the hard work of our associates who focus on our clients and deliver with excellence every day.



A handwritten signature in black ink, appearing to read "Cliff Skelton".

Cliff Skelton

President and CEO

About Conduent

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

Through a dedicated global team of approximately 62,000 associates, process expertise, and advanced technologies, our solutions and services digitally transform our clients' operations to enhance customer experiences, improve performance, increase efficiencies and reduce costs. We add momentum to our clients' missions in many ways including delivering 43% of nutrition assistance payments in the U.S., enabling 1.3 billion customer service interactions annually, empowering millions of employees through HR services every year and processing nearly 12 million tolling transactions every day.

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

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

Our company



Headquartered in
Florham Park, NJ



Approximately
62,000 associates



Operations in
25 countries



30+ years of business
process outsourcing
expertise

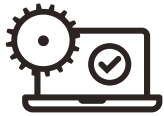


Recognized as a leader
by Gartner, Everest Group,
NelsonHall, ISG and GovTech



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

Our businesses



Commercial

Enhancing customer experience and business process efficiency across the enterprise

- Customer Experience Management
- Business Operations Solutions
- Casualty and Healthcare Solutions
- Digital Payments Solutions

1.3B

customer service interactions managed annually

3.6B

documents captured, indexed and classified annually

\$3.3B

in client vendor spend under management



Government

Streamlining delivery of government services to constituents in need

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

32M

U.S. residents supported across different programs

588M

claims processed annually

\$106B

in benefits disbursed annually



Transportation

Creating smarter mobility and safer journeys across the transportation ecosystem

- Road Usage Charging
- Transit
- Public Safety and Curbside
- Digital Payments Solutions

11.8M

tolling transactions processed every day

100M

transit tickets processed daily

8.7M

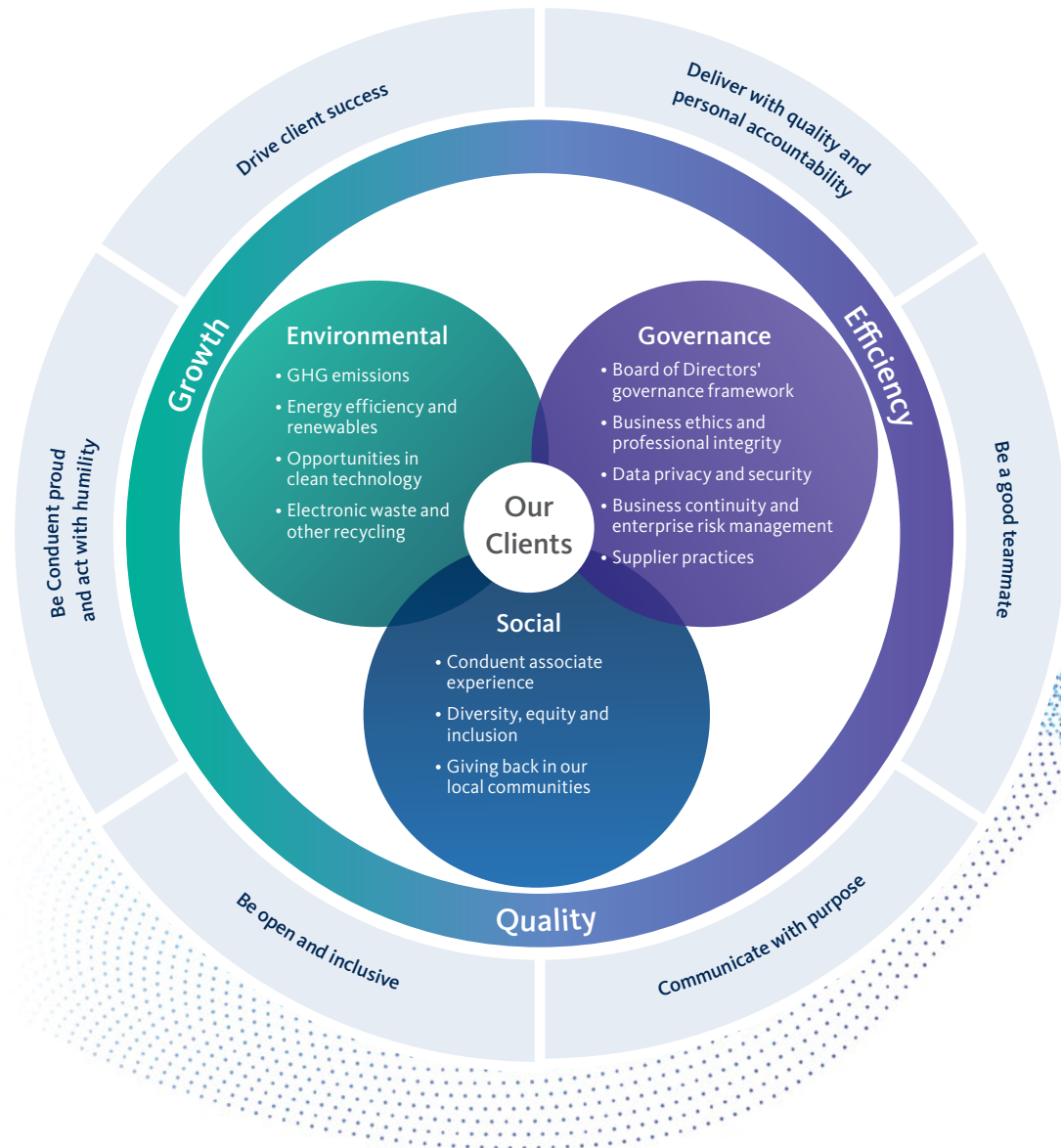
citations and delinquent revenue payments processed annually

ESG focus areas align with strategy and core values

At Conduent, our clients are at the center of everything we do. They are the focus of our strategy to drive initiatives that improve our growth, efficiency and quality as a company. This enables improved **performance, experience and value** for both our clients and their end users.

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

Our ESG initiatives are integrated within the company's strategy and are overseen by our Board's Corporate Social Responsibility and Public Policy (CSR & PP) Committee and Steering Committee, providing long-term strategic guidance and direction on material ESG policies, processes and measurements. These initiatives incorporate both our business units and corporate functions to set and execute ESG goals.



Key ESG pillars

We are committed to conducting business in an environmentally sustainable and socially responsible manner in our interactions with our stakeholders, including clients and their end users, associates, suppliers, shareholders and our global communities.

We have taken a comprehensive approach with a cross-functional, enterprise-wide program to assess, develop and report on ESG initiatives and performance across our company that are focused on four key pillars:



Protecting
our planet



Delivering
mission-critical
solutions for
our clients



Supporting our
people and
communities



Responsibly
governing our
business

Key ESG outcomes

Reducing environmental
impact for our clients

Enhancing health and
well-being

Creating supportive
workplace practices

Promoting
sustainable cities

Alleviating poverty
and hunger

Protecting client data

Our ESG key focus areas, pillars and outcomes are aligned with six SDGs. Our progress in each of these helps advance achievement of the SDGs for the benefit of our associates, our clients and their end users and the communities where we live and work:



Stakeholder engagement



Key stakeholders



Clients



Associates



Community



Suppliers



Shareholders

Environmental • Social • Governance

We regularly meet with our stakeholders and use their feedback to help guide our strategic planning and business decisions. By conducting recurring meetings with shareholders, clients, suppliers, community members, analysts and other partners, we can better understand what issues matter most to them. This chart showcases examples of how we engage with our stakeholders.

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

2022 highlights

Protecting our planet

42%

reduction in Scope 2 emissions since base year

15M lbs.

of paper recycled

43K

items of e-waste recycled

51%

reduction in real estate square footage since 2017

Delivering mission-critical solutions for our clients

\$106B

disbursed in payments to support government programs

32M

U.S. residents supported across different government programs

11.8M

tolling transactions processed every day

1.3B

customer service interactions each year

Supporting our people and communities

15.2%

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

10,153

hours volunteered



Forbes: Best Employers for Diversity



Newsweek: America's Most Loved Workplaces

Responsibly governing our business

87.5%

of the Board of Directors is independent

37.5%

of the Board of Directors identify as female or ethnically diverse

99%

completion of annual Code of Business Conduct training by associates globally

ISO27001

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

Environmental

Sustainable initiatives to reduce our global footprint



Protecting our planet

As a company with clients and teams all over the world, we have committed to focusing our efforts to protect our planet in areas that are paramount to our business and operations. These include energy efficiency, greenhouse gas (GHG) emissions management and reduction, e-waste and other recycling, clean technology and reducing the environmental impact for our clients and communities throughout every interaction.



GHG emissions and energy efficiency

In addition to utilizing hybrid and remote work policies, we continuously assess opportunities to reduce our GHG emissions, energy usage and real estate footprint.

Our goals are to increase workspace efficiency and improve environmental performance within our operations. This includes consolidating our data centers by retiring redundant, energy-consuming assets, refreshing existing IT hardware and upgrading our IT infrastructure to more energy-efficient models.

We have also pursued responsible e-waste management and paper recycling within our print and mail facilities and office operations to reduce our contribution to end-of-life waste streams. Our practices not only reduce our contribution to landfills but also ensure sensitive information is securely destroyed.

Since 2017, Conduent has **reduced our real estate footprint by 51%** and **recycled over 85.3 million pounds of paper-based materials.**

Expanding our disclosure of GHG emissions

In 2022, we continued to assess our ESG disclosures and determined that enhancing our reporting on climate-related disclosures was significant to stakeholders. We are proud to align our climate-related financial disclosures with the TCFD, including our responses to the governance, strategy and risk recommendations. We intend to expand our disclosures in the future to enhance our reporting on our GHG emissions and energy management in further alignment with TCFD recommendations.

GHG emissions management and reduction / energy efficiency

We have taken proactive steps to expand our tracking and reporting of GHG emissions pursuant to CDP and other sustainability reporting frameworks. We prioritize global Scope 1 and Scope 2 emissions as they constitute the greatest portion of our footprint within our operational control. This year, emissions data was submitted to a third party for calculations. Our disclosures on our emissions data can be found on page 58.

We are committed to measuring energy usage and setting targets to reduce emissions in the most energy-intensive areas. For instance, we consider areas where renewable energy is more readily available as part of our strategic considerations for the locations of our operations. 24% of our purchased electricity is derived from renewable sources.

2022 recorded emissions

Carbon dioxide
equivalent
(metric tons)

Scope 1
includes direct stationary
and mobile fuels

7,546

Scope 2
includes location-based
purchased energy

47,228

Scope 3
includes business air travel

1,654

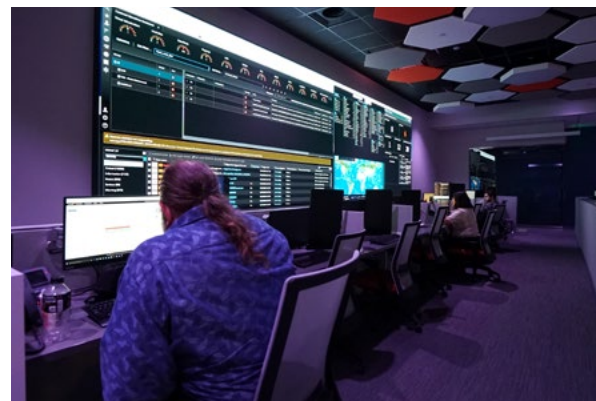
Subsequent to reporting base year GHG emissions, we retroactively expanded the criteria used to calculate Scope 2 emissions. Scope 2 GHG emissions were recalculated to reflect current criteria and methods. We believe the recalculated GHG emissions is a better, more accurate representation.

42%

**reduction in Scope 2 emissions against
our target commitment of 40-50%
from our base year by 2030**

Opportunities in clean technology

In 2017, we implemented a strategic transformation program along with various productivity initiatives that have reduced the company's real estate footprint, energy consumption and emissions across all geographies and segments. To further this progress, we implemented the Data Center Optimization Program (DCOP) in 2019 to further assess opportunities in clean technology.



Under the DCOP, our IT function has an ongoing goal to help consolidate 20% – 30% of our electronic footprint. The team has focused on optimizing our data center footprint and proactively works to ensure our remaining data centers and servers use the latest and most energy-efficient technologies.

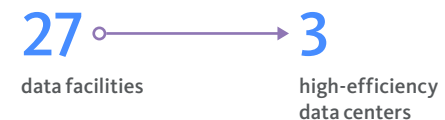
As a result, our IT function has helped recycle **43,264 total items** of e-waste and has integrated environmental considerations into our strategic planning for data center needs, which include:

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

Upgrading data centers and servers to be more energy efficient

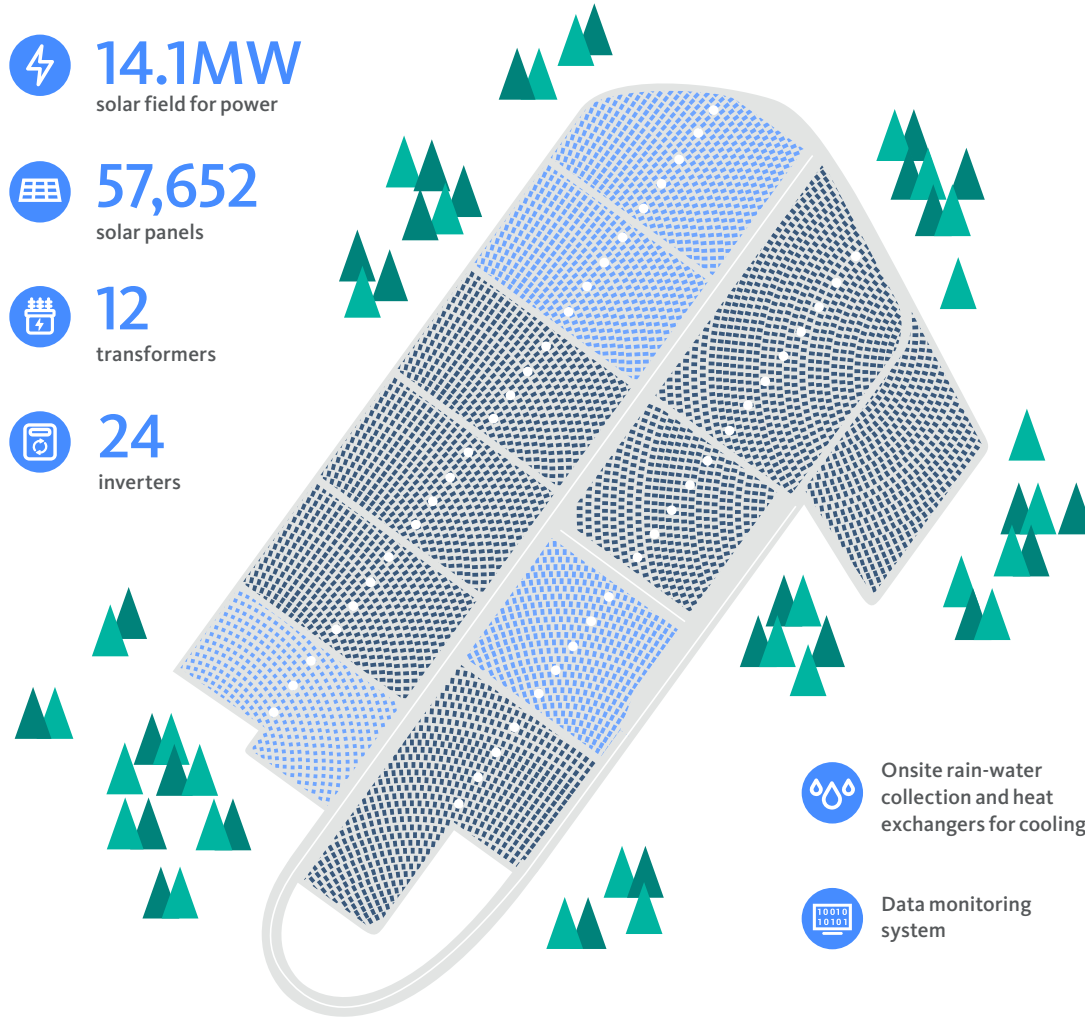
Our goal is to maintain a small number of geographically dispersed data centers with state-of-the-art infrastructure to ensure business continuity and resilience in the event of natural disasters as well as reduce our carbon footprint. Over the last three years, our IT function has been able to migrate 27 centers down to just three and retired 9,351 servers in 2022 alone. In addition to the servers retired, we migrated 1,933 physical and virtual servers to 93 energy-efficient servers in our data centers.

Since 2019, our IT function has been able to migrate



Powering a modern data center

One of our primary data centers is located on six acres in New Jersey. This facility is one of the largest, privately owned net-metered solar projects in the Western Hemisphere.



Greenhouse gas reduction

Each year, the solar power generated at this data center helps to offset

~11,000
metric tons of CO₂e

State-of-the-art data centers, like this one in New Jersey, have significantly reduced our need for electronic equipment and physical server space as well as our overall energy usage and carbon footprint.



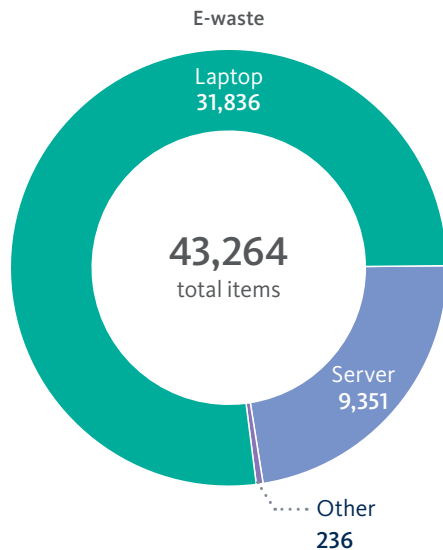
Electronic waste and other recycling

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

E-waste

At Conduent, the Data Center Optimization Program evaluates all our electronic equipment on a three-to-seven-year lifecycle and we try to refurbish and reuse as much as we can. By redeploying used equipment in 2022, we generated significant savings. When we can’t repurpose equipment, we ensure the safe disposal of e-waste by partnering with secure providers that safely destroy identifying information and return usable resources to the electronic industry manufacturing stream.


We also source our equipment from a vendor that is committed to sustainability and decreasing their environmental impact. Below are the items we responsibly disposed of in 2022.



Paper recycling

Printing and delivering statements and information is an essential service we provide to our clients and their end users.

We continue to find ways to make our operations more efficient, automate processes and recycle as much as possible. In the U.S., we partner with third party vendors for secure office shredding and recycling. Both vendors commit that 100% of secure office shredding is recycled. Globally, we have office recycling implemented at 49% of our facilities. Additionally, all our print and mail (production) facilities track recycling in addition to normal office shredding.

 **85.3M lbs.**
total paper recycled
since 2017

Our solutions that drive environmental impact

Many of our 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.

Commercial Solutions

We deliver omnichannel Customer Experience Management (CXM) solutions for paperless, digital support that reduces supply chain needs with faster, more responsive and personalized communications.

Over 3.5 million pounds of paper materials have been recycled across production facilities for our customer communications business. Our teams also proactively encourage clients to use e-delivery to further reduce paper use.

Our Digital Payments Solution removes the need for physical paper checks, invoices, envelopes and postage from being circulated each year with instant, direct digital notifications and deposits. This also eliminates the risk of escheatment and the need to reissue check-based payments.



Government Solutions

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

We process more than \$10 billion annually with our Child Support Disbursement Processing Solution. That is approximately one-third of child support funds in the United States.

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



Transportation Solutions

A key contributor to SDG 11: Sustainable Cities and Communities is our Transportation Solutions business. Every day, our Transportation teams work to solve the next generation of mobility challenges with innovative solutions that span the smart-city and infrastructure ecosystem. We are able to help modernize many facets of transportation with our solutions that include everything from Road Usage Charging and Public Transit to Public Safety and Curbside Management.

We help transportation agencies improve traveler experiences, increase public safety and accessibility and optimize multi-modal travel. For example, switching from cash toll payments to all-electronic tolling helps to reduce carbon emissions by limiting congestion, eliminating paper and reducing idle time at toll booths. Our cashless transit fare solution helps lower emissions by reducing bus idle time. Congestion pricing helps address common issues such as urban congestion, vehicle miles traveled and stop-and-go traffic. For instance, one program we implemented in partnership with a U.S. tolling agency led to the conversion of 150 miles of turnpike to cashless systems, replacing 12 large toll plaza facilities into free-flow gantries and eliminating stop-and-go congestion for travelers and commuters.



Climate risk

We understand the significant risk that climate change and other environmental issues can have on our businesses, stakeholders and the communities in which we operate. That's why we closely consider ways we can 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.

We have identified inherent climate risks to our operations, established governance practices to monitor outcomes over the long term and integrated policies and practices to allow us to become a more resilient organization.



Environmental key performance indicators (KPIs)

GHG emissions / energy efficiency and renewables

9%
reduction in carbon
emissions from prior year

24%
of purchased electricity
from renewable sources

42%
reduction in Scope 2
emissions against target
commitment of 40-50%

Opportunities in clean tech

27
data centers migrated
to 3 since 2019

1,933
servers migrated to 93
energy-efficient servers

8%
electric and hybrid vehicles
within our fleet

Electronic waste and other recycling

43,264
items of e-waste
recycled

85.3M lbs.
total paper recycled
since 2017

9,351
servers retired

Social

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



Improving where we work, live and serve

With our process expertise, advanced technology and team of dedicated associates, we support millions of people in their day-to-day interactions, every day. We strive to make a positive impact with our company culture and solutions by helping promote social justice, accessibility and equity.



Delivering digital business solutions and services for our clients

At Conduent, our environmental and social responsibility efforts closely align with six of the SDGs. While not an exhaustive list, below are just some examples of our solutions that align with these SDGs and efforts that our teams have successfully implemented around the world.

1 NO POVERTY



UN SDG 1: No Poverty

- Our solutions help deliver unemployment insurance, child support payments and social security benefit payments.
- Associates in Mexico donated and delivered more than 1,300 school supply items to a local school to help provide an equitable learning experience for all.
- Teams in Guatemala donated 534 LCD monitors to the Sergio Paiz Andrade Foundation. This foundation supports public schools in Guatemala in need of computer equipment.

2 ZERO HUNGER



UN SDG 2: Zero Hunger

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



3 GOOD HEALTH AND WELL-BEING



UN SDG 3: Good Health and Well-being

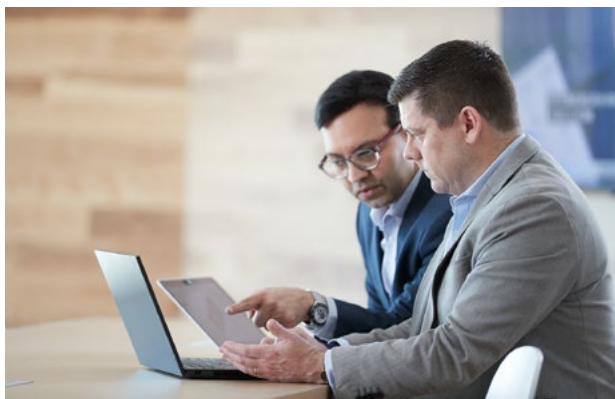
- Our Healthy Communities Institute (HCI) helps identify social determinants of health with tools such as a Mental Health Index to improve access to care and mental health outcomes. In addition, our pharmacy benefit programs promote good health and assist those who may not be able to afford their medications.
- We provide participant eligibility and customer care services for our government clients' end users — enabling access to childcare services and emergency benefits for those in need.
- Associates in India collected and delivered much needed groceries and essential hygiene items to residents of Cottolengo Convent, an orphanage and home for underprivileged women and specially-abled girls.

5 GENDER
EQUALITY**UN SDG 5: Gender Equality**

- Our 2022 Women's History Month programs supported the theme of "Break the bias." During the entire month of March, we hosted events with top executives to discuss the understanding of biases while acknowledging, recognizing and celebrating women's contributions to business, culture and society.
- Associates coordinated a new Group Mentoring Program for our community focused on raising awareness of biases and how to mitigate them with a panel discussion featuring women leaders. This led to a Women in Business speaker series with author Cristina Tucker who led a discussion on emotional intelligence.
- Women make up 59% of our workforce and we provide equal opportunity to all our team members regardless of gender.

8 DECENT WORK AND
ECONOMIC GROWTH**UN SDG 8: Decent Work and Economic Growth**

- We provide solutions for workers' compensation claims, supporting more than half the claims in the United States. Through proactive nurse case management, our solutions help ensure the right care is provided at the right time to help associates return to work faster after an injury.
- Our solutions and services span payroll, human resource management, benefits administration and learning solutions, fostering a positive and decent work experience for the employees and beneficiaries of our clients.

**11** SUSTAINABLE CITIES
AND COMMUNITIES**UN SDG 11: Sustainable Cities and Communities**

- We offer an extensive portfolio of transportation solutions — including Public Safety, Transit, Curbside Management and Road Usage Charging — that significantly contribute to sustainable cities and communities. Our public safety solutions help reduce traffic speeds and auto accidents. Our curbside management and public transit solutions reduce traffic congestion and enable seamless, contactless travel experiences. Our road usage charging solutions reduce emissions by decreasing idling in toll plazas.
- Through our Green Spark associate group in the Philippines, associates participated in Earth Day, Earth Hour and International Coastal Cleanup events to increase awareness about sustainability and energy consumption.

Promoting equity in our communities

Government Healthcare

Community Health Solutions

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

Micro-Grants informed by Hawaii Food Insecurity Index

Our Food Insecurity Index on Hawaii Health Matters used our HCI platform to help identify levels of food insecurity for the Micro-Grants for Food Security Program. The Hawaii Department of Agriculture awarded \$3 million in micro-grants to help produce food in areas that are food insecure. In addition to other factors, consideration will also be given to the level of food security in the location of the household as indicated on the Food Insecurity Index.

Transportation

Improving Chicago Curbside Enforcement equity

City parking managers often lack data and must make assumptions about when and where to enforce regulations. This can lead to over-enforcement and disproportionately higher fines in disadvantaged communities. Our CitySight® platform and data science services enable cities to understand how parking citations impact communities. We then provide allocation strategies to make parking enforcement fair, helping cities dismantle systemic barriers to progress.

The City of Chicago Department of Finance is charged with the enforcement and collection of revenues, including parking fines. The department issues approximately 1.3 million parking citations annually. Additionally, the city hosts programs designed to help disadvantaged motorists with collections — ensuring the equitable distribution of enforcement. This helps reduce the resources necessary to manage those programs while improving equity.

As part of this initiative, we helped Chicago rethink the size and shape of enforcement assignments, prioritizing zones where illegal parking created congestion and dangerous conditions over marginalized areas. As a result, Chicago was able to shift the burden of fines away from disadvantaged communities. The share of fines in the most disadvantaged communities has declined year over year, especially municipal licensing infractions with higher fine values. By shifting enforcement to more affluent neighborhoods, Chicago has reduced the disparity between disadvantaged communities and the wealthiest communities with the intent to balance enforcement.

Making a difference for those in need

In our government business, we enable programs that support the most vital aspects of our communities, including child support payments, food assistance programs, unemployment insurance and Social Security benefits. Across our businesses, we manage about 3.6 million daily customer service interactions.

Whether providing technical support, getting a child support payment delivered on time or ensuring a needy family received a government benefit such as SNAP or WIC, our associates are instrumental in developing and delivering services that make a difference in millions of lives every day.

Reducing fraud with more secure payment options

Each year, tens of millions of dollars are stolen in SNAP benefits from vulnerable families' electronic benefit transfer (EBT) cards. By moving benefits to chip cards and mobile wallets, we are able to help make payments more immediate and secure for the people who rely on them.



76%
decline in counterfeit fraud or
"skimming" with chip cards

Source: usa.visa.com

Transitioning EBT benefits to chip cards and mobile wallets is a proven fraud prevention strategy:

These payment methods use magnetic chip technology instead of a magnetic strip to store a user's account information. Only special readers can access the microchip data, providing enhanced security. Merchants who installed chip-enabled payment terminals saw a 76% decline in counterfeit fraud or "skimming" over traditional mag-strip cards in transactions at their stores.

Conduent is moving fast to transition the EBT program to Europay, Mastercard and Visa (EMV) chip cards and mobile wallets. We're also offering states interim fraud prevention tools during the transition.

Rapid Assistance Solution

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

Government Payment Solutions

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

Given the scale of our operations, we also actively work to streamline our offerings and decrease their environmental footprint to lead to more sustainable outcomes. For example, by using electronic payment cards, we 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"> • SNAP • Pandemic Electronic Benefit Transfer (P-EBT) benefits for children during school closures • Summer benefits for children eligible for free or reduced school lunches • TANF • Special Supplemental Nutrition Program WIC 	35% of U.S. recipients \$62.7B approximate amount distributed
Electronic Payment Cards	<ul style="list-style-type: none"> • Unemployment Insurance (UI) • Post-disaster emergency benefits • Foster care and adoption payments • Child support disbursements 	\$7.5B distributed to supported cardholders 132K UI recipients
Electronic Child Care (ECC)	Child care time and attendance service for state daycare subsidy programs	200K ECC participants served
Child Support	Child support payment processing	>\$10B processed in supporting over 1/3 all U.S. child support payments
Direct Express	25 federal programs, including Social Security (SSA), Supplemental Security Income (SSI) and Veterans Administration benefits	>\$33B distributed to 3.3M active candidates per year

Contributing to well-being and decent work

The economic uncertainty of the past few years put a significant strain on HR functions and workplace continuity, with a greater need to support hybrid workforces and complex logistics like global payroll. HR leaders across all industries are looking to transform their HR processes to deliver an efficient and modern digital experience to their employees.

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



Examples of how our associates have helped create positive and decent work environments for our clients and their end users:



Enabled long-term agility for a major U.S. airline through cutting-edge employee experience solutions in under 12 months. This resulted in a \$600M a year reduction in payroll expenses while simultaneously growing their workforce to 85K employees across 40+ countries.



Helped a top-three supermarket chain support employees with personalized, digital experiences after their workforce suddenly quadrupled in an acquisition. The company was able to seamlessly scale benefit services to over 100K employees with zero disruption.



Partnered with a well-known clothing retailer to help educate their employees to take full advantage of their benefits — including well-being incentives and retirement planning. With a customized communications solution, the client was able to drive significant results that culminated in a nearly 50% increase in employee contributions to health savings accounts year over year.

Supporting our people and communities

At Conduent, we believe our people and communities are at the core of our success. We operate as one team with one mission and, together, we make a difference in the lives of millions every day.

“We continued to strengthen our One Conduent culture that is built on our leadership principles, teamwork, diversity, equity and inclusion to create an environment where associates can thrive and therefore better focus on client success.”

Cliff Skelton
President and CEO

Conduent associate experience

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

Every day we work to build a culture where individuality is nurtured, creating an environment that encourages open dialogue, inclusive decision-making, connection and collaboration. The unique and diverse experiences, perspectives and skill sets of our global workforce are our greatest asset. The majority of our teams span multiple geographies across the globe, giving associates both exposure and opportunities to work with teammates with different cultures and dimensions of diversity.

This, combined with our focus on flexible learning and development programs, transformative projects, internal mobility and experiential learning, helps create an environment to grow and thrive. Associates have an opportunity to gain knowledge and skills through incredible experiences and flexible learning programs.

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 that make a difference.



Be yourself

Diversity, equity and inclusion (DE&I)

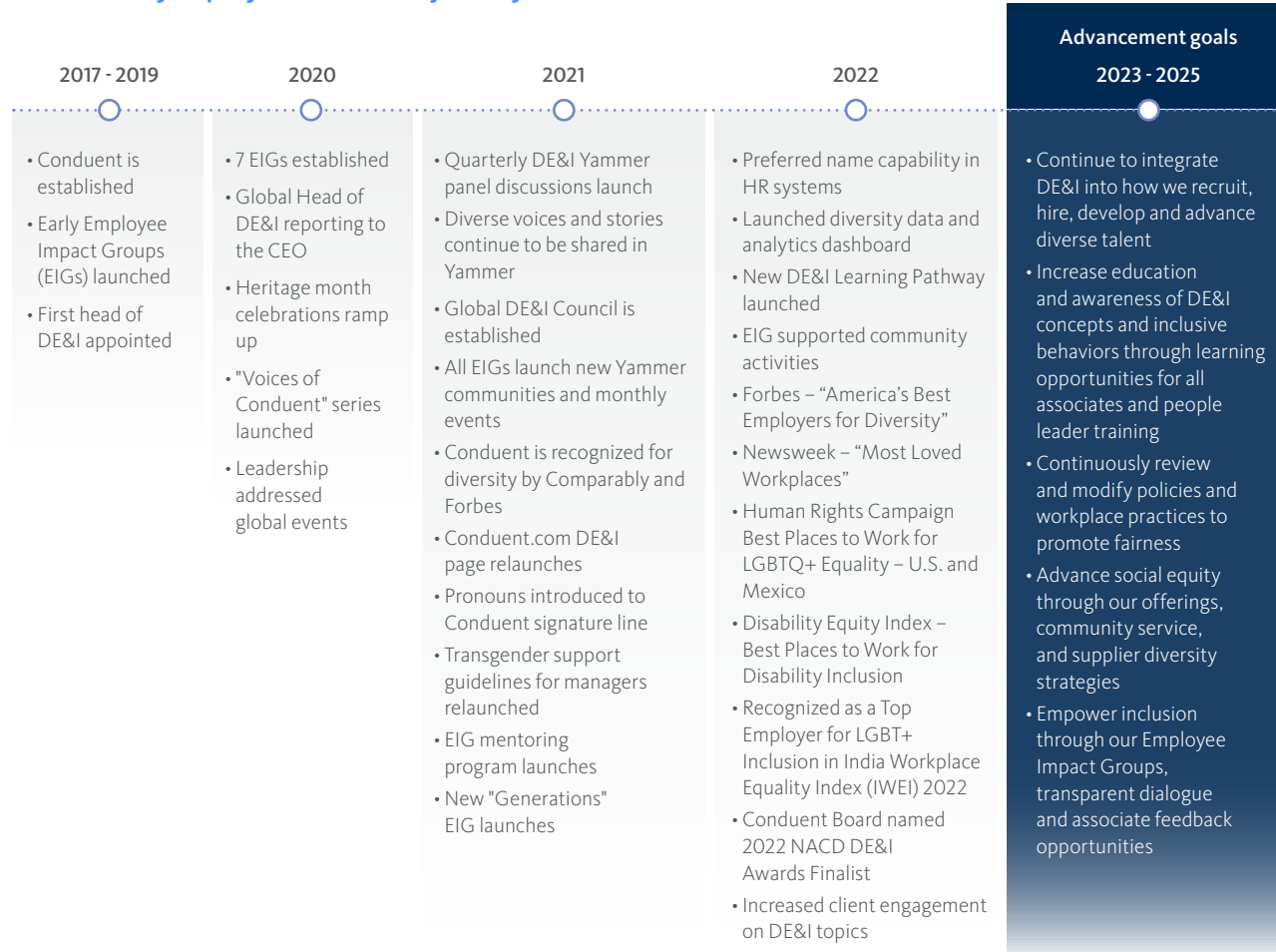
Diverse experiences, perspectives and backgrounds lead to better ideas, better outcomes and a better world for our associates, clients and communities. We aim to provide all of our associates with the opportunities and tools to reach their fullest potential. Our DE&I approach is built to deliver long-term impact and business value based on three key principles:

- 1 Treat DE&I as a business opportunity that contributes to sustainable results.
- 2 Engage associates to focus on areas that matter and create value by working with key stakeholders to ensure the relevance of our DE&I programs.
- 3 Integrate DE&I into business practices so that it becomes a part of what we do and who we are, not a separate project disconnected from our core values or operating model.



Our operating model is focused on understanding more about our diverse organization and the impact that our 62,000 associates have on clients every day. Our diversity spans geography, gender identity, race/ethnicity, language and many other attributes that define who we are.

Our diversity, equity and inclusion journey

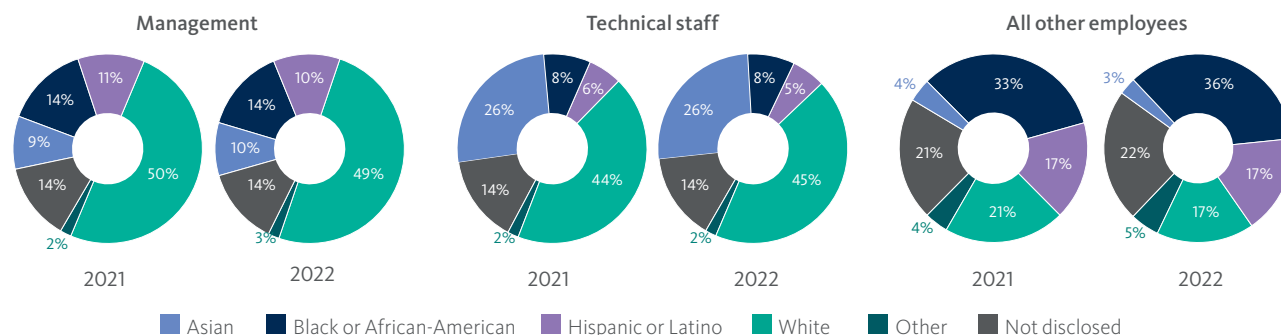


Sourcing top diverse talent

Sourcing diverse talent is important to our long-term success as a company. In order to ensure we're sourcing the most diverse talent, we improved understanding and awareness of DE&I across the associate lifecycle, by:

- Revising our hiring and onboarding practices to make them more inclusive, helping us attract new talent and broaden our access to great candidates.
- Enhancing our careers website and recruitment-focused social media properties to support nine different languages.
- Taking steps to reduce bias at various points of the associate lifecycle, including implementing an AI-based tool to reduce biased language in job descriptions.
- Providing managers with training to recognize and minimize bias in decisions related to associates, including hiring and performance management.
- Delivering inclusive leadership training to over 150 top leaders across the business and learning pathways on our Learning Management System.

Our diversity, equity and inclusion demographics in the U.S.



Gender reporting

Our U.S. gender reporting

Level	2021			Level	2022		
	Identify as female	Identify as male	Not disclosed		Identify as female	Identify as male	Not disclosed
Management	1,278	1,209	-	Management	1,177	1,136	-
Technical staff	401	1,233	-	Technical staff	580	1,273	-
All other employees	16,032	5,639	-	All other employees	16,807	5,285	-

Our global gender reporting

Level	2021			Level	2022		
	Identify as female	Identify as male	Not disclosed		Identify as female	Identify as male	Not disclosed
Management	2,299	2,980	-	Management	2,347	2,963	-
Technical staff	1,089	3,299	-	Technical staff	1,364	3,407	-
All other employees	31,009	18,937	-	All other employees	33,062	18,962	17

(as of December 31, 2022)

Human resources risk assessment

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

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



Statement of Equal Employment Opportunity

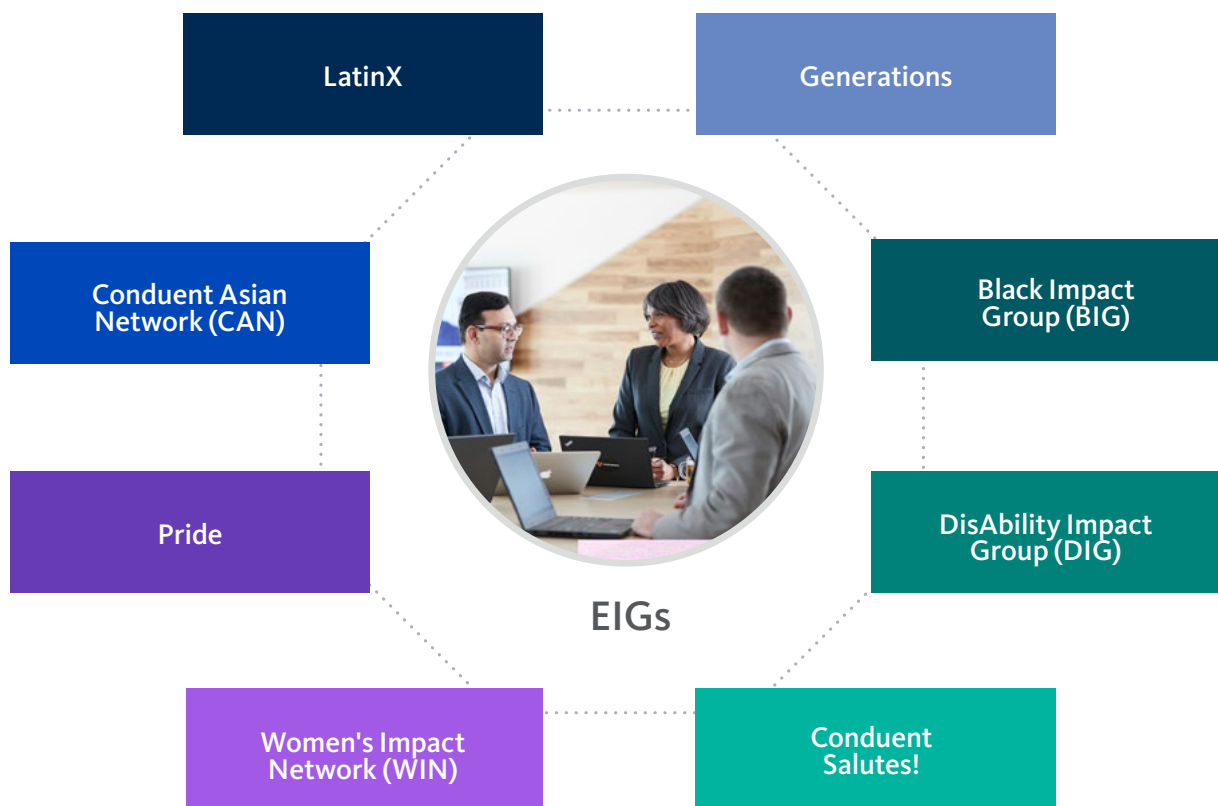
In 2022, we published a Statement of Equal Employment Opportunity signed by our CEO which reads as follows: At Conduent, we are committed to providing an environment of mutual respect where equal employment opportunities are available to all applicants and associates without regard to race, color, religion, 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 testing), military and veteran status and any other characteristic protected by applicable law. Therefore, all employment decisions at our company are based on business needs, job requirements and individual qualifications. We believe that diversity, equity and inclusion among our associates 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, equity and inclusion can be found [here](#).



Employee Impact Groups (EIGs)

Our EIGs are a critical part of our culture and associate experience. They not only reinforce DE&I but also establish a forum for associates to engage with each other. We have eight EIGs in total:



EIGs focus on four key areas:

- 1 Culture:** Driving awareness and appreciation for group members and advancing our culture of openness and inclusion.
- 2 Professional development:** Identifying the professional needs and desires that matter 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 growth, quality and efficiency.

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

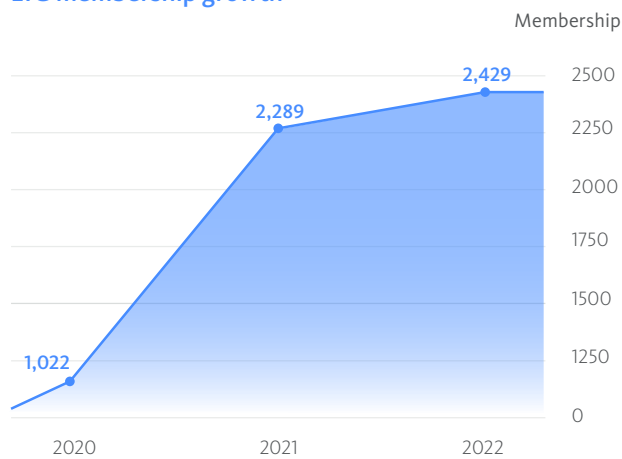
Each EIG also has committee chairs who strategically align with senior business functional leaders to drive programs, processes and tools. Examples of these committees include membership, communications and professional development.

Promoting openness and inclusivity

In 2022, our EIGs made significant contributions to our ESG initiatives by promoting our core values of openness and inclusivity. They curated hours of cultural activities aimed at engaging and educating our associates on diversity, equity and inclusion. Our EIGs operate in every region where we have a presence, which has enabled us to foster a more inclusive workplace culture by bringing together diverse perspectives.

Furthermore, our EIGs deployed hours of professional development activities, which were tailored to address the specific needs of our diverse workforce. This investment in the development of our associates is aligned with our goals to support growth and learning.

EIG membership growth



Pride seeks to inspire LGBTQ+ associates to bring their whole selves to work, share their experiences and connect LGBTQ+ associates across countries and business groups to share knowledge and skills. The Pride EIG has grown by three percent in 2022 and now has 311 members across all regions and countries.

The group meets each month to discuss relevant LGBTQ+ topics within our company. One achievement of this group has been to establish the Preferred Name feature on various internal systems, enabling associates to use their chosen names across our company. In June 2022, the group arranged for Jeannette Jennings, mother of Jazz Jennings (star of "I am Jazz" on TLC), to share her experiences of raising a transgender child. The presentation drew over 1,000 attendees.

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

Participation in this group saw spikes for Armed Forces Day and Veterans Day. Through 2022, Conduent Salutes! supported military charities through volunteering. Activities included the 13 Bridges Challenge in the U.K., where participants walk 10 miles and cross all 13 bridges on the River Thames in London. The group also sponsored Parasol golf day, which raised \$18,000 for injured soldiers' rehabilitation. They also help with Painted Paws for Veterans, an organization that rescues dogs and trains them to assist veterans in managing PTSD, as well as providing them with companion animals.

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

During 2022, WIN held 50 events that included global and local activities from different chapters in Europe, India, Philippines, Mexico, Jamaica, Guatemala and the U.S. with approximately 1,200 participants throughout the year. Some activities included the Women in Business Speaker Series, featuring a panel with internal leaders to talk about ways to #Breakthebias. The group also drew over 250 participants in its Mentoring Program. Additionally, WIN supported the charity ROSAesROJO along with the LatinX EIG to support Hispanic women with cancer in Texas. The event had over 200 participants.

The Conduent Asian Network is a community for associates who identify with Asian Pacific heritage or experiences. It fosters personal development through key initiatives across the company that advance growth, quality and efficiency to deliver the best outcomes for our clients.

CAN held a series of seven events in 2022 that focused on career development and planning. These events were attended by over 500 associates and covered a range of topics including future-proofing careers, mentorship, managing change and personal career growth journeys. One noteworthy event included a session on effective cross-cultural communication strategies led by Dr. Jane Lockwood. In May, over 800 associates attended an event entitled "Time of Remembrance" where guest speaker Marielle Tsukamoto, a docent from the California Museum, shared her family's experience of being among the 120,000 Americans of Japanese ancestry who were incarcerated during World War II.

The DisAbility Impact Group seeks to empower associates with different abilities to maximize their full potential through unique and powerful collaboration with other like-minded individuals.

DIG meets quarterly with members and collaborates with senior leadership to sponsor various events throughout the year, promoting opportunities for networking and information sharing. In 2022, DIG conducted sessions on pressing topics including fertility issues affecting women with disabilities, autism, depression and suicide. To provide additional assistance to parents of children with autism, the group launched DIG Community: Autism, a support group comprised of peers and other resources.



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

In 2022, BIG hosted a total of nine events that attracted over 750 attendees. This included programs to commemorate Martin Luther King Jr. Day and Juneteenth. It also expanded the group's signature series, "My Journey," which highlights the career paths of our senior leaders of color. Noteworthy events included "Leading and Meeting in a Remote World" where BIG members learned strategies and best practices to make the most of every meeting and "The Voices of BIG: Celebrating our Diverse Cultures and Family Heritage," which gave BIG members a glimpse of treasured traditions across the U.S., the Caribbean and Africa. BIG also hosted "Under Pressure: Dear Stress, Let's Break Up" with special guest speaker, Nate Battle, who offered practical advice and tips to help members discover their "why" and to develop authentic leadership skills.

The LatinX Impact Group seeks to provide an opportunity for LatinX associates to see their culture represented, advance their careers and build a range of skills to become leaders and role models while sharing their voices and creating a sense of camaraderie and belonging.

With close to 600 members globally, the LatinX impact group has grown significantly over the last two years. Last year, the group held a wide variety of activities, including a professional growth speaker series "A Day in The Life," the celebration of Hispanic Heritage Month, which included a virtual talent show and a multi-phased English program to support associates furthering their career at our company.



Generations is an intergenerational group for associates to create a bridge of understanding and teamwork while fostering opportunities for professional development, community, culture and business impact.

Generations, our most recent EIG, was established in 2021 with the objective of fostering a more connected community across all business units, regions and job levels. To achieve this, Generations launched speed networking sessions as its opening initiative, which has successfully connected over 400 associates to date. Generations has ensured equal representation on its programs, with a balanced split of representation from each business unit.

Culture awards



Top Employer for LGBTQ+ Inclusion
in India's Workplace Equality Index



Best Places to Work for
Disability Inclusion



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



Top 500 Companies for Diversity
for the Second Year in a Row



Best Places to Work for
LGBTQ+ Equality
— HRC CEI U.S.



Best Places to Work
for LGBTQ+ Equality
— HRC Equidad Mexico



Best CEO, Best CEOs for Women,
Best Places to Work in New York 2022



Finalist for Diversity, Equity and
Inclusion Award for Boards

Grow and thrive

Associate engagement, training and retention

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



25

average learning hours per associate

Developmental training

Throughout the year, we continued to elevate the learning experience both in person and virtually to better meet learners where they are, even if they are remote. Our learning mobile app access rates doubled as compared to 2021. Here are just some of the highlights:

80%+

average effectiveness survey scores on content, flow and relevance with participants and their managers confirming skill and performance improvement

2.5M+

developmental learning assets accessed

82%

active digital learning users, a 12% increase from 2021

Developmental training

170,000

learning badges earned

11,000+

associates participated in courses and certificates leading to credits/professional development units (PDUs)

Our associates accessed a variety of topics aligned to key business needs such as customer service, Six Sigma, effective communication, stress management, time management, people and performance management and leadership. We expanded Lean Six Sigma Certification to all businesses with over 2,000 people participating in the certification courses. We continued to focus on deploying generic role-based and job specific skill-based programs. Furthermore, we also organized virtual instructor-led training sessions for hundreds of our senior associates including people across our EIGs, which focused on using behavioral science.






Skill benchmarks

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

In 2022, we introduced over 400 unique skill benchmarks, enabling our associates to assess and improve their skill level through personalized learning recommendations. Over 2,000 unique learners earned scores for more than 6,000 skills they selected.

We also introduced developmental resources on topics like problem solving and decision making, communication, relationship building, coaching, teamwork, executive visibility, training and education. These resources enabled our associates to put into practice skills learned through provided tools, such as practice aids, templates, guides and job aids. Over 1,300 associates used these developmental resources in 2022.

Top five skills assessed:

Skill assessment	Count
 Communication essentials	931
 Excel 365	762
 Oral communication	358
 Customer service essentials	314
 Effective teamwork	292

Mandatory training

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



97%
completion of training
by associates globally

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

Associate health, safety and well-being

The health, safety and well-being of our associates remain a part of our core values.

We continue to recognize associate health and safety as one of our top corporate and social responsibilities. We ensure our facilities are inspected and maintained to the highest standards, preventing risks and safety issues before they arise. We have developed robust emergency preparedness programs in alignment with corporate standards and relevant laws. To improve our work environments, we have also educated our associates on their responsibility to immediately report injuries and unsafe work practices or conditions.

At Conduent, we focus on total well-being to help our associates thrive. This includes tools and resources that span overall wellness and financial and physical well-being.

Wellness

- **Employee Assistance Program (EAP):** Provides a support network for emotional and personal services and is available to associates and their eligible household members at no cost.
- **Dynamic learning platforms:** Offer associates learning pathways, audiobooks, podcasts, etc. on a variety of mental well-being topics, including resilience, coping, stress and healthy workplaces.
- **Global webinars focused on mental well-being:** Provide associates with regular speaking events with established external professionals on various well-being topics.
- **EXCELeRate Program's Wellness:** Offers multiple activities focused on mental well-being including an expert-led "Ask Me Anything," live yoga sessions focusing on building resilience, mindfulness techniques and breathwork.

Financial

- **Retirewise:** Helps associates plan for their future, including investment basics, tax strategies, and college and estate planning.
- **Upwise:** Helps our associates change the way they think and feel about money and form healthy money habits.
- **Employee Assistance Program (EAP):** Beyond the mental well-being services, the EAP also provides financial services support and advice to help associates improve their financial standings.
- **Dynamic learning platforms:** Offer learning pathways, audio books, podcasts, etc. on a variety of financial well-being topics, including retirement planning, wealth management and investment portfolios, and are available to all associates.

Physical

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

Communication and collaboration

One of the most important ways we create a safe space for our associates and engage in open and transparent dialogue is through our internal social platform, Yammer. This platform serves as our primary communication and collaboration tool that connects our global workforce. In addition to sharing company news, associates leverage this platform to share perspectives and points of view on pertinent social issues in our communities, recognize teammates, share information about cultural events and heritage months and drive various engagement campaigns. The platform continues to see broad adoption in 2022.



28,333

average active members per month on Yammer

Associate experience survey

As part of our ongoing efforts to maintain and improve associate engagement, we conduct regular surveys across our global footprint. In 2022, we continued to gather associate feedback through multiple touchpoints, including external surveys such as Newsweek's Most Loved Workplaces survey (conducted by Best Practices Institute) as well as internal pulse surveys, focus groups and our internal social platform.

We were named as one of Newsweek's Top 100 Most Loved Workplaces, which was based largely on associate feedback. We also achieved a SPARK index score of 82.3%, which measures five key areas of engagement: Systemic collaboration, Positive vision of future, Alignment of values, Respect, and Career achievement.

We continue to gather information from our associates and plan to conduct another company-wide survey in 2024.



Make a difference

Philanthropy and volunteerism

As a company that believes in giving back to and growing alongside our communities, our associates participate in several charities and causes throughout the year. We have identified key focus areas to maximize the impact of our national and local volunteering efforts. These are:



Education:

Contribute to child development through partnership with schools.



Health and well-being:

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



Quality of life:

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.

The Conduent Foundation

As our philanthropic organization, the Conduent Foundation makes donations to support and extend our ongoing volunteerism program — ConduentCares. From responding to crises like natural disasters, to simply helping people in their day-to-day lives, ConduentCares oversees the company's efforts to help build strong, vibrant communities where we work and live.

The Foundation's mission is to provide leadership, focus and oversight to our philanthropic activities and enable our people to bring our commitment to corporate citizenship to life through volunteerism.

We believe that we have a responsibility to be actively engaged in our communities and participate in causes that matter to our associates and clients around the globe. Just like the diversity of our solutions, we look to support a diversity of charities and projects that truly make a difference.



Giving back in our local communities

The following are some recent examples of contributions by associates in support of communities as well as advancing UN SDG 11: Sustainable Cities and Communities.

Asia-Pacific (APAC)

In the Philippines, more than 50 associates volunteered over 150 hours in the “Hope Begins with a Meal” project organized by the International Care Ministries (ICM). They helped pack approximately 16,000 meals for those in need. Boxes of nutrient-enriched rice soy meal packs, where one meal pack equals six meals, were delivered to help alleviate hunger in the Visayas and Mindanao communities.

Associates in the Philippines also volunteered 1,270 hours to the Glory Reborn Organization, Sponsor an Orphanage program and the Operating Room Nurses Association of the Philippines with a goal to bring health services closer to the people. For these initiatives, associates spent upwards of six hours each, assembling care packages that included free medication, toys, books, clothes and food for orphans, teen moms and young patients.

In India, we partnered with Sandhya Eye Hospital to provide free eye check-up exams for all our associates and support staff in the Vizag office. Over the course of a two-day “eye camp,” nearly 35 associates volunteered over 115 hours to complete basic eye exams for more than 330 associates and support staff.



Our associates in India also partnered with Telangana government schools to install alkaline water purifiers that will provide over 500 students in primary and secondary schools with clean drinking water. This system uses clay-built, bio-soil water purifiers to ensure that water collected from nearby sources is properly treated and cleaned, removing any potential toxins so children can stay hydrated and healthy.

United States

Our Conduent Foundation funded registration fees for a virtual race hosted by ROSAesROJO, an organization which makes cancer wellness and prevention accessible to Hispanic women and their families through education on nutrition, mental health and physical activity. Over 200 associates participated in the race benefiting ROSAesROJO, and accumulated miles at their own pace by running, walking or cycling every day.

U.S. associates also helped teammates impacted by Hurricane Fiona in Puerto Rico. Associates donated groceries and household items, including appliances. Associates reported that the level of generosity and support demonstrated made them feel more like family than just colleagues.



Latin America and the Caribbean (LACAR)

In Jamaica, associates participated in beach cleanups throughout the year. Through their collective efforts, they gathered nearly 70 bags of recyclable and non-recyclable items to benefit the environment and local coastal communities.

Associates in Guatemala organized a school supply donation drive for local students. During the month-long campaign, 15 associates volunteered 54 hours and collected nearly 550 school supply items for students attending Aldea Yerba Buena school to improve their learning experience with brand new supplies.



Europe, Middle East, and Africa (EMEA)

Associates who provide on-street parking civil enforcement in Oxfordshire, England were the first in the country to participate in the "Ask for Angela" campaign to help vulnerable members of the public in dangerous or uncomfortable situations. Through the training, an extension of the "Ask for Angela" campaign that started in 2016 and is used by bars and other venues in the hospitality industry to protect people from sexual or violent assault, our associates are helping to make the community safer for everyone.



Associates across EMEA responded to support Ukrainian refugees through various efforts. Through their generosity, they donated a van full of supplies including everything from diapers to medical supplies and hygiene products. They also coordinated with local aid organizations' donation points for much needed items and contributed financial aid.

Volunteerism by numbers in 2022



10,153
volunteer hours



5,444
volunteers

Social key performance indicators

Conduent associate experience

82%

associate participation in developmental training

28,333

average active members per month on Yammer

2.5M+

developmental learning assets accessed

Diversity, equity and inclusion

138%

increase in EIG members since 2020

7

awards for diversity, equity and inclusion

82.3%

SPARK index score

Giving back in our local communities

10,153

hours volunteered

\$151,695

in resources contributed

5,544

volunteers

58

organizations supported

Governance

Responsibly governing our business with integrity, accountability and transparency

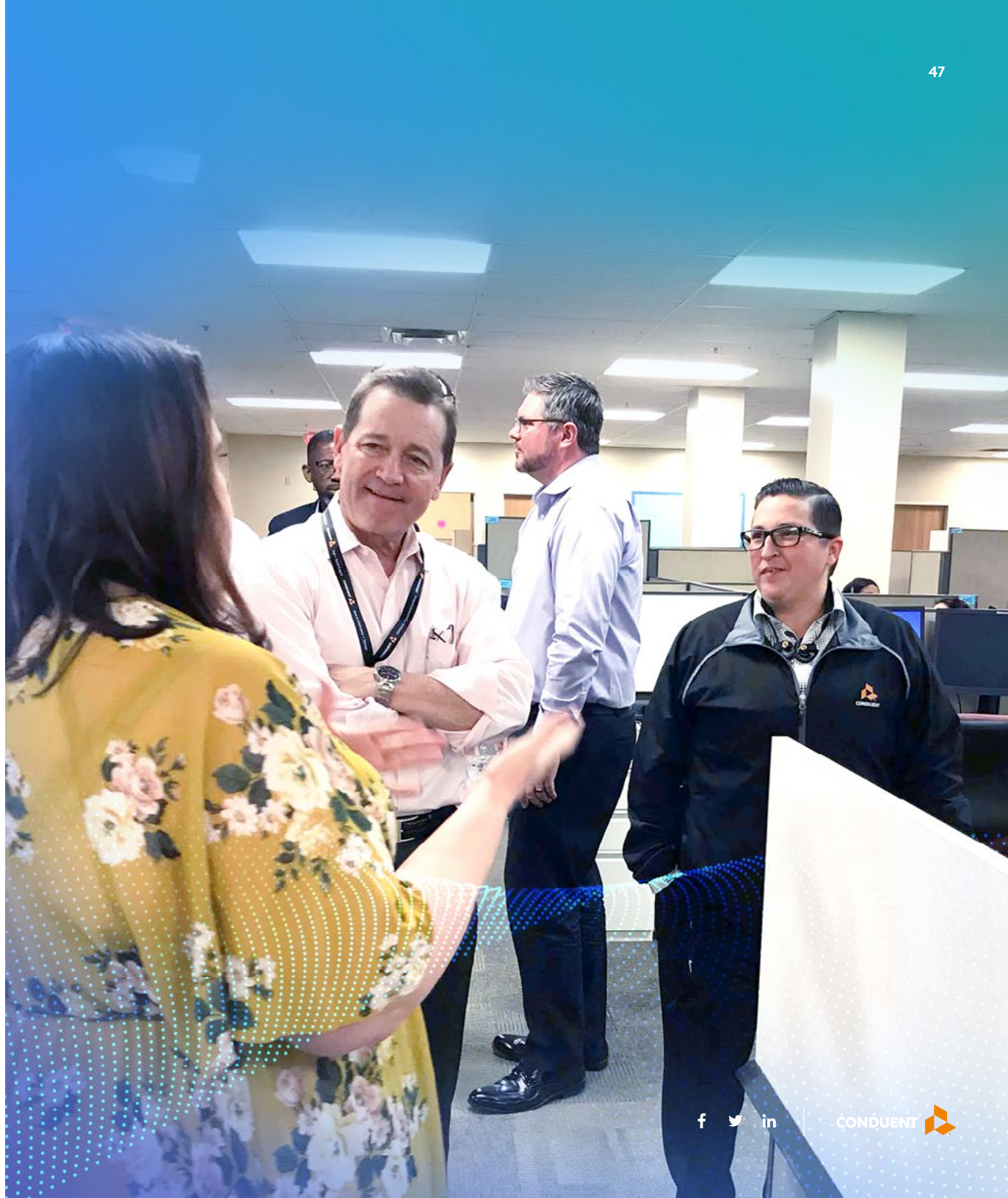


Nurturing integrity, accountability and transparency

We strive to be a role model in ethical behavior and business practices. This starts with our Board of Directors' governance framework, detailed throughout this section, and manifests across our company from our [Code of Business Conduct](#) to our overall business strategy.

Our ESG Steering Committee meets monthly to provide guidance to our global teams and subject matter experts with KPIs that help monitor our progress and inform business decisions. The committee is composed of senior leadership team members responsible for different functions, including Marketing, Legal, Investor Relations, DE&I, Human Resources, Accounting, Real Estate, Strategy, Procurement and Risk Management.

As set forth in our Environmental Policy, we have assigned day-to-day management of ESG risks and opportunities, including those related to climate matters, to the ESG Steering Committee. Members prepare materials and present them to the Board of Directors' CSR & PP Committee on a quarterly basis.



Board of Directors' governance framework

Our Board of Directors is committed to conducting business in an environmentally sustainable and socially responsible manner in all our interactions with our stakeholders, including clients, associates, suppliers, shareholders and global communities. We take a holistic approach to incorporate ESG focus areas into our corporate strategy and enterprise risk management framework to anticipate risks and opportunities that may arise. We strongly believe that operating in a socially responsible and sustainable manner will drive long-term value for our company, our clients and their end users, our shareholders and other stakeholders.

Our ESG initiatives are overseen by our Board's CSR & PP Committee. Our company's strategy which integrates our ESG initiatives, is led by our CEO and management team.

The Board regularly monitors the effectiveness of policies and decisions that it has delegated to management, including the creation and execution of our strategies. The Board is also responsible for monitoring the establishment and enforcement of procedures to ensure our company operates in a legal and ethically responsible manner — including oversight of all ESG initiatives and programs.

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

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

Board structure

- Independent chair
- Annual director elections
- Annual director evaluation process
- Majority voting for directors
- All independent committees
- No director-related party transactions

Shareholder rights

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

Compensation

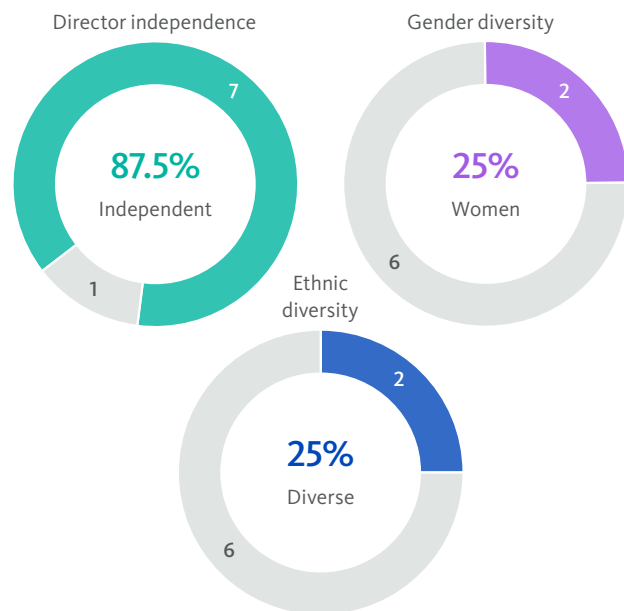
- Annual "Say-on-Pay" vote
- Pay for performance compensation programs
- Anti-hedging and anti-pledging policies
- Clawback policy for both cash and equity awards
- Stock ownership guidelines for directors and executives

Committee assignments

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

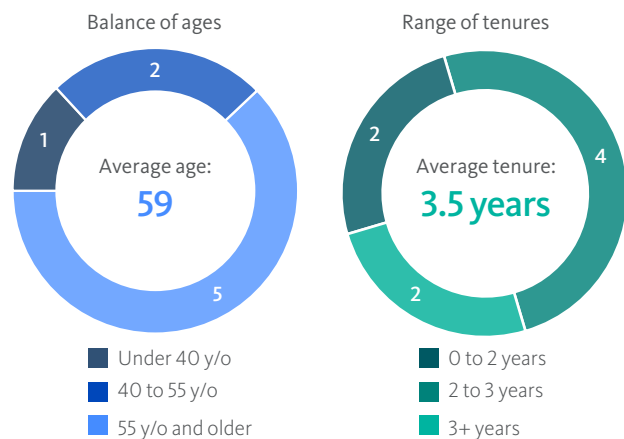
● Committee chair

Board overview



5 Board committees led by independent directors

3 Board committees led by diverse directors



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

Audit Committee

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

Compensation Committee

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

Corporate Governance Committee

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

Corporate Social Responsibility and Public Policy Committee

The CSR & PP Committee assists the Board in reviewing of the company's material ESG strategies, initiatives, investments and policies, with priorities including the impact of climate change and other environmental matters, energy and natural resource conservation, supply chain sustainability, associate health, safety and well-being, diversity, equity and inclusion, workforce human rights, public policy engagement and corporate charitable and philanthropic activities.

Risk Oversight Committee

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

Business ethics and professional integrity

We have implemented a global associate ethics program promoting and instilling a culture of integrity and honesty to create a work environment where everyone understands the ethical values that are critical to our success as an organization.

Our Business Ethics and Compliance Office oversees our ethics processes and activities and reports to the Audit and Risk Oversight Committees of our Board of Directors. The Ethics Office ensures that our associates and anyone working on behalf of our company 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 Business Conduct is the principal component of our Ethics Program, covering expectations for compliance with policies, laws, rules, regulations and ethical conduct related to all aspects of our business. It applies to all directors, officers and associates worldwide. Our associates complete mandatory annual training and affirm their commitment to uphold it. In 2022, 99% of our associates, including 100% of our senior leaders, completed the annual training.

Additionally, our senior leaders are required to annually certify their commitment to communicating ethics and compliance expectations within their respective business units.

Some of the key topics addressed in our Code of Business Conduct include regulatory compliance, conflicts of interest, promoting an inclusive and respectful work environment, employment-related gifts, human rights, human trafficking, discrimination, harassment and accounting and financial integrity.

We are committed to our Code of Business Conduct and to ensuring all associates and others feel heard and supported. We encourage associates and others to use resources such as the [Conduent 24/7 Ethics Helpline](#), which offers an opportunity to seek guidance and a confidential outlet to raise issues about business standards and ethics.

The Ethics Helpline is operated by an independent third-party and is available via toll-free telephone numbers and a web-enabled reporting tool. All matters involving potential violations of the Code of Business Conduct are required to be reported to the Ethics Office. Whether individuals identify themselves or not, each inquiry is treated in a confidential manner. Any form of retaliation against any associate who, in good faith, reports or participates in the investigation of a suspected violation is strictly prohibited and will not be tolerated.

Foreign Corrupt Practices Act and anti-bribery compliance program

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

We have a dedicated anti-bribery policy which requires that all associates adhere to strict review and approval from the legal department or the International Trade Compliance Office (ITCO) within the legal department for any business expense or donation that falls within the scope of this policy. The policy requires a due diligence risk assessment of all intended third-party intermediary arrangements (arrangements involving any individual, company or entity representing or acting on behalf of our company to a government official or entity). We provide local support through our anti-bribery coordinator network, site-level programs, detailed expense policies and anti-bribery training to associates and third-party intermediaries.

Data privacy and security

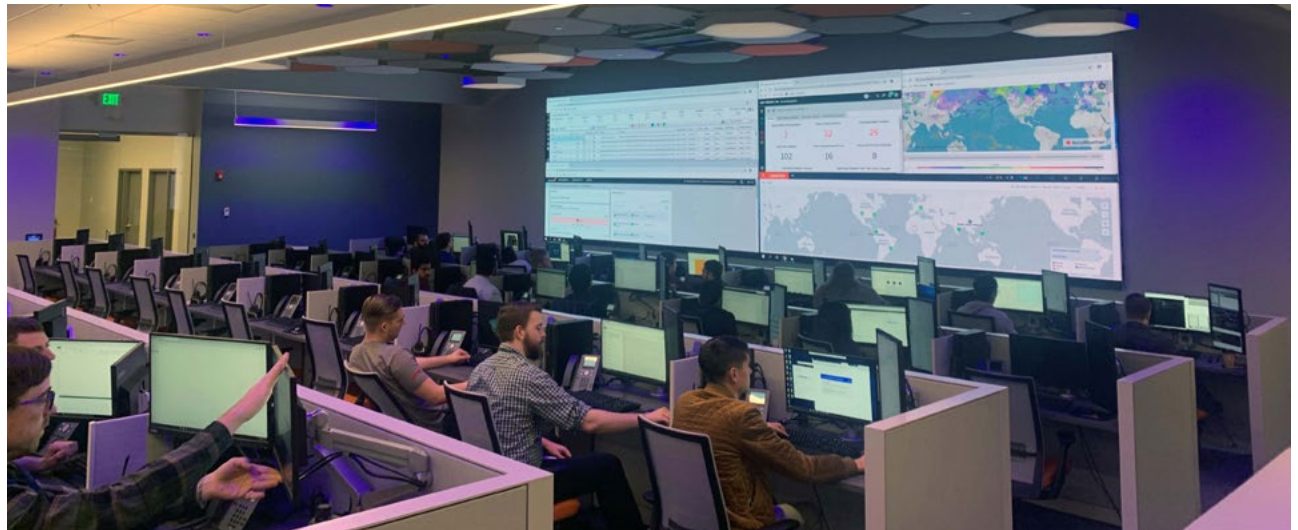
As a leading provider of digital business solutions and services, we are committed to protecting personal data through industry best practices and policies. Backed by a comprehensive data privacy and security program, our associates, suppliers and clients trust us with a range of sensitive information and we take this responsibility very seriously. We continually invest in our teams, processes and tools to best protect that data.

Our commitment 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 General Counsel and Chief Information Officer both reporting directly to the Chief Executive Officer). The Board receives reports from both the Chief Privacy Officer and Chief Information Security Officer. The Risk Oversight Committee agenda includes coverage of data privacy at every meeting.

Our security program is aligned with the National Institute of Standards & Technology (NIST) framework and standards as well as applicable industry regulatory requirement including, but not limited to, GDPR, the U.S. Health Insurance Portability and Accountability Act (HIPAA), the International Organization for Standardization (ISO) and PCI Data Security Standard (PCI DSS). The program encompasses information security and cyber operations capabilities that protect our company, our associates, our clients and their end users. It is continuously reviewed and strengthened as necessary to ensure responsiveness to and protection against emerging threats.

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 and penetration testing and patching.

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 solutions and services.



We maintain a highly qualified workforce and use external experts to support the program. To support this mission, our dedicated data privacy team:

Monitors and responds to privacy questions, inquiries, data subject requests, incidents and complaints.	Completes ongoing continuing education to maintain their knowledge, proficiency and skills.	Supports business operations and risk management activities, including an initiative to position champions within key business units.
Maintains and communicates formal documented policies and standards.	Analyzes new and developing privacy regulations and associated risks.	Monitors and assesses the overall operating effectiveness of our program.
Provides quarterly reports to the Board of Directors and Risk Oversight Committee.	Maintains and tests cyber incident response plans.	Undertakes various independent reviews in conjunction with PCI DSS, external audits, internal audits and client assurance efforts.

We are proud to be ISO 27001 certified globally at the Infrastructure-as-a-Service (IaaS) level of information security. Certified companies have demonstrated that they have a sound process for managing, identifying and remediating risks, as well as implementing security controls.

Information privacy training

Our associates and contractors are required to complete mandatory annual training on our data privacy practices and policies across the globe, including HIPAA and the U.K./EU GDPR. In 2022, 99% of associates completed annual Information Privacy training on how to appropriately collect, use, disclose, transfer, retain, store and destroy personal data. Associates are also educated on individual data rights and how to recognize and report any suspicious activities or potential incidents.

Privacy program

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

Business continuity and enterprise risk management

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

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

Our Board of Directors has ultimate oversight for our ERM program. This oversight is facilitated primarily through the Risk Oversight and Audit Committees 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 capabilities by developing and implementing a comprehensive risk framework, inclusive of a governance structure, policy and processes, which establish the standards for identifying, assessing, monitoring and managing any strategic, financial, operational, technology and compliance business risks.

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

Our risk leaders within our first and second lines of defense work with management throughout our company to identify and address emerging risks, review and establish risk tolerances, prioritize risk remediation and review and report to the Chief Administrative Officer on plans and progress.

Business continuity

Business continuity is a critical component of our Global Risk organization, under the direction of the Chief Administrative Officer. This role ensures the program is consistent with industry standards, incorporated into our operating model and practices, and designed to support the continuation of critical business activities.

We are committed to maintaining an appropriate resilience posture that meets client, regulatory and stakeholder requirements and expectations, including in instances when a business disruption occurs. Accordingly, we maintain 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.

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.

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

Supplier practices

Sustainable procurement

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

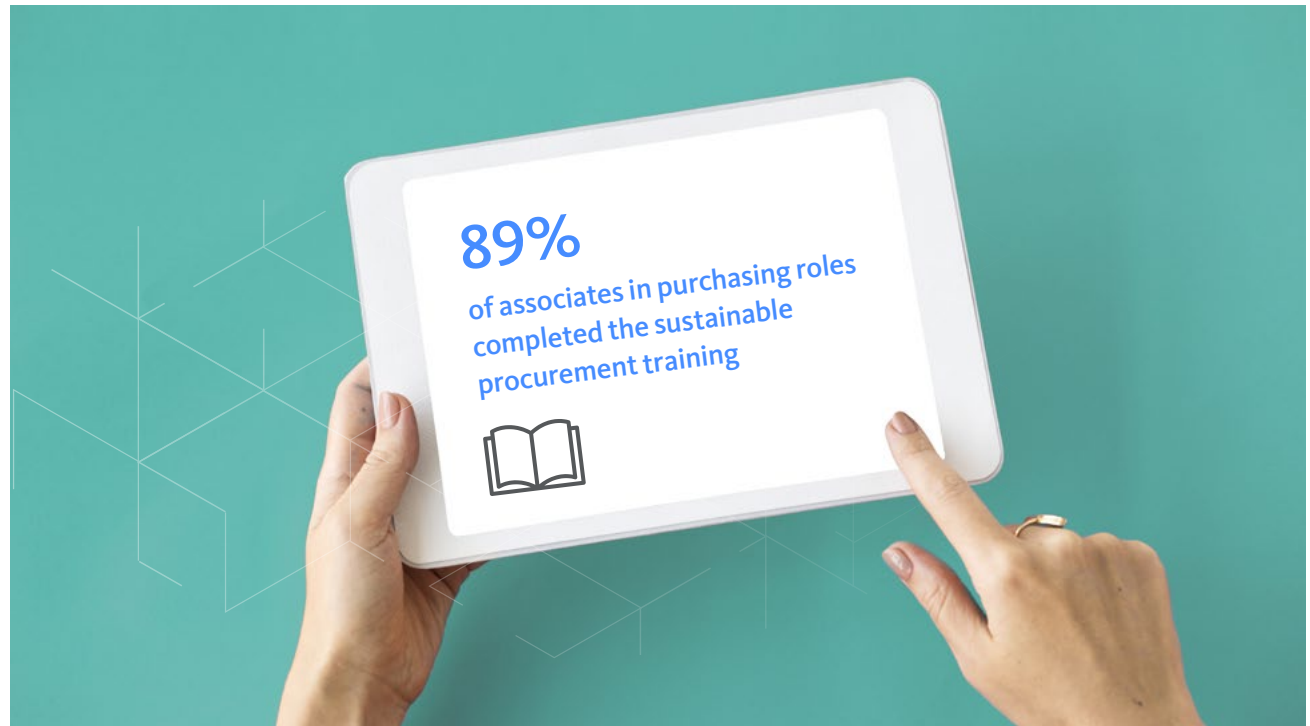
In 2022, we invested in a comprehensive sustainable procurement training program for our associates in purchasing roles. The program was designed to educate our procurement team on the principles of sustainable procurement, including ethical sourcing, social responsibility and environmental impact. The course covered a range of topics, including supplier diversity, carbon footprint reduction, waste reduction and responsible sourcing.

Throughout the program, our buyers engaged in interactive learning experiences and case studies, gaining a deep understanding of the importance of sustainable procurement practices. They learned about the impact that their decisions can have on local communities, the environment and the overall sustainability of our business.

One of the most compelling aspects of the training program was the opportunity for our buyers to engage with industry experts and peers in sustainable procurement. The program included workshops and forums where our buyers were able to share their experiences and collaborate on best practices for sustainable procurement.

The sustainable procurement training program was an important milestone for our company, not only in terms of the knowledge gained by our buyers but also in terms of the impact it will have on our business and the communities we serve.

At Conduent, we recognize the importance of training our procurement department on sustainable procurement. We are proud of the investment we made in our buyers' education, and we look forward to continuing to implement sustainable procurement practices that align with our values and business strategies and contribute to a better world.



Supplier diversity

Through our global sourcing and procurement process, we actively seek certified [diverse suppliers](#) and ensure the inclusion of diverse suppliers. We believe that diversity in the supply chain is not only important for economic growth and development, but also for social responsibility and equity.

As part of our commitment, we are actively seeking out diverse suppliers to partner with us and become part of our supply chain for the long term. We recognize that diverse suppliers bring new ideas, innovation and perspectives to the marketplace, and we want to create equal opportunities for underrepresented groups to participate in our supply chain.

We understand that partnering with diverse suppliers is not just the right thing to do, but it is also a competitive advantage. By working with a diverse set of suppliers, we can access new markets, increase creativity and improve client satisfaction. We also believe that by creating opportunities for diverse suppliers, we can help to level the playing field for underrepresented groups and promote diversity, equity and inclusion in the business world.

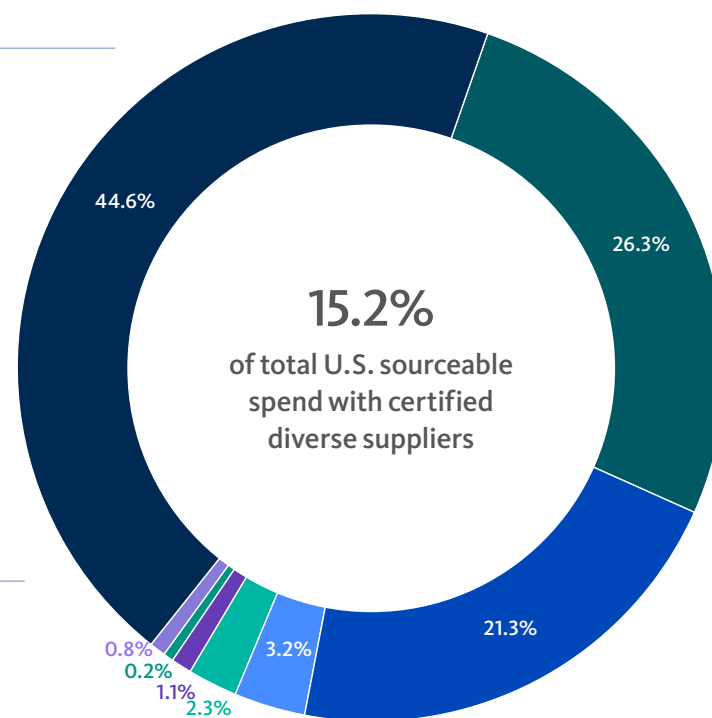
Our commitment to supplier diversity is not just a one-time effort, but a long-term commitment. We understand that building relationships with diverse suppliers takes time and effort, and we are dedicated to nurturing those relationships to ensure their success. We are open to partnering with diverse suppliers from a variety of industries, and we welcome the opportunity to work with them to achieve our shared goals.

We remain committed to creating equal opportunities for diverse suppliers to become part of our supply chain, and we are excited about the future of our partnership with those suppliers and look forward to continuing to build strong relationships for years to come.

Sourceable U.S. spend by diversity category

Diversity category	Percentage
MBE	44.6%
SBE	26.3%
WBE	21.3%
VBE	3.2%
DBE	2.3%
HUBZone Certified	1.1%
Disabled Owned	0.2%
8(A) Designation	0.8%
Total	100%

*Diversity categories defined in appendix



Governance key performance indicators

Board of Directors' governance framework

97%

average shareholder vote in favor of our eight directors

Business ethics and professional integrity

99%

completion of annual Code of Business Conduct training by associates globally

100%

of senior leadership completed annual Code of Business Conduct training

Supplier practices

15.2%

of total U.S. sourceable spend with certified diverse suppliers

89%

of associates in purchasing roles completed sustainable procurement training

Data privacy and security

99%

completion of annual information privacy training by associates globally

95%

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

100%

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

Footnotes and indexes

Footnotes

Scope 1, 2 & 3 disclosures

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

Scope 1 emissions include:

- Direct mobile fuels from our U.S. fleet, which accounts for over 65% of our global fleet.
- Direct Stationary fuels from leased, owned or occupied properties larger than 15,000 square feet and accounts for over 90% of our total real estate portfolio of 6.1 million square feet. For any information not accessible, an estimate was calculated on readily available information which included location, square footage, building type and headcount.

Scope 2 emissions include:

- Location-based purchased energy (electricity and natural gas) from leased, owned or occupied properties larger than 15,000 square feet and accounts for over 90% of our total real estate portfolio of 6.1 million square feet. For any information not accessible, an estimate was calculated on readily available information which included location, square footage, building type and headcount.

Scope 3 emissions include:

- Business air travel data collected through our expense system.

Total energy consumed

In 2022, purchased grid energy consumed totaled 340,990 GJ, of which 24% is sourced through renewable energy. Purchased grid electricity accounted for 87% of total energy consumed. Renewable energy was estimated based off global publicly available grid data, obtained from the International Energy Agency Database, related to leased, owned or occupied properties larger than 15,000 square feet and accounts for over 90% of our total real estate portfolio of 6.1 million square feet.

Water risk index

We operate across 226 sites, globally and pay water providers directly for 9% of those sites. For all the remaining sites, water costs are absorbed as part of lease agreements where we do not have billing data currently.

Of those 226 sites, 60 are located in extremely high or high baseline water stress areas as noted by the Water Risk Atlas Tool, Aqueduct.

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

Total sites located in water stress areas:

Water risk	Sites
Extremely high	26
High	34

For the 9% of sites in which we pay water providers directly, 25.20 thousand cubic meters of water were consumed in 2022. Five of these sites are located in high or extremely high water stress areas and consumed a total of 9.35 thousand cubic meters of water.

Total sites where we pay water providers directly:

Water risk	Sites	Thousand cubic meters of water
Extremely high	1	0.05
High	4	9.30
Total	5	9.35

Supplier diversity definitions

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

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

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

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

Minority Business Enterprise (MBE): A designation for businesses that are at least 51% owned, operated and controlled by one or more people who are Black, Hispanic, Asian American or Native American. 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: A designation for businesses that are at least 51% owned, operated, managed and controlled by LGBTQ+ person(s) who are either U.S. citizens or lawful permanent residents. Exercises independence from any non-LGBTQ+ business enterprise

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

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

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

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

SASB index

2022 SASB index

The Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization dedicated to enhancing the efficiency of capital markets by fostering high-quality disclosure of financially material sustainability information that meets investor needs. The following table references the Standard for the Software and IT Services industry, as defined by SASB's Sustainable Industry Classification System™ (SICS™), and our SASB-aligned responses. The data contained herein is as of December 31, 2022.

Environmental footprint of hardware infrastructure

Accounting metric	SASB code	2022 disclosure
(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	TC-SI-130a.1	Refer to pages 14 and 58 within the 2022 corporate social responsibility report.
(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	Refer to page 58 within the 2022 corporate social responsibility report.
Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	Refer to pages 15, 16 and 17 within the 2022 corporate social responsibility report.

Data privacy privacy and freedom of expression

Accounting metric	SASB code	2022 disclosure
Description of policies and practices relating to behavioral advertising and user privacy	TC-SI-220a.1	Refer to pages 51 and 52 within the 2022 corporate social responsibility report.
Number of users whose information is used for secondary purposes	TC-SI-220a.2	0
Total amount of monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	Our total amount of monetary losses as a result of legal proceedings associated with user privacy is zero (0). Additional information on legal proceedings is disclosed in our Annual Report on Form 10-K page 83 (Note 16 - contingencies and litigation).
(1) Number of law enforcement requests for user information (2) Number of users whose information was requested (3) Percentage resulting in disclosure	TC-SI-220a.4	As a "Business-to-Business" provider supporting our clients' end users, we do not typically receive requests for user information except in our capacity as a service provider for our clients' customers.
List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	TC-SI-220a.5	0

Data security

Accounting metric	SASB code	2022 disclosure
(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of users affected	TC-SI-230a.1	We routinely process significant volumes of data (including PII and PHI) for a broad, diversified global customer base. Accordingly, we are periodically subjected to unauthorized attempts to compromise or acquire data. To protect our company and our customers, we do not broadly disclose specifics regarding these attempts other than in instances where we are legally required to do so. Refer to pages 51 and 52 within the 2022 corporate social responsibility report for more information regarding our data privacy and security.
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	Refer to pages 51 and 52 within the 2022 corporate social responsibility report.

Recruiting and managing a global, diverse and skilled workforce

Accounting metric	SASB code	2022 disclosure
Percentage of employees that are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	(1) 0.74% of U.S. employees on Visa (2) 58.07% of total employees located offshore. Refer to page 31 within the 2022 corporate social responsibility report for more information regarding diversity, equity and inclusion.
Employee engagement as a percentage	TC-SI-330a.2	Refer to page 41 within the 2022 corporate social responsibility report.
Percentage of gender and racial/ethnic group representation for (1) management (2) technical staff, and (3) all other employees	TC-SI-330a.3	Refer to page 31 within the 2022 corporate social responsibility report

Intellectual property protection and competitive behavior

Accounting metric	SASB code	2022 disclosure
Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TC-SI-520a.1	Our total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations is zero (0). Additional information on legal proceedings is disclosed in our Annual Report on Form 10-K page 83 (Note 16 - contingencies and litigation).

Managing systemic risks from technology disruptions

Accounting metric	SASB code	2022 disclosure
Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	TC-SI-550a.1	For competitive and security reasons, we chose not to disclose this information at this time. We continuously improve the quality of our solutions and services to maximize uptime and performance.
Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	Refer to page 53 within the 2022 corporate social responsibility report

TCFD index

TCFD index

The following is our Task Force on Climate Related Financial Disclosures Report. In this report, we provide disclosures on governance and strategy that build on our responses to CDP's Climate Change Questionnaire. In the future, we look to expand our TCFD disclosures, further aligning with the TCFD recommended topics.

Governance

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

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Additional detail
Climate-related issues are incorporated into the discussions and updates at quarterly Board and CSR & PP Committee meetings	<ul style="list-style-type: none"> Climate-related issues are incorporated into governance mechanisms associated with reviewing, developing and guiding strategy, business plans and related budgets, as appropriate Reviewing and guiding risk management practices 	Each member of the Board of Directors receives CSR & PP Committee materials, is invited to and may attend the CSR & PP Committee meetings and receives a report from the Committee chair during each Board meeting	Pursuant to its charter, the board's CSR & PP Committee assists the board in providing oversight of our key ESG focus areas, while management is responsible for execution of these areas, which include climate-related issues such as energy and greenhouse gas emissions management and reductions; opportunities in clean technology; electronic waste and other recycling; business continuity in response to climate change and other environmental matters; supplier practices impacted by climate-related issues; and our associate health/safety/well-being.

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



We have assigned day-to-day management of ESG risks and opportunities, including those related to climate matters, to the ESG Steering Committee, as set forth in the company's Environmental Policy. The ESG Steering Committee is composed of senior leaders responsible for different functions, including Legal (Co-Chair), Marketing (Co-Chair), Investor Relations, Diversity, equity and inclusion (DE&I), Human Resources, Real Estate, Strategy, Accounting, Procurement and Risk Management. The Committee members prepare materials for and/or present to the Board's CSR & PP Committee on a quarterly basis. All materials are reviewed by Corporate Audit. The ESG Steering Committee meets monthly to discuss climate related and other ESG issues, and to provide guidance to subject matter experts who execute tactical aspects of our overall strategy, including:

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

Strategy

A) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long-term.

B) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.

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

	From (years)	To (years)		
Short-term	0	1	<p>Our company was formed in 2017 as a standalone business process services and solutions company, as a spinoff from Xerox. We deliver digital business solutions and services spanning the commercial, government and transportation spectrum – creating exceptional outcomes for its clients and the millions of people who count on them. Through a dedicated global team of approximately 62,000 associates, process expertise and advanced technologies, our solutions and services digitally transform its clients’ operations to enhance customer experiences, improve performance, increase efficiencies and reduce costs. Our overall strategy is guided by three goals of growth, efficiency and quality. Our vision is to become the leading business services partner for companies and governments worldwide.</p> <p>We have taken a holistic approach to managing our ESG strategy, risks, and opportunities, including climate-related ones, that have the potential to have a material financial or strategic impact on our businesses.</p>	<p>We organize our operations in three segments, each of which support key ESG outcomes:</p> <p>Commercial Solutions, our largest segment by revenue, provides a range of global business process services and solutions, including customer experience management, business operations solutions (e.g., document management, payments, accounts payable, human capital solutions), commercial healthcare and casualty solutions and digital payment solutions. This segment contributes to the good health and well-being of our clients’ associates, their customers and communities.</p> <p>Government Solutions includes government healthcare solutions including Medicaid program management and pharmacy benefit management, payment solutions, child support services and eligibility and enrollment support for social benefit programs. This segment enables federal, state and local governments to help alleviate poverty and hunger and enhance well-being.</p> <p>Transportation Solutions provides systems, solutions and services to transportation departments and agencies globally. Primary offerings include electronic tolling, transit, parking and public safety solutions to enable agencies to capture revenue while improving traveler experiences, increasing public safety and accessibility, reducing congestion and emissions and modernizing multi-modal travel. Our solutions promote positive environmental impact and more sustainable cities and communities.</p>
Medium-term	1	3		
Long-term	3	4+		

Risks

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

Policy and legal: Enhanced emissions-reporting and reduction obligations

Risk rating	Time period	Description	Impacts	Financial implications and response
High	Short-term	The results of our operations and financial condition could be materially adversely affected by legal and regulatory matters in the U.S. and outside the U.S., including those arising from changes in securities and environmental laws, particularly those that would require enhanced greenhouse gas (GHG) emission disclosures and reductions by our company, our suppliers and our clients.	Low-Medium	<p>Such laws and regulations could result in devoting increased funding and resourcing to ensure compliance therewith. The terms of our indebtedness may also restrict our ability to incur debt that we may need to fund initiatives necessary to respond to changes in government regulations.</p> <p>We will monitor global regulations and set up internal systems to measure emissions across the company, including our supply chain. We will continue to respond to voluntary emission-reporting disclosures, such as the CDP Climate Change questionnaire which requires quantifying Scope 1 and 2 emissions globally.</p>

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

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

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

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

Technology: Lack of investment in new technologies

Risk rating	Time period	Description	Impacts	Financial implications and response
Moderate	Medium-term	The results of our operations and financial condition could be materially adversely affected by failing to develop new service offerings — including new technology components that address climate change issues, which would impact our ability to retain current clients, attract new clients and risk revenue decline.	Medium	<p>Lack of technologies that address climate change issues could result in lost business with existing clients or lack of ability to attract new clients who have certain climate-related technology requirements, resulting in reduced revenue. The terms of our indebtedness may also restrict our ability to incur debt that we may need to fund initiatives necessary to develop such new service offerings to respond to changes in our business and the industries in which we operate.</p> <p>To respond to demand for new service offerings that address climate change issues, our company will continue to monitor client needs and market changes, as well as maintain a disciplined approach to investing in new technologies.</p>

Opportunities

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

Markets: Access to public sector infrastructure investments

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

Products and Services: Digital Solutions

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

Resilience: Global organizational footprint

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

Energy source: Purchasing or generating renewable energy

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

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

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

Resource efficiency: Ability to work from home

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

Resource efficiency: Upgrade facility equipment to reduce operating costs

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

Risk Management

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

Climate change presents both physical and transition risks to our business and the clients we serve, with a degree of uncertainty over the direct impact and speed as to how these risks affect our business. Physical climate-related risk considers increased severity and frequency of how chronic and acute climate change (e.g., increased storms, drought, fires, floods) and how those events can damage physical assets (e.g., call centers, data centers, corporate offices) and impair our ability to sustain operations in those locations. Transition risk considers how changes in global regulations, technology, business practices and shifts in client preferences to address climate change can lead to changes in the value of assets, increase operational costs and otherwise adversely affect our client solutions.

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

We review factors related to climate-related risk under our longstanding environmental policies, which include a focus on climate-related risks associated with servicing clients. Cautious of the reputational risks associated with our carbon emissions, we began a real estate and data center consolidation project in 2017. As this project has continued, our environmental policies have been updated to encourage conserving natural resources, eliminating the use of toxic or hazardous materials, conserving energy and using suppliers who do the same in support of reducing emissions across our value chain. These approaches allow us to set a comprehensive approach to clarify our positions, set clear expectations for our clients and suppliers and help address certain climate risk concerns while simultaneously reducing reputation risk.

As we consider the implications of climate-related risks, we are exploring different methodologies for identifying, qualifying and quantifying how climate-related risks could impact our operations and service delivery to our clients across our three lines of business. In the near term, we will embed climate-related risk discussions into our ongoing enterprise risk assessments and engagement with risk leaders across our lines of business.

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

Furthermore, we are developing globally consistent principles and approaches for managing climate-related risk across the company. Climate-related risk will be embedded into relevant policies and processes over time.

In addition, we continue to participate in industry and government collaborations to develop and pilot new methodologies and approaches for measuring and assessing the potential risks of climate change. We are also closely monitoring regulatory developments on climate-related risk and are actively engaging with regulators on these topics.

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

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

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

Except where noted, the information covered in this report highlights our environmental, social, governance and other performance and initiatives in fiscal year 2022. All calculations and statistics are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. This report has not been externally assured or verified by an independent third party.

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

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