Corporate Social Responsibility Report

2025

Table of contents

About this report

As a global organization operating in 24 countries, Conduent integrates corporate social responsibility into how it conducts business, serves clients across industries, supports employees, manages environmental impact and advances sustainable practices across the entire value chain.

Through a broad portfolio of solutions and services across commercial and public sectors, our company combines advanced technological capabilities and specialized expertise to drive meaningful outcomes for clients, customers and stakeholders around the world.

Every touchpoint — from inquiries and transactions to payments, communications and claims — plays an important role in creating value for our clients, associates, suppliers, shareholders and communities. Governance and oversight of sustainability initiatives follow an enterprise-wide approach, supported by cross-functional teams, Employee Impact Groups (EIGs) and committees that set priorities, guide initiatives and report on progress each year.

This report covers the 2025 calendar year. Disclosures are prepared in alignment with recognized global frameworks, including standards from the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD), now overseen by the International Sustainability Standards Board (ISSB). Conduent also maps activities to the United Nations Sustainable Development Goals, submits the CDP Climate Change questionnaire and participates in the EcoVadis assessment process.

Additional information and complete financial disclosures are available in the FY25 Annual Report on Form 10-K and the company's 2025 Annual Meeting of Shareholders proxy statement at https://investor.conduent.com/.

Questions or feedback regarding this report may be directed to sustainability@conduent.com.

Progress with purpose

Responsibility in business shows up in the choices we make, the standards we set and the way we measure progress over time.

At Conduent, we put that responsibility into practice through strong governance, principled decision-making and thoughtful collaboration — always challenging ourselves to do better along the way.

It's a mindset that shapes how we develop and deliver solutions, support our people around the world, manage resources and uphold the trust our clients and communities place in us. Across our operations, it anchors our strategies and keeps us focused on continuous improvement, long-term value and positive real-world impact.

As a company with locations around the world, we continue to raise the bar on how we track and manage our operational footprint and advance our greenhouse gas reduction roadmap. Our Scopes 1, 2 and 3 emissions were down 22% from the prior year, driven largely by improvements in reporting methodology as well as incremental progress in efficiencies. We secured an external audit of our Scope 1 and 2 emissions data and received SBTi validation of our near-term emissions reduction target.

Learning, development and opportunity are central to our culture and continued investment in our workforce furthered momentum in 2025. Participation in training and skills programs increased across regions with 21% more associates earning online learning badges — strengthening capabilities and supporting career advancement.

Employee volunteerism continued to be robust in 2025, reflecting the dedication and pride our teams bring to making a positive difference.

Conduent recognitions, including being named to Newsweek's 2025 Global Most Loved Workplaces and Everest Group's Top 10 Business Process Services Providers underscore our culture of performance, purpose and progress.

Across our global operations, Conduent teams drive practical improvements year over year — increasing efficiency, reducing environmental impact, strengthening governance and contributing to the communities where we live and work. These ongoing efforts build resilience, sharpen performance, elevate outcomes and position us for the future.

This report captures the progress made in 2025 and the discipline behind it. We're proud of what we've achieved and energized by where we're headed next.

"Progress with purpose begins with people — individuals, teams, clients and partners working together. Behind our solutions is a shared commitment to making a difference for our clients and the communities they serve. Continuously finding ways to improve and evolve across all aspects of our operations, we strengthen responsible business practices and advance our environmental, social and governance priorities. A sincere thank you to our colleagues and teams around the world for their tireless dedication to moving this work forward every day."

Harsha V. Agadi
Conduent President and CEO

About Conduent

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

Our company

- Approximately **51,000 associates**
- Operations in **24 countries**
- **30+ years** of business process outsourcing expertise
- **Recognized as a leader** by Gartner, Everest Group, Nelson Hall, ISG and GovTech100
- Public sector agencies in **46 states** and nearly **400 commercial businesses** are served by Conduent solutions

Our businesses

Commercial

Elevating customer and employee experiences and optimizing business operations

- Customer Experience Management Solutions
- Integrated Digital Solutions
- Business Process as a Service Solutions

2B
customer service interactions managed annually

14B+
documents captured, indexed and classified annually

$2.85B
in client vendor spend under management

Government

Powering public sector service delivery and constituent-centered goals

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

46
states served by our government solutions

454M
claims processed annually in 2025

~$80B
in benefits disbursed in 2025

Transportation

Creating smarter, safer journeys across the transportation ecosystem

- Road Usage Charging Solutions
- Transit Solutions

14.28M
tolling transactions processed every day

24
countries with Conduent transportation solutions

Sustainability management

In 2025, we deepened our stakeholder engagement through a variety of channels with our associates, investors, suppliers, thought leaders and clients. Through surveys, dialogue, working groups and meetings, we gathered input that helped shape our sustainability priorities. We also integrated the results of our double materiality analysis, shown at right, across our key sustainability focus areas.

Together, these efforts in 2025 led to our sustainability framework becoming more fully integrated across the organization.

This broadened focus helped us build on initiatives that yield the most value, such energy efficiency and data center optimization, and develop action plans in areas with the greatest social or environmental impact, such as our new GHG emissions reduction goal.

Double materiality assessment

Double materiality is a method companies use to evaluate sustainability priorities by assessing their impact on the environment and society as well as the risks and opportunities they may create for the business. Such an evaluation may be required in jurisdictions in which the company does business.

Our first double materiality analysis was conducted by an enterprise-wide working group in 2024, and the results were reviewed by our Board and adopted by our Sustainability Steering Committee and subject matter experts across the company. The analysis yielded an impact, risks and opportunities assessment in business terms across our key material issue areas listed below.

We plan to review and update this detailed assessment every few years to ensure our sustainability priorities remain aligned with the areas of greatest material impact on the environment, society and our businesses.

Environmental

Energy

Climate change

Waste management

Social

Equal treatment and opportunity for all – own workforce

Equal treatment and opportunity for all – value chain

Health and safety

Working condition – own workforce

Working conditions and other workers’ rights – value chain

Governance

Business conduct

Cybersecurity

Information related impacts on consumers and end users

Sustainable supply chain management

Key sustainability pillars

Our comprehensive, cross-functional program assesses, develops and reports on sustainability initiatives and enterprise-wide performance. These initiatives are overseen by our Board's Corporate Governance Committee.

We develop initiatives and provide guidance on material sustainability policies, processes and measurements that are focused on four key pillars:

- Delivering technology-led solutions for our clients
- Minimizing our environmental footprint
- Responsibly governing our business
- Supporting our people and communities

Key sustainability outcomes

- Reducing environmental impact
- Enhancing health and well-being
- Creating supportive and inclusive workplace practices
- Promoting sustainable cities
- Alleviating poverty and hunger
- Protecting clients' and associates' data

Aligning with the UN Sustainable Development Goals (SDGs)

Our sustainability key focus areas, pillars and outcomes align with **eight SDGs** where we believe our company's operations and solutions have the most impact for our associates, clients, their end users and communities. Each year, we review the sub-indicators for these goals as they relate to our businesses and map our corresponding contributions.

Inside this report, you'll see these icons where our operations, solutions or volunteering efforts support these SDGs:

1 No Poverty

2 Zero Hunger

3 Good Health and Well-being

5 Gender Equality

8 Decent Work and Economic Growth

11 Sustainable Cities and Communities

12 Responsible Consumption and Production

13 Climate Action

Stakeholder engagement

Key stakeholders

Our strategy and operations are shaped by input from leadership and key stakeholders. Ongoing engagement with shareholders, clients, suppliers, communities, analysts and partners helps us stay more deeply aware of their priorities.

Here are some of the ways we engage:

Clients	Face-to-face meetings, joint industry memberships, conferences and industry events, quarterly business reviews and client business and sustainability surveys
Associates	Global associate feedback sessions and surveys, town hall meetings, CEO discussions, Employee Impact Groups and communications through email, video and our internal collaboration network
Investment community	Quarterly earnings calls and webcasts, communications, briefings and other engagements
Suppliers/partners	Regular cadence of meetings and reviews including best practices sharing, Supplier Code of Conduct, supplier sustainability capacity building and supplier sustainability survey
Community groups	Contributions to nonprofits, engagement in community and philanthropic programs, promotion of cultural initiatives and veteran hiring programs
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

Driving impact through partnership:

A closer look at client engagement

Clients are at the center of everything we do and sustainability is no exception. We refine and advance our sustainability strategies through ongoing collaboration and multiple forms of engagement with our clients, including:

Regular, meaningful dialogue on sustainability priorities and performance – We maintain ongoing conversations with clients to better understand their sustainability priorities, expectations and evolving goals. Those discussions help shape how we strengthen our own strategies, focus areas and performance over time.

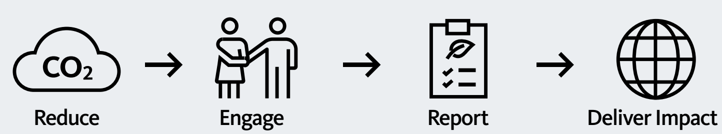
Participation in client sustainability and ESG assessments – Client-led assessments and sustainability information requests provide important opportunities to share progress, respond transparently and stay aligned with evolving expectations.

Transparent disclosure of our performance through our CSR report and comprehensive profiles with EcoVadis and CDP – Clear, consistent reporting through this CSR report and detailed disclosures with EcoVadis and CDP gives our clients visibility into our environmental, social and governance performance and supports accountability.

An annual Client Sustainability Survey to understand client expectations, assess our performance and inform future strategy – Feedback gathered through this annual survey helps us better understand what matters most to our clients, evaluate how we're performing and refine priorities for the future.

An annual Net Promoter Score survey to measure overall satisfaction and strengthen long-term partnerships – Insights from this yearly survey help us understand the broader client experience and identify opportunities to build trust, improve responsiveness and strengthen long-term partnerships.

All these interactions help create a feedback loop of continuous improvement and broader impact across a shared value chain.



Solutions with impact

Many of the solutions we design and deliver for our clients have the added benefit of supporting or advancing sustainability goals, whether our own or our clients'. Through technology-led services and solutions, we help clients streamline operations, expand equitable user access and increase efficiency — improvements that also contribute to positive environmental, social or governance outcomes.

These **impact snapshots** spotlight examples of those outcomes across these key areas.

Environmental

Cleaner air and smoother traffic in New York City

Working with the Metropolitan Transportation Authority, Conduent supported rollout of New York City's Congestion Relief Zone tolling program in 2025.

First-year results include:

- **Significant increase in transit ridership across subway and bus lines**
- **Millions fewer vehicles entering the zone**
- **22% decrease in air pollution**
- **6.1% lower greenhouse gas emissions**
- **Far fewer traffic crashes and improved commuter safety**

Social

Simpler access to funds for families and agencies

Through close collaboration with public agencies and using secure eligibility portals, responsive contact centers and card-based payment solutions, Conduent modernized how federal, state and local funds are delivered and managed in 2025.

Program impact includes:

- **Faster access to approved education funds**
- **Simpler eligibility and verification processes**
- **Private, stigma-free payment experiences**
- **Reduced paperwork and manual processing**

Governance

More efficient, reliable, accessible public services and programs

In 2025, the array of services and solutions we deliver to both public and private sector clients helped improve efficiency, expand access and simplify program management and delivery.

Our services helped private and public sectors better serve their customers and constituents through:

- **"No Wrong Door" approach, a single point to apply, access and maintain services**
- **Streamlined enrollment and eligibility**
- **Reliable, on-time benefit payments**
- **Reduced patient costs with Emergency Department accuracy coding services**
- **Reduced fraud and improper payments**
- **Broader access to services and care**

2025 sustainability highlights

Delivering technology-led solutions for our clients and their customers

~$80B
government benefits payments disbursed annually

454M
claims processed

$13.5B
worth of tolling transactions processed annually

2B
customer service interactions each year

Minimizing our environmental footprint

21%
purchased electricity derived from renewables

136.6M
pounds of paper recycled since 2017

12,619
items of e-waste recycled in 2025

65%
reduction in real estate square footage since 2017

Supporting our people and communities

90%
associate participation in developmental training

11,595
hours volunteered

Best Places to Work for Disability Inclusion for the fourth year in a row

Newsweek: Top 100 Most Loved Workplaces for fourth consecutive year

Responsibly governing our businesses

83%
of the Board of Directors is independent

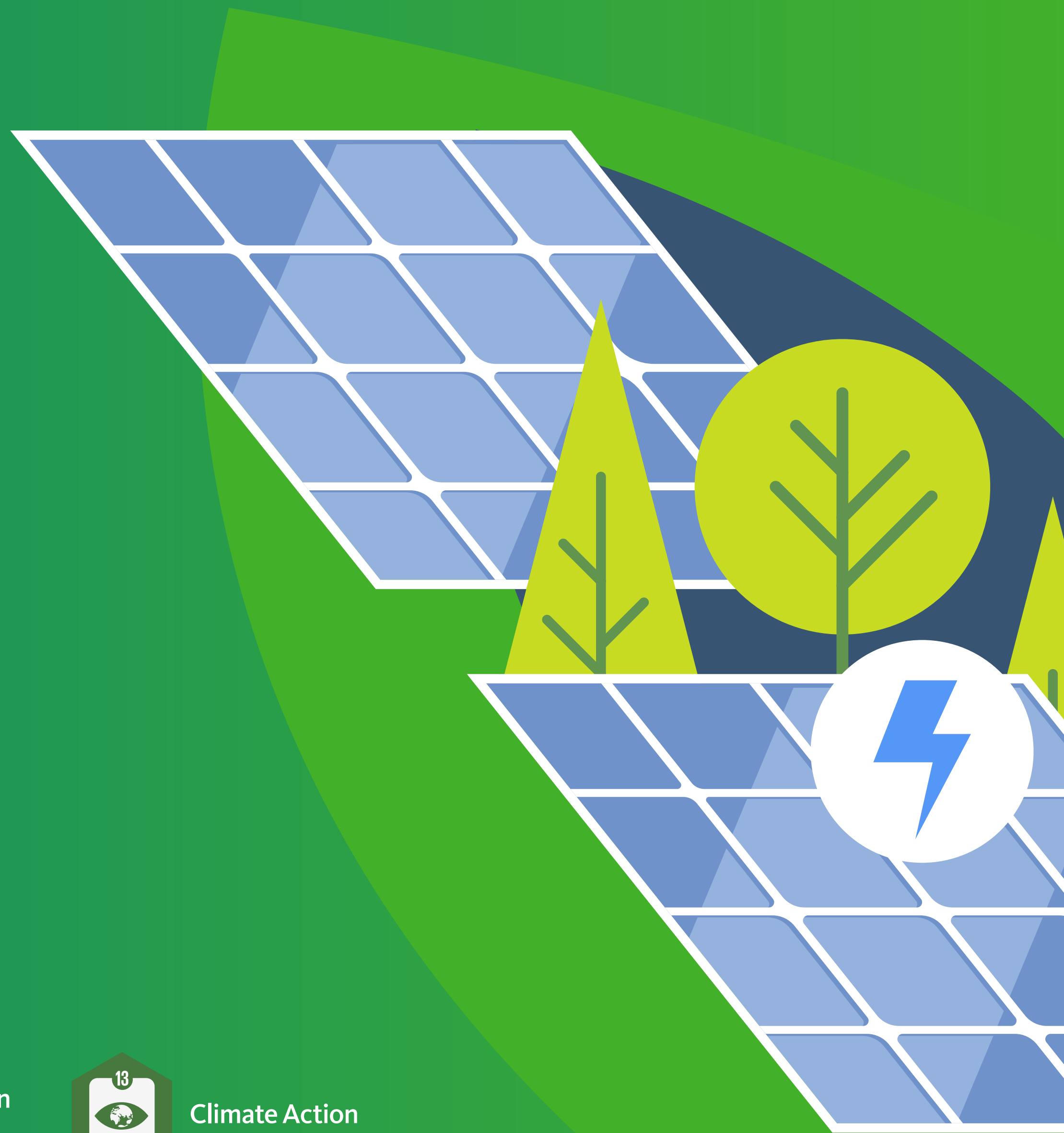
67%
of the Board of Directors identify as female or ethnically diverse

99.9%
completion of mandatory annual Code of Business Conduct training by associates globally

ISO27001
certified globally at the Infrastructure-as-a-Service (IaaS) level of information security

Environmental

Advancing sustainability across our global operations



11 Sustainable Cities and Communities

12 Responsible Consumption and Production

13 Climate Action

Climate and GHG management

Our commitment to minimizing our environmental footprint is focused on **four areas**:

Climate risk and greenhouse gas (GHG) management and reduction

E-waste and other recycling

Clean technology

Reducing environmental impact for our clients and their end users through our solutions

Climate risk

At Conduent, we're committed to understanding and addressing how climate risks can affect our people, infrastructure, clients and our overall business resilience.

Governance

We incorporate climate risk into our enterprise risk management (ERM) program to help us identify, map and assess climate-related risks across our operations including:

- Physical risks associated with the increased frequency and intensity of extreme weather
- Transition risks and opportunities tied to the global shift toward lower-carbon economies

These climate-related risks are also reflected in our broader sustainability risk and opportunity discussions, which are reviewed bimonthly by the Sustainability Steering Committee. Oversight also extends to the Corporate Governance committee of the Board of Directors, which meets quarterly to review and discuss these issues.

Strategy

As a company, we first assessed and identified our priority climate risks and opportunities in 2022. This encompassed risks and opportunities across operations, supply chain and services to clients. In that same year, we began disclosing these identified risks and opportunities in alignment with the Task Force on Climate-related Financial Disclosures (TCFD).

Each year since, a cross-functional team meets to revisit this priority list and assess whether our risk profile has changed. This assessment is reviewed by senior leadership and yields our TCFD Index in our Corporate Social Responsibility report each year.

In 2024 and 2025, we began a process of identifying and more deeply integrating climate-related risks into our risk management frameworks and processes. By the end of 2026, we will have formally integrated climate risks into our ERM practice.

Management

In managing climate risks and opportunities, our business continuity teams monitor weather events and assess risks globally, ensuring the safety and wellbeing of our associates. They develop and implement contingency plans, enhance employee preparedness, foster client collaboration, and identify opportunities to strengthen resilience.

To read more about our specific identified climate risks and further details on our approach to climate risk governance, strategy and management, please visit the TCFD/IFRS S2 Index of this report on page 57.

22% reduction in overall greenhouse gas (GHG) emissions across Scopes 1, 2 and 3.

Climate risk mapping

As we enhance and refine our climate risk management, we are mapping potential climate-related risks to the relevant business and functional owners. The chart below provides a high level view of that customized mapping.

Category	Examples of risks
Policy and Regulation	• Taxes/tariffs on products, fuels, emissions or offsets • Costs to comply with new regulation • Disappearing or diminishing subsidies (whether for fossil fuels EV vehicles, or renewables)
Geopolitical	• Inconsistent or conflicting climate action or mandates • Conflicts/instability based on negative effects of climate changes or population changes
Technology	• General Transportation and infrastructure uncertainties • Power outages • Cyber risk and cyber attack as a results of power outages
Human Behavior	• Client response to business efforts to manage climate risk • Impact of uncertainty in client thinking and behavior surrounding climate risk
Business Impacts	• Business continuity planning • Costs to comply with new climate laws/reg • New opportunities for risk management • Rising insurance costs • Climate-related disaster preparedness
Branding / Reputation	• Impact on recruiting/employee retention • Impact on corporate sustainability ratings on public perception • Misalignment between different company goals
Market Development	• Impact of inflation, recession, and global economic changes • Lack of accessibility to renewables
Physical	• Increased storm frequency/severity • Impacts on building foundation/engineering/structural issues
Societal	• Impact of climate changes on human health • Impact of climate events on associate health, wellbeing or ability to work • Poverty related impacts of climate (e.g., displacement, food insecurity, etc.,) affecting associates, their families or broader communities

Greenhouse gas management and reduction

In 2025, we continued strengthening our approach to greenhouse gas (GHG) management by prioritizing robust reporting and measurable reductions across our global operations. We reported Scope 1 and Scope 2 emissions, expanded Scope 3 disclosures, enhanced our climate risk disclosures and submitted near-term reduction targets to SBTi for validation. Emissions data was submitted to a third party for calculations and reviewed by internal audit — and our 2025 Scopes 1 and 2 emissions data is also undergoing an external limited assurance audit.

Whether through the heating, cooling and lighting of our facilities, the energy mix of our purchased electricity or the composition of our international fleet, we look for practical opportunities to drive measurable improvement.

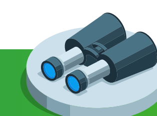
Further consolidation of data centers, upgrades to our IT infrastructure with energy-efficient models and continued replacement of incandescent bulbs with LED and energy-efficiency lighting across global facilities supported these efforts.

As a result of improvements in our reporting methodology and progress in emissions reduction efforts, our 2025 Scope 1 emissions were 53% lower than 2024, and our Scope 2 emissions reduced by 22% over the same time period. Our GHG inventorying and accounting also matured in 2025 with refined classification in Scope 3 emissions, driving a 20% reduction. Overall, our full 2025 emissions was 259k tCO2e, 22% lower than in 2024.

Our Climate Action commitments:

We are committed to reducing our Scopes 1 and 2 combined emissions by 59% by 2034 over a 2024 baseline, a goal validated by SBTi.

To encourage emissions reductions in our supply chain, we also commit to engaging suppliers associated with 75% of our supply chain emissions (Scope 3) and encouraging them to take climate action and set a science-backed GHG reduction goal within five years.



Looking ahead

To advance our climate risk analyses and help prepare for greater resiliency in the future, we will be conducting **scenario analyses** on climate transitions to improve our climate risk analytics and response in the next two years.

Near-term GHG emissions reduction action plan

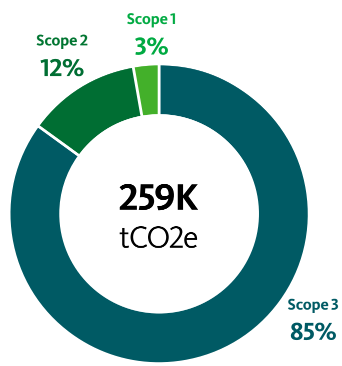
Our action plan to reduce Scopes 1 and 2 GHG emissions by 58% by 2034 incorporates a variety of strategies.

- Change fire suppression agent
- Energy efficiency for office lighting
- Switch to green energy
- Change AC refrigerant
- Fleet optimization
- Transition to EV
- Energy efficiency for heating
- Surface optimization

2025 Greenhouse gas emissions

Reductions in our greenhouse gas emissions across Scopes 1, 2 and 3 in 2025 were driven largely by advancements in reporting methodology and greater precision in classifications, boundaries and emission factors. We also reduced emissions through incremental progress in several climate action strategies, such as optimizing our real estate footprint and advancing energy efficiency practices.

	Scope 1		Scope 2		Scope 3	
Absolute tCO2e	8.4k	-53%	30.3k	-22%	220k	-20%



59% Scopes 1 and 2 emissions reduction goal by 2034, over a 2024 baseline, SBTi verified.

21% of our purchased energy was from renewable sources in 2025

22% lower emissions across Scopes 1, 2 and 3 combined since 2024, achieved as a result of improved reporting methodology and incremental progress in emission reduction strategies.

In 2025, we replaced 4,011 incandescent light systems with LED arrays to lower costs, improve energy efficiency and reduce carbon emissions. In our Mexico facilities alone, this effort prevented 16 metric tons of CO2e emissions from entering the atmosphere.

Opportunities in clean technology

As our Data Center Optimization Program (DCOP) entered its seventh year, we continued efficiency and modernization efforts across our technology footprint. This included further streamlining workloads and reducing overall energy consumption.

Environmental considerations remain central to our data center strategy. Our key focus areas include:

- Eliminating unused servers that consume power without delivering value
- Expanding virtualization to run multiple operating systems and applications on fewer physical servers, reducing space and energy needs
- Migrating legacy workloads to facilities powered by renewable energy and equipped with energy-efficient IT infrastructure

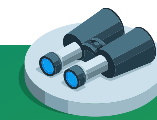
These actions allow us to reduce physical space requirements while improving performance and energy use requirements.

Modernization remains central to this strategy. Building on previous efforts, we continued enhancing efficiency within our enterprise data centers with further increases in server density and improved storage capacity.

Our business units and IT leadership regularly evaluate real estate sites and data centers throughout the year to identify optimization opportunities.

The 2024 migration to CyrusOne — a global provider with a 2030 carbon neutrality goal and advanced resource-optimization capabilities — was a giant step forward in energy-efficient operations. That move reduced our data center footprint by 42% in the first year and continued to yield efficiency gains in 2025. The next page spotlights CyrusOne and its sustainability features.

Our IT teams helped us recycle 12,619 items of e-waste in 2025, reclaim or redeploy 129 pieces of IT hardware to save cost and energy consumption — and decommission 7,077 underutilized virtual machines for added efficiency.



Looking ahead

In 2026, we are migrating our Sandy, Utah data center to a next-generation Flexential facility designed with sustainability at its core. These centers achieve low power usage effectiveness (PUE ≤ 1.4) and water usage effectiveness (WUE) of zero, thanks to systems that minimize or eliminate water demand.

Advanced energy-efficient electrical systems and emissions-reducing standby generators further reduce environmental impact. Together, these capabilities support and advance our sustainability goals and help us gain even more efficiency in our operations.

Spotlight on: CyrusOne sustainable data center

Our CyrusOne data center has delivered numerous sustainability gains since our migration in 2024. Purpose-built for high-efficiency energy and resource use, this facility helps us optimize operating performance while minimizing environmental impact.

Key features include:

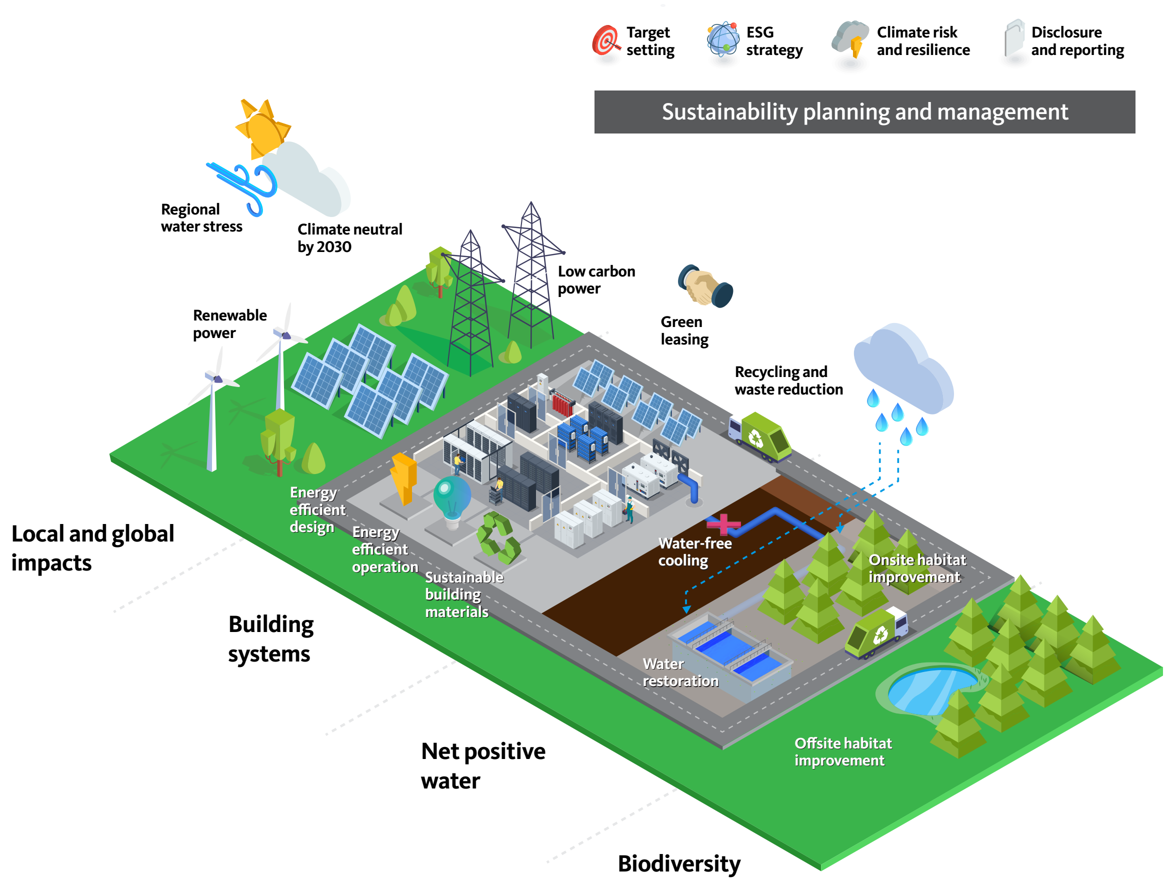
- High-performance, energy-efficient facility combining the capacity and capabilities of two previous data centers
- Advanced air-handling systems with optimized airflow, humidity controls and water-free cooling to minimize water use
- Renewable electricity and energy-efficient power systems
- Optimized IT equipment configuration to reduce excess hardware

State-of-the-art design and sustainability-minded strategies help the data center operate efficiently across energy, water, space and technology needs.

Minimizing water use and supporting watershed restoration projects, the facility reduces environmental impact and helps us advance our sustainability goals, reduce our ecological footprint and maintain high-performance operations.

78% of CyrusOne's total co-location capacity uses water-free cooling, significantly reducing reliance on local water supplies.

Sustainable data center infrastructure at CyrusOne



Responsible recycling and e-waste management

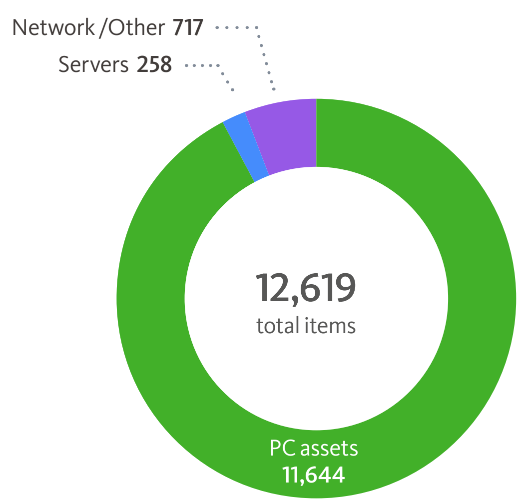
Electronic waste

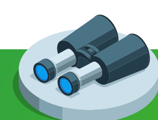
Through our Data Center Optimization Program, electronic equipment is evaluated on a three-to-seven-year lifecycle, prioritizing refurbishment and reuse whenever possible. When reuse isn't feasible, equipment is responsibly recycled through secure partners that ensure the safe destruction of sensitive information and the recovery of reusable materials for the electronic industry manufacturing stream.

We also work with equipment vendors that share our focus on sustainability and reducing environmental impact. The graphic on this page depicts the electronic equipment we responsibly recycled in 2025, up nearly 50% from 2024.

The nearly 50% increase in e-waste recycling we achieved in 2025 reflects our expanded efforts to refresh aging IT assets, our ongoing optimization initiatives and improved tracking of recycling activity.

Nearly 50% more e-waste recycled in 2025



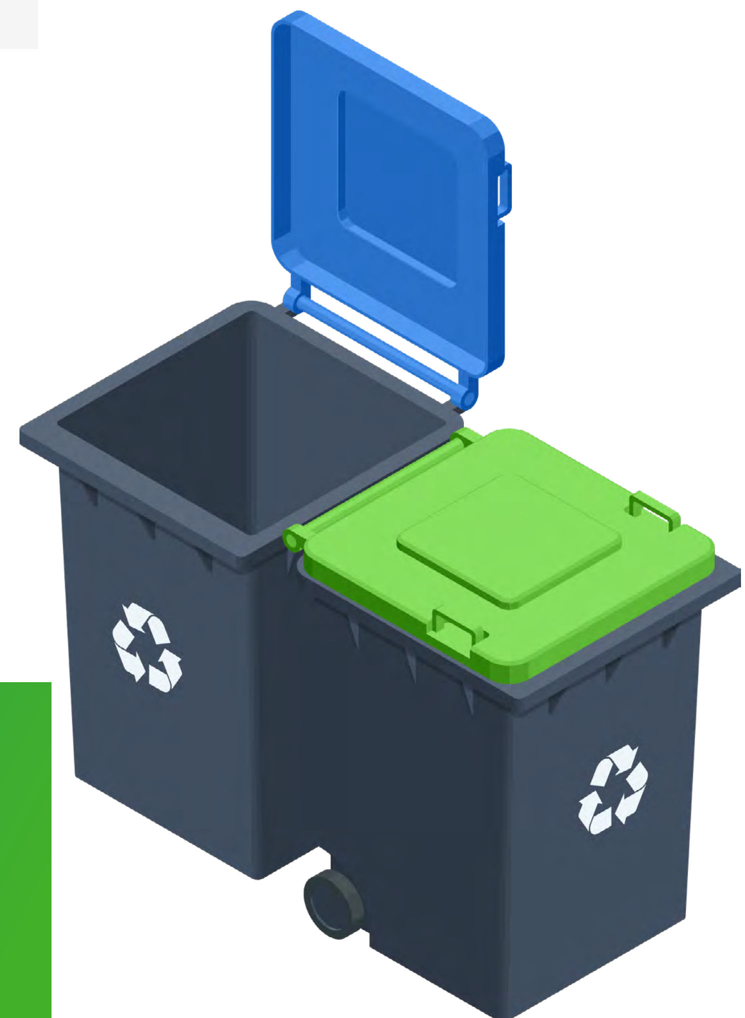


Looking ahead

Waste reduction and recycling training

In 2026, we are broadening our environmental training for global site leaders, moving beyond the Waste Reduction and Recycling course offered in previous years and introducing a new **Sustainability Industry and Business Processes course**. This new course will be available to business operations managers in our Commercial, Government and Transportation organizations.

While the Waste Reduction and Recycling course covers sustainable production and consumption practices, waste diversion and reduction strategies, the new course will provide an overview of environmental management systems, sustainable materials management and sustainable procurement processes.



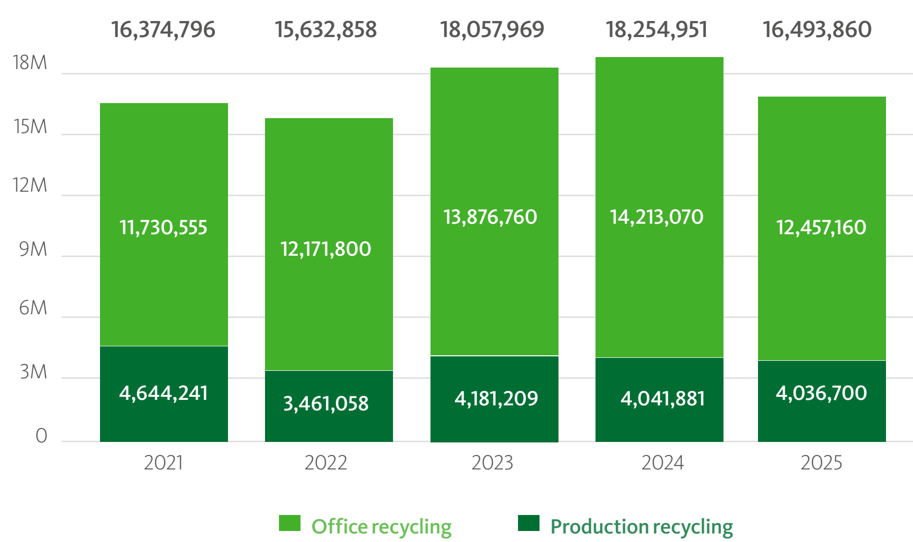
Paper recycling

Paper recycling remains a priority across our offices and print and mail facilities. Many of our clients rely on printing and statement delivery as an essential service and we continue to improve efficiency and reduce material waste across our operations.

In 2025, our office facilities in the U.S. recycled more than 12 million pounds of paper and our print and mail facilities recycled more than four million pounds of paper. Across our U.S. offices, 100% of secure shredding is recycled through approved vendors and our global sites track recycling alongside office shredding efforts.

In total, we recycled over 16 million pounds of paper, a slight decrease since 2024 due to a reduced number of print and mail facilities. Our office recycling efforts were equivalent to removing 6,602 gas-powered vehicles from the road and preventing 29,337 metric tons of CO_2 emissions, according to Iron Mountain's Secure Shredding Green Report, which uses the Environmental Paper Network's Paper Calculator.

Paper recycling (pounds)



136.6M lbs

Total paper recycled since 2017

Hazardous waste

Building on progress made in 2024, we continued expanding our hazardous waste measurement and management program in 2025. This marked the second year of tracking our hazardous waste (batteries and disposed HVAC units) by weight globally.

Total hazardous waste in 2025 was 32,471 pounds, down 76% from the prior year due to fewer HVAC units requiring disposal.

We remain committed to improving how we measure, track and manage hazardous waste with the goal of continuing to reduce volumes in 2026 while also enhancing the sophistication of our measurement and reporting.

Environmental key performance indicators

GHG management and reduction

22%
reduction in total emissions (Scopes 1, 2 and 3) since 2024

21%
of energy from renewable sources

Opportunities in clean technology

7,077
underutilized virtual IT machines decommissioned

129
pieces of IT hardware equipment reclaimed or redeployed from our 2 major data centers

14%
electric and hybrid vehicle composition of our fleet

Responsible recycling and e-waste management

136.6M lbs
total paper recycled since 2017

12,619
items of e-waste recycled

11,644
laptops retired

Social

Empowering our people and supporting our communities

No Poverty

Zero Hunger

Good Health and Well-being

Gender Equality

Decent Work and Economic Growth

Conduent associate experience and development

One team, one mission

At Conduent, we operate as **One Team with One Mission** and continually strive to empower associates across our global workforce to connect, grow and make an impact.

Be yourself:

Bring your authentic self to work and contribute your ideas and individual perspective.

Grow and thrive:

Build skills through learning opportunities, development programs and hands-on experiences.

Make a difference:

Support clients, customers and communities around the world through the work we do every day.

Insights from associates

Understanding our associates' experience is an important part of how we continue strengthening our workplace culture. Each year, the **Associate Experience Survey** provides insights that help leadership learn what matters most to associates across our locations and where the organization can continue to improve.

In 2025, survey participation rose significantly. Seventy-three percent of our associates responded — up from 58% in 2024 — representing more than 37,000 voices across the organization.

Results showed highly consistent favorability scores and year-over-year improvements in key engagement indicators including intent to stay, continuing a positive trend.

Key drivers, day to day

Our 2025 survey feedback also highlighted several aspects of the associate experience that employees appreciate most, including strong relationships with colleagues, a welcoming workplace environment and flexible work arrangements that support work-life balance.

What Conduent associates value most:

- **Coworkers:** Positive relationships and strong team camaraderie
- **Workplace environment:** A welcoming, professional culture
- **Flexibility**: Remote work options and flexible schedules
- **Work-life balance:** Support for balancing professional and personal commitments
- **Management:** Positive, supportive and proactive leadership

Communication and collaboration

Open communication and collaboration help keep associates and teams around the world connected and engaged. Conduent's **internal social platform** serves as a central hub where associates can share information, collaborate across teams and stay informed about company initiatives.

The platform also supports connection across geographies and functions, enabling associates to celebrate team accomplishments, recognize colleagues, highlight cultural observances and participate in engagement activities led by our employee impact groups. These interactions help strengthen relationships and reinforce a sense of community across the organization.

82% I am proud to work for this company

78% I would recommend Conduent as great place to work

77% My job allows me to integrate my work and personal life effectively

82% My people leader makes me feel valued

82% I intend to stay with this company for at least the next 12 months

74% I feel like I belong at Conduent

78% All employees regardless of their differences are treated fairly

83% I have general awareness of Conduent's practices to support CSR

Workplace excellence

Across our global locations, we focus on cultivating high-performing, respectful workplaces where all associates can contribute and succeed. Our people strategy supports talent attraction, retention, engagement and long-term business performance.

We provide opportunities for associates to grow, collaborate and contribute in meaningful ways. Conduent's presence around the world enriches our workplace culture with perspectives from people of many backgrounds, helping us attract top talent and giving our associates the chance to learn from colleagues and clients with diverse experiences.

Programs such as employee impact groups, engagement calendars and targeted development initiatives encourage teamwork, knowledge sharing and leadership growth. They also help foster a culture of welcoming respect and collaboration, reinforcing our shared mission and supporting associates in achieving their full potential.

Overall, our approach to workplace excellence is grounded in merit, accountability and equal opportunity. We remain committed to nurturing a culture of respect and belonging, where our employees are empowered to perform at their best and contribute to our long-term growth.

2025 highlights

Expanded Employee Impact Groups (EIGs) with membership up 9% and continued strong participation — strengthening employee connections, leadership development and cross-functional collaboration.

Recognized by Military Times as a 2025 Best for Vets Employer, reflecting our ongoing efforts to attract, support and advance veteran and military-connected talent.

Delivered a year-long employee engagement calendar recognizing a broad range of professional experiences and perspectives, fostering awareness, teamwork and a culture of mutual respect.

Recognized by Comparably as a Best Company for Diversity and a Best Company for Women, underscoring our focus on fair opportunity, advancement and a strong employee value proposition.

Named to Newsweek's Top 100 Most Loved Workplaces for the fourth consecutive year — reflecting sustained employee engagement, trust in leadership and positive workplace experience.

Named a Top Employer for LGBTQ+ Inclusion in India for the fourth consecutive year, reinforcing our commitment to maintaining respectful, welcoming workplaces aligned with local laws and global standards.

Achieved top scores on the Disability Equality Index in the United States, Philippines and India, demonstrating our commitment to accessibility, equal opportunity and compliant, supportive workplace practices.

Training and development

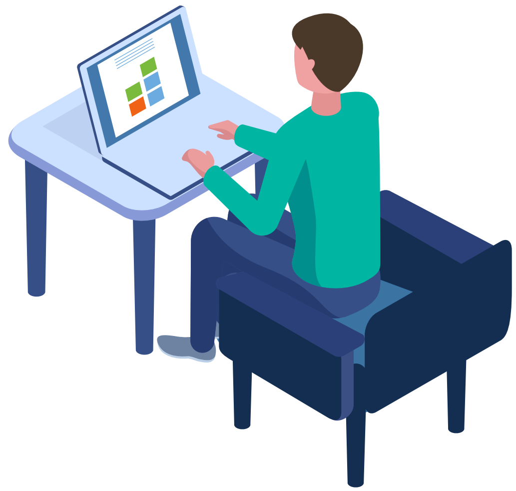
Continuous learning helps our associates build new skills, strengthen leadership skills and grow throughout their careers. Conduent offers a range of training and development opportunities across roles, career stages and global locations, combining formal learning programs with practical experience.

These initiatives support associates at every stage of their professional journey — from building foundational management skills to advancing leadership capabilities and ongoing professional growth.

Professional improvement and continuous learning

Associates have access to a wide range of learning opportunities aligned with both business priorities and professional growth. In 2025, employees engaged with thousands of learning resources and more than a million pieces of developmental content across formats including online courses, in-person training, videos, articles, assessments and live events.

Learning topics span key skill areas such as management, business operations, data, digital transformation and professional growth. Participation in programs such as Lean Six Sigma certification continued expanding, helping more associates strengthen analytical and problem-solving skills that support operational excellence.



Foundational management skills

Supporting our people as they step into leadership roles is key to a strong organizational culture. Conduent provides foundational training and onboarding to equip managers and supervisors with practical skills focused on key areas such as performance management, communication, business acumen and evolving workplace dynamics.

Strengthening core management capabilities, these programs help leaders build productive, supportive teams across the organization.

Learning engagement in 2025

66,000
Learning assets consumed related to earning professional credits (999 unique assets, up 12% YoY)

1.6M
Developmental learning content items consumed

24.3
average learning hours per associate

27
average online learning assets completed per associate

Digital learning expansion in 2025

up 26%
Gamified learning

up 54%
User created content and assignments

up 31%
Social engagement with learning posts

Leadership development

The most effective leaders guide and inspire their teams, foster collaboration and support long-term success.

Leadership development opportunities at Conduent include structured training programs, coaching and collaborative learning that help leaders navigate complex business environments, build strong teams, drive accountability and strengthen engagement.

In 2025, associates across the organization deepened their leadership skills through hands-on, interactive experiences that translate into everyday decisions and improved team performance. One flagship program for developing emerging and current leaders is spotlighted on the right.

People Management Fundamentals program

Preparing supervisors and emerging leaders with practical tools to lead and support their teams

1,222 associates participated in 2025. The program focuses on **three key components**:

Education: Virtual instructor-led training and online learning, including 61 live sessions and self-paced courses designed to strengthen core leadership skills

Exposure: Leadership discussions, capstone sessions and other opportunities to hear directly from leaders including 11 sessions attended by 850 people leaders

Experience: AI simulations, skill benchmarks and experiential learning that help participants apply new skills at work

Program satisfaction was 90%, with nine in 10 participants applying the skills they learned on the job. Together, these experiences help Conduent build strong confident leaders who inspire a culture of engaged, motivated teams.

Health, safety and well-being

Supporting the health and well-being of our associates is fundamental to how we operate. When people feel supported — physically, emotionally and financially — they are better equipped to do their best work and have a positive impact both inside and outside the workplace. At Conduent, that belief guides the programs, resources and workplace practices we put in place to support associates and help them thrive.

Recognizing that health extends beyond the workplace, our approach focuses on **whole-person well-being**. We provide resources that support mental, physical and financial wellness while encouraging balance, personal growth and connection. Because our workforce spans many countries and cultures, these programs reflect a global perspective, offering resources that align with regional needs and the healthcare systems where our associates live and work.

Maintaining safe workplaces remains an essential part of this commitment. Environmental, Health and Safety (EH&S) policies are reviewed annually and reinforced through ongoing risk and site assessments that examine more than 50 potential hazards, from workplace equipment to building surroundings. Associates are encouraged to report injuries or unsafe conditions immediately, and monthly communications share guidance and best practices across sites.

Every Conduent location also maintains an Emergency Action Plan that is reviewed, updated and submitted annually.

34% of Conduent sites received health and safety inspections in 2025

Accommodations spotlight

Conduent goes beyond providing workplace accommodations to help associates perform their roles — we're committed to creating pathways that expand opportunities for individuals with disabilities.

In 2025, we expanded these efforts by piloting a college internship program in partnership with Luminate Education Group which supports young adults with special educational needs in Yorkshire, U.K. Starting in September, the Conduent Transportation Solutions team began hosting a neurodivergent student intern for a year.

Drawing on the training that management and staff had already received on supporting neurodivergent employees in the workplace, a mentor was assigned to the intern to assist with soft skills critical to professional development. This experience provides valuable real-world exposure with the potential for full-time employment. We plan to expand this program and host additional interns in 2026.

Supporting total well-being across a global workforce

Our programs are designed to support associates wherever they live and work, with a focus on whole-person health. These programs reflect a broad commitment to total well-being centered on three key areas: mental and emotional well-being, physical well-being and financial well-being. Below are just a few of our offerings for associates around the world under these three pillars.

Mental and emotional well-being

Our global Employee Assistance Program (EAP) spans the globe, offering professional health and wellness counseling through country-specific hotlines and web portals in Australia, Greece, Guatemala, India, Jamaica, Mexico, Peru, the Philippines, U.S. and the UK. The program is available to associates and, in many countries, their eligible household members[3].

Dynamic learning platforms: Associates can explore learning pathways, podcasts and live sessions covering topics such as stress management, mindfulness and creating healthy workplaces.

EXCELerate wellness program (India): This initiative includes expert-led discussions, mindfulness sessions, yoga and breathwork designed to strengthen resilience and mental well-being.

Suicide prevention and awareness: A Caring Contact is available to associates to provide education and resources recognizing risks and supporting suicide prevention.

Physical well-being

LiveHealth Online Telemedicine: Provides 24/7 phone or online video access to board-certified doctors.

Nicotine Cessation Program: Provides coaching and nicotine replacement therapy.

Perk Spot employee discount program: Offers associates savings on health and wellness, such as gym memberships, classes, nutrition, weight management and fitness equipment.

Maternity support: Resources and guidance to help associates navigate a healthy pregnancy.

Disease management: Support for those diagnosed with a chronic condition such as asthma, cancer, depression, diabetes, heart disease, high blood pressure or stroke, including guidance on physician visits, questions and care coordination.

Health advocacy: Personalized assistance for navigating healthcare systems, including support for medical conditions and research and second opinions on diagnoses.

Financial well-being

Retirewise: Educational sessions help associates plan for their future, including tax strategies and college and estate planning.

Upwise program: Designed to help associates build healthier financial habits and confidence in managing their finances.

EAP financial counseling: Financial guidance and support, in addition to mental well-being services.

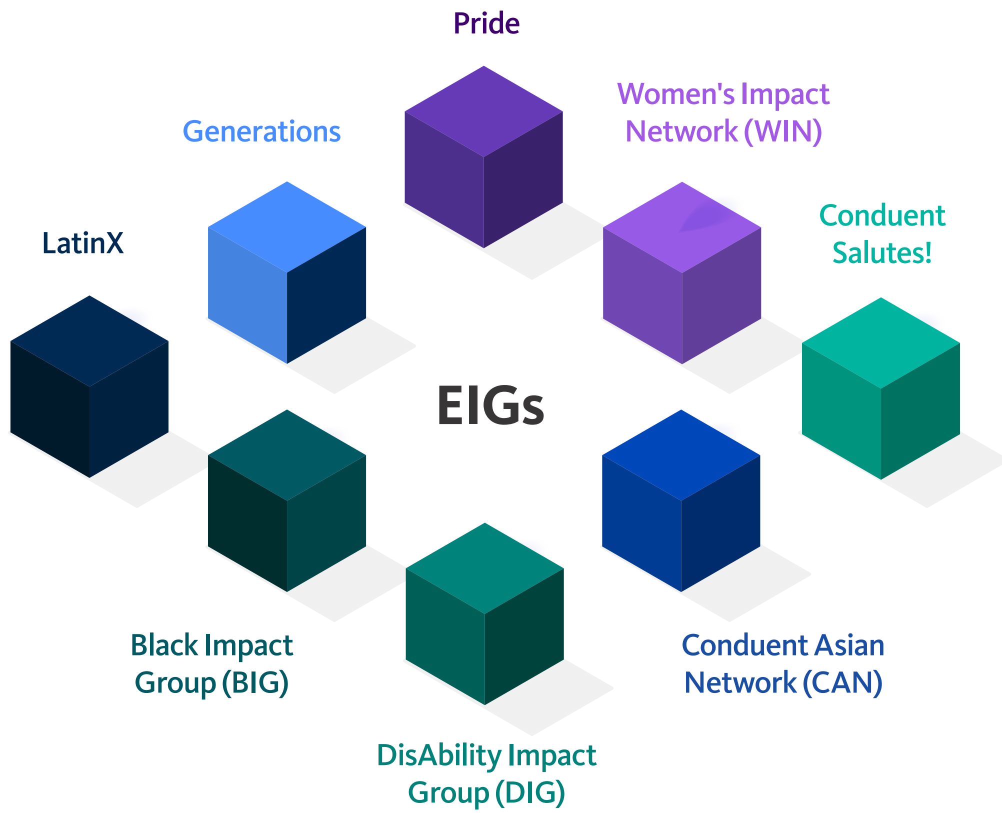
Dynamic learning platforms: Digital learning pathways, audiobooks, podcasts and more covering a variety of financial well-being topics, including retirement planning, wealth management and investment portfolio.

Benefits tailored to local needs in locations around the world

Employee benefits vary across the various regions where we operate to reflect local regulations, healthcare systems and associate needs. Conduent provides clear information about country-specific entitlements, which in some locations supplement statutory benefits already available through national healthcare or social programs. Examples of regionally tailored benefits include national health insurance programs, dental coverage, life and accident insurance, additional paid time off, subsidized transportation, meal vouchers, internet and phone allowances, glasses reimbursements, home-office support, bereavement leave and gym services.

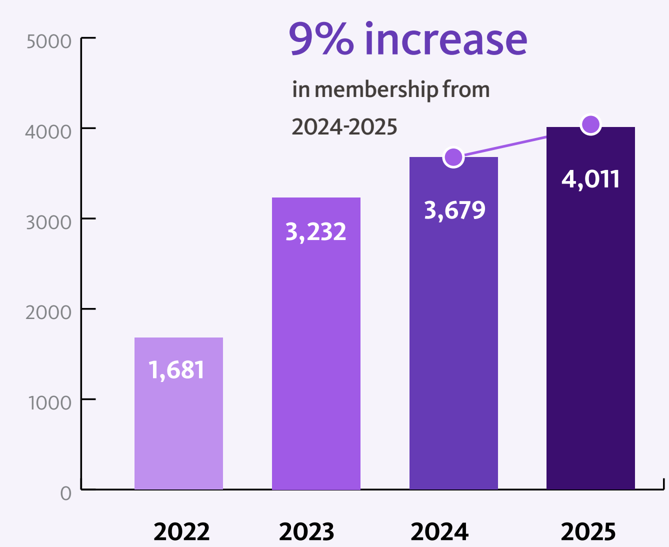
Employee Impact Groups (EIGs)

Our eights EIGs, which are open to all associates with an interest in the group, play a vital role in strengthening organizational culture across Conduent. Throughout 2025, they drove employee-led, voluntary initiatives and fostered an inclusive workplace — creating community and belonging, promoting understanding, supporting professional growth and advancing business goals.



EIG membership

EIGs are open to all associates and have steadily increased in membership each year.*



* In 2025, we updated our methodology to account for both EIG membership and organic attrition. These numbers now represent net membership for each year.

Highlights of EIG engagement in 2025

PRIDE

The PRIDE group celebrated visibility, community and inclusion throughout 2025 with activities and discussions that encouraged open dialogue across Conduent.

Partnering with DIG, they co-hosted a book club and kicked off Pride Month by participating in the Atlanta Pride Run/Walk 5K for the third consecutive year, both in person and remotely. Members also hosted a live conversation with author Jillian Abby and held annual Halloween and Holiday Sweater contests.

These initiatives strengthened internal connections and supported LGBTQIA+ colleagues.

Women's Impact Network (WIN)

Through a range of programs throughout the year, WIN promoted women's inclusion, leadership development and career growth across the organization.

Activities began with Women's History Month in March and continued with sessions featuring internal leaders and external speakers, covering topics such as career development, leadership, resilience and effective feedback.

These conversations and learning opportunities provided practical guidance while strengthening dialogue and collaboration to support an inclusive workplace where women can thrive.

Conduent Asian Network (CAN)

The CAN group brings together a community of Conduent associates who identify with Asia Pacific heritage or experiences, focusing on personal development through initiatives that advance growth, quality and efficiency to deliver strong client outcomes.

Professional development and connection were central to CAN's 2025 activities, including the celebration of Asian Heritage Month in May.

One key highlight was a two-part CAN AI Series introducing practical uses of emerging workplace technologies. Sessions explored tools such as Microsoft Copilot and built-in AI capabilities in Outlook, helping participants better understand how AI-powered features support productivity and everyday work.

Generations

One of the most collaborative EIGs, Generations is dedicated to fostering understanding, inclusion and connection across all age groups in the workplace, with a focus on professional development.

The group marked September as Intergenerational Month and hosted company-wide networking sessions throughout the year to encourage connections and provide space to share insights.

Through these sessions, Generations brought together individuals from diverse ages and career stages to celebrate shared experiences, learn from one another and strengthen cross-generational collaboration.

Highlights of EIG engagement in 2025, cont'd

LatinX

The group delivered a series of initiatives throughout 2025 focused on professional development, cultural celebration, well-being and community building.

A key spotlight was a three-part Project Management series designed to strengthen practical skills across the organization. A celebration of Hispanic Heritage Month in October featured a dynamic lineup of programs, including membership events, cooking and dance classes and a session on cancer prevention.

These efforts created opportunities for cultural expression, health awareness and connection for both in-person and virtual audiences.

Conduent Salutes

Dedicated to supporting, connecting and empowering veterans, active-duty service members, reservists, National Guard members and military families, the Salutes group led initiatives throughout 2025 that honored service and strengthened community.

The group participated in Wreaths Across America, donating 62 wreaths contributed by Conduent employees to honor those who have sacrificed their lives in the line of duty. Partnering with DIG and the Conduent Employee Assistance Program, they hosted a three-part series on Post Traumatic Stress during Military Appreciation Month, and a care package drive supported deployed colleagues.

The Black Impact Group (BIG)

Throughout 2025, this group hosted programs honoring the rich history and enduring influence of Black culture, highlighting traditions and achievements that have shaped communities and industries.

During Black History Month and around key dates such as MLK Day, they explored significant topics including the legacy of Black debutante balls and cotillions and in a "Hidden Figures" program, the often-overlooked role of African Americans in the development of the U.S.

Thoughtful discussions honored the past while recognizing the labor, intellect, creativity, perseverance and leadership of Black people that helped shape America's institutions, industries and cultural life.

DisAbility Impact Group (DIG)

Continuing its focus on awareness, accessibility and equal opportunity, DIG marked April as Disability Awareness Month. Recognizing its commitment extends well beyond compliance; the group emphasized education and actions that foster an environment where all individuals can fully participate and thrive.

Programs included a virtual screening of the 2025 World Abilitysport Games opening ceremony in Thailand; partnering with Conduent SALUTES and the Employee Assistance Program on a three-part series on Post Traumatic Stress; and co-hosting a book club with PRIDE EIG. These initiatives amplified lived experiences and encouraged shared learning and dialogue.

Office of Associate Engagement

In addition to the work of our EIGs, Conduent's **Office of Associate Engagement** focuses on employee experience, diversity awareness and building a genuinely inclusive workplace. This office supports our EIGs year-round and in 2025 marked Diversity Awareness Month with a global cultural campaign highlighting customs, etiquette, food, music and traditions across our workforce.

Recognizing diverse perspectives and experiences fosters understanding, appreciation and respect, strengthening collaboration and belonging across our organization.

Volunteerism

Service and giving back are a core part of who we are as a company — and this naturally extends to how our teams show up every day. Throughout the year, Conduent associates around the globe contribute their time, energy and resources to support causes and organizations that strengthen communities and create meaningful impact.

Our associates contributed

11,595 **volunteer hours in 2025, partnering with 60 nonprofits worldwide to give back to their communities**

To help focus these efforts, our volunteer initiatives center around these key areas:

Education:
Support child development through partnership with schools and community programs

Health and well-being:
Improve awareness of and access to health- and hygiene-related essentials and wellness support

Veterans:
Support and honor veterans and those transitioning to civilian careers through upskilling and workforce integration

Quality of life:
Provide outreach and resources for individuals and families facing poverty and hunger

Environment:
Protect and care for natural resources and support sustainability efforts

Giving back in our local communities

Across our global locations, associates come together to support causes that matter.

Each year, we kick off a year of giving back with our "Proud to be Conduent" month in January. Teams organize donation drives, volunteer activities and community outreach efforts that help set the tone for a year of service. Throughout the year, volunteer initiatives take many forms — from environmental cleanups and school partnerships to donation drives and community outreach programs.

Here are some highlights from 2025:

Asia-Pacific (APAC)

Philippines

Throughout our locations in the Philippines, Conduent teams supported education, environmental initiatives and community outreach programs including:

- Hosting 30 students from APAS National High School in Cebu for an 18-day immersion program that introduced and provided real-world workplace experience across eight Conduent departments.
- 1,183 hours dedicated by associates participating in a national river rehabilitation initiative in Batangas in partnership with DENR Lipa — helping restore the ecological health of the San Vicente River through community cleanup and environmental awareness efforts.
- Collecting more than 300 school supplies — including notebooks, crayons and art materials — to support learning for students with disabilities at the Ideal School for Disabled.
- Organizing a clothing donation drive with the Goonj Foundation that provided hundreds of pieces of clothing and blankets to underserved communities.

India

Conduent teams in India supported community health and well-being, education and access to essential resources through a variety of volunteer-driven initiatives, including:

- Donating 400 pieces of pre-loved clothing to beneficiaries supported by Imagine Trust, a Bengaluru-based non-profit that promotes sustainability, reducing fashion waste, and providing dignified community support.
- 118 team members in Kochi, 107 in Bangalore and another 69 in Vizag strengthening area blood bank supplies through blood donation drives partnering with the Amrita Institute of Medical Sciences, the Bangalore Medical Services Trust and the Raja Voluntary Blood Center.
- 54 associates in Bangalore donating 108 hours of their time to support the INPM Trust, an organization focused on empowering disadvantaged children through access to quality education, vocational training, safe housing and essential supplies.
- Donating 50 chairs to the UP School in Kurinji, established to provide regional language education and foundational learning skills to children in rural areas of India.
- Team members in Noida collecting and delivering numerous food donations for residents of the Shridham Old Age Home Trust that addresses the critical needs of vulnerable senior citizens.

United States

Across the U.S., Conduent associates volunteered their time and resources to support education, health and quality-of-life initiatives including:

- 45 team members from Conduent's Lexington, Kentucky offices donating hundreds food items, hygiene supplies and clothing to the Lexington Rescue Mission to support individuals facing homelessness and hunger — plus, raising funds for the local chapter of Habitat for Humanity.
- Associates in Puerto Rico collecting clothing, toys and hygiene items to support Hogar del Niño El Ave Maria, a shelter that provides emergency care and support for vulnerable children across the region.
- Team members in New Jersey answering career questions from students across the country through Career Village, a U.S.-based non-profit that helps young people explore career paths and prepare for future professions.
- 100 Conduent associates participating in the 2025 Susan G. Komen More Than Pink Walk to support people affected by breast cancer.
- Organizing back-to-school drives in New Jersey that collected hundreds of school supplies, food and toys for area families in need.

Latin America and Caribbean Region (LACAR)

Volunteer initiatives across our LACAR locations focused on environmental impact, community health and well-being including:

- Participating in coastal cleanup efforts along beaches in Montego Bay, Jamaica, clearing nearly 400 feet of shoreline and collecting dozens of bags of recyclable and non-recyclable waste.
- Guatemala team members visiting UNICAR pediatric hospital, delivering dolls, team-assembled snack-bags and activity supplies to children facing surgery.
- 250 hours donated by team members in Mexico to support residents of Asilo Madre Amable in Hermosillo by repairing facility doors, delivering food supplies and donating hygiene supplies and a wheelchair.
- 58 associates in and around New Kingston, Jamaica participating in the Sagicor Foundation Sigma run/walk supporting health, wellness and quality of life with funds raised for Kingston Public Hospital Intensive Care Unit, the Sir John Golding Rehabilitation Center and the Father Ho Lung & Friends Foundation.
- Associates in Guatemala worked with the nonprofit Destination Imagination Guatemala to support area K-12 students in STEAM (science, technology, engineering, arts and math) projects and competitions.

Europe, the Middle East and Africa (EMEA)

In EMEA, give-back activities focused on a range of environmental, education, health and well-being efforts including:

- Associates in Romania volunteering roughly 675 hours as part of the Ecoheros community awareness project aimed at fostering environmental awareness, sustainability and ecological education among youth and children.
- Team members in Istanbul donated unused computer monitors to a local school.
- Associates in Europe creating and implementing a healthy nutrition program for Conduent staff with easy-to-make recipes covering breakfast, lunch, dinner and snacks.
- 190 hours contributed by associates in the Netherlands and Poland collecting food, clothing and/or hygiene supplies and household products to support individuals facing poverty and homelessness.
- 65 work-from-home team members partnering with local schools to donate books and board games supporting child development.

Culture awards

Named to Newsweek's 2025 Global Most Loved Workplaces List

Best Companies for Diversity 2025

America's Greatest Workplaces for Women 2025 | Newsweek

Top Employer for LGBT+ Inclusion in India's Workplace Equality Index for the fourth year in a row

Best Places to Work for Disability Inclusion for the fourth year in a row

Best for Vets List for third year in a row

Social key performance indicators (KPIs)

Conduent associate experience

87%
positive experience with online learning content

31%
increase in social engagement with learning posts

1.6M
developmental learning assets accessed

98%
satisfaction in People Management Fundamentals program

Culture and workplace excellence

9%
net increase in EIG members in 2025

6
awards for culture and inclusion

73%
participation in employee survey (a 26% increase)

Giving back in our local communities

11,595
hours volunteered

60
organizations impacted

Governance

Operating with integrity, accountability and transparency

No Poverty

Good Health and Well-being

Decent Work and Economic Growth

Advancing responsible governance across our global operations

Integrity guides how we lead and operate — informing our ethical standards, approach to risk management and commitment to accountability and transparency throughout our organization.

Our Board of Directors' governance framework underpins this commitment, guiding our Code of Business Conduct and shaping expectations for our associates worldwide.

Board of Directors' governance framework

Our Board provides active oversight of environmental sustainability, social responsibility and ethical business practices across all stakeholder interactions. The Board also monitors policy effectiveness, strategic execution and sustainability priorities to help ensure compliant, responsible operations.

Our Corporate Governance Guidelines emphasize a diverse mix of director qualifications, including experience, skills and perspectives. Together, these practices support strong governance and long-term shareholder value.

Board structure

- Independent chair
- Annual director elections
- Annual Board Committee evaluations
- Majority voting for directors
- All independent committees

Shareholder rights

- No cumulative voting rights
- 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 officers

Board overview

(as of 6/1/2026)

Board size:

Total number of directors	6

Number of directors based on gender identity:

Male	4
Female	2
Non-binary	0
Did not disclose	0

Number of directors who self identify as:

African American or Black	1
Alaskan Native or American Indian	0
Asian	1
Hispanic or Latinx	1
Native Hawaiian or Pacific Islander	0
White	3
Two or more races or ethnicities	0
LGBTQ+	0
Person with disabilities	0
Did not disclose	0
Military veterans	0

Committee assignments

(as of 6/1/2026)

	Audit	Compensation	Corporate Governance	Risk Oversight
Harsha V. Agadi				
Adam Demuyakor		●	●	●
Michael Fucci	●	★	★	
Scott Letier	★		●	●
Margarita Paláu-Hernández		●	●	
Greta Van	●	●		★

★ Committee chair

Below is a summary of the responsibilities of each Board committee. A copy of the charter of each committee is posted on the Conduent website here: 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 the company's executive officers and acts as the administering committee for equity compensation plans as designated by the Board.

Corporate Governance Committee

The Corporate Governance Committee oversees Board member identification, director compensation, sustainability strategies and governance matters per federal laws and Nasdaq listing rules.

Our Board's Corporate Governance Committee also oversees sustainability initiatives, supported by our CEO and leadership team. Focus areas include GHG emissions, energy efficiency, clean tech, e-waste, associate experience, inclusion and community engagement. The Company executes these initiatives, while the Committee provides oversight and strategic guidance.

A management-level Sustainability Steering Committee, including leaders from key departments, drives sustainability goals, policies and processes. This committee meets quarterly with the Corporate Governance Committee and Board to align sustainability efforts with company strategy and provide updates on emerging trends and regulations.

Risk Oversight Committee

The Risk Oversight Committee oversees our risk assessment policies and practices, including the Enterprise Risk Management 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.

Sustainability-related policies and resources

Human Rights

Our Human Rights policy can be read in full here.

Inclusive Workplace

Our set of Inclusive Workplace protocols, initiatives and webpage can be found here.

Anti-Harassment

Our zero-tolerance policy on harassment and sexual harassment can be found here.

Anti-Discrimination

Our full Anti-discrimination policy can be found here.

Environmental, Health and Safety

Read the full details on our Environmental, Health and Safety policy here.

Sustainable Procurement

Our Supplier Code of Conduct is available here.

Code of Business Conduct

Full details on our Code of Business Conduct policy can be found here.

Statement of Equal Opportunity

Our full Statement of Equal Opportunity can be found here:

Ethics and Compliance

A detailed description of our Ethics and Compliance program is available on our website.

Ethics and Compliance Helpline

Associates are encouraged to report any ethics or compliance concerns to our dedicated helpline.

Data Privacy

Conduent's full Data Privacy policy can be read here.

Data security, privacy and responsible AI

Data security and privacy

Protecting personal and client data is a top priority at Conduent. As a leading provider of digital business solutions, we recognize the responsibility this carries and embed privacy and security into every aspect of our operations.

Our robust program combines industry-leading practices, advanced technologies and proactive policies to safeguard data across all our services.

100% of our associates completed Information Privacy training and

99.9% completed the Information Security Awareness training in 2025

Our program aligns with the National Institute of Standards & Technology (NIST) framework and standards and we're proud of our ongoing efforts to uphold ISO 27001 certifications globally at the Infrastructure-as-a-Service (IaaS) level.

These certifications reflect Conduent's commitment to managing risk, implementing security controls and continuously improving protections.

We also adhere to additional rigorous standards and regulations including:

- Payment Card Industry (PCI) Data Security Standard (DSS)
- International Organization for Standardization (ISO)
- General Data Protection Regulation (GDPR)
- Health Insurance Portability and Accountability Act (HIPAA)

Our privacy and security program is overseen at the executive level with guidance and monitoring from our Board to ensure accountability and ongoing compliance.

Key advancements in 2025

- **Strengthened threat detection and response protocols** across all digital services
- **Expanded employee privacy training** to cover emerging global regulations
- **Enhanced monitoring tools** to improve risk identification and prevention
- **Streamlined incident response processes** to speed resolution time
- **Investment in next-generation technologies** to safeguard data and ensure compliance

Our dedicated data privacy team

Conduent privacy experts work around the clock to stay ahead of emerging threats, focused on:

- Monitoring
- Responding
- Analyzing
- Supporting
- Preventing
- Testing
- Educating

Cybersecurity incident

In January 2025, Conduent experienced a cybersecurity incident that impacted a limited portion of our network. As of the date of this report, we are unaware of any attempted or actual misuse of information.

Upon discovery of the incident, our teams acted quickly to secure our networks, restore systems and operations, notify law enforcement and conduct an investigation with the assistance of third-party forensics experts.

Our company takes this matter seriously and regrets any inconvenience this incident may have caused. We continue to advance our cybersecurity and infrastructure roadmaps through planned and enhanced investments as we strive to stay ahead of the evolving threat landscape.

Click here to learn more about the steps you can take to protect your information.

Privacy by design

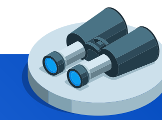
Our Data Privacy Policy embodies accountability, consent, data minimization, lawful use, transparency, safeguards and training. Combined with organizational, technical and administrative measures, these practices help us meet or exceed global privacy standards and regulations.

Responsible AI

Our commitment to responsible AI

Robust controls and governance around how we deploy AI are vital to preserving our clients' trust and fulfilling regulatory and contractual obligations. Grounded in this approach, Conduent harnesses AI to amplify human expertise and drive productivity, actionable insights and improved service outcomes, while ensuring that people remain accountable for final decisions.

Responsible AI principles serve as the bedrock of our ethical and efficient AI adoption, guiding our teams in designing, deploying and monitoring AI solutions that align with our commitments to fairness, accountability and privacy. Through adherence to these principles, we aim to maintain stakeholder trust, uphold compliance and contractual obligations and promote AI's positive impacts on business and society.



Looking ahead

We are committed to continuously refining our Responsible AI principles and governance to remain at the forefront of ethical, transparent and secure AI usage. In doing so, we aim to reinforce trust with our clients, employees and stakeholders while delivering innovatively powered solutions that benefit both businesses and communities.

Our Responsible AI principles

Transparency

We maintain open communication about how and when AI is used, providing clear details on its purpose and processes. Explaining the sources of data, methods of analysis and potential impacts, we foster an environment of trust where both employees and customers can make informed decisions.

Safety and reliability

Our AI systems undergo rigorous planning, testing and monitoring to ensure they consistently operate as intended and meet high standards of performance. We proactively assess and address vulnerabilities to minimize risk, safeguard users and guarantee that human oversight remains a critical component of our decision-making processes.

Fairness and inclusivity

We strive to minimize bias through balanced data sets, transparent methodologies and regular reviews of AI outputs. Fostering equitable treatment and promoting accessibility across diverse demographic groups, we create AI solutions that serve everyone effectively and contribute to inclusive experiences for all stakeholders.

Algorithmic accountability

While AI can inform and accelerate decisions, people remain fully responsible for final outcomes.

All AI solutions that we deploy, particularly those with organizational or human impact, always include human oversight to validate decisions and ensure ethical use.

We also conduct regular audits and validations that help us detect and prevent errors or biases, ensuring that algorithmic decision-making is explainable, consistent and aligned with Conduent's Code of Conduct and Ethics Policy and the AI General Policy.

Privacy-centric data protection

We embed Conduent's Information Privacy and Security standards into each stage of AI usage — aligned with relevant regulations (e.g., EU AI Act, GDPR, HIPAA) as applicable.

Employees are prohibited from using public AI platforms or models with Conduent or customer data unless they have verified compliance with contractual requirements and involved our Legal team when necessary.

Data stewardship

We maintain rigorous data management to ensure appropriate access, protection and oversight throughout the AI lifecycle. By upholding legal, regulatory and contractual requirements, we foster trust, minimize risks to individuals and support human-led decision-making built on quality information.

Our AI Governance and Accountability model

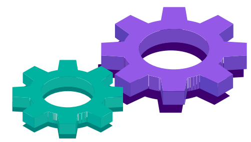
This model ensures responsible, transparent and risk-aware AI usage across all deployments — whether derived from external vendors or internal development. Clear roles, processes and oversight protocols reinforce trust and adherence to regulatory expectations.

Central governance and oversight

A central AI Governance Committee establishes overarching policies, monitors adherence to regulatory frameworks, and catalogs all AI use cases. By reviewing each initiative, the committee ensures that proposed AI solutions are both compliant and in line with Conduent's Responsible AI Principles and external regulatory directives. This central authority provides strategic guidance and enterprise-wide monitoring.

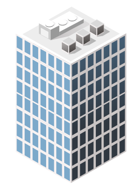
Third-party AI governance

Any vendor-provided AI solution undergoes Conduent's standard third-party risk management process. This includes due diligence by the Privacy, Enterprise Risk Management and Global Procurement teams covering privacy, security, compliance and procurement considerations to ensure risks are identified and managed before onboarding.



Internal AI development governance

Internally developed AI solutions must conform with established Enterprise Technology Services (ETS) processes. These processes require thorough testing to validate the accuracy of outputs, stringent data security measures to protect sensitive information and comprehensive documentation to detail system functionality, usage and compliance.



Business ownership for deployment and monitoring

Individual business units deploying AI systems are responsible for ongoing testing, monitoring and governance of their respective AI solutions. They must ensure that day-to-day operations continue to meet Conduent's AI policies, including regular audits and reviews that uphold our commitment to transparency, safety and reliability.

Business continuity and enterprise risk management

We follow the Institute of Internal Auditors' **Three Lines of Defense** model to ensure clear risk management roles across the company:

1. **Business and operational leaders manage company risks as the first line of defense.**
2. **Enterprise Risk Management (ERM) provides risk governance, monitoring and oversight as the second line.**
3. **Conduent Audit Services (CAS) offers independent evaluation and assurance as the third line.**

Business continuity

Our business continuity programs ensure resilience with pre-established response and recovery strategies to protect our people, assets, information and clients.

We maintain Business Continuity, Disaster Recovery and Information/Cyber Security programs aligned with ISO 22301, NIST 800-53 and ITIL frameworks to effectively manage risks.

Our Business Continuity and Crisis Management Policy outlines requirements for responding to disruptions, while our cybersecurity policies and protocols safeguard sensitive information and ensure effective threat response.

ERM program

Our ERM program enhances risk management through a comprehensive framework that sets standards for identifying, assessing, mitigating and monitoring, and reporting risks, including strategic, financial, operational and compliance risks. Administered under our General Counsel, the program integrates risk practices into strategic planning and decision-making. Leaders across the first and second lines of defense collaborate with management to address emerging risks, including climate risks.

In 2025, we integrated climate risk into our ERM risk taxonomy, strengthening how climate-related risks are identified, assessed and prioritized across the enterprise and elevating their visibility within our overall risk strategy.

Business ethics and professional integrity

At Conduent, we are dedicated to upholding the highest standards of ethical conduct and compliance across all our operations. The Code of Business Conduct is the cornerstone of our Ethics Program and can be read here: [www.conduent.com/ corporate-governance/code-of-business-conduct/](www.conduent.com/corporate-governance/code-of-business-conduct/).

To ensure we effectively manage the risks associated with government corruption, we use a comprehensive evaluation method that informs our internal compliance procedures, including our international trade program, vendor assessment program, client onboarding process and Web Application Firewall (WAF) geo-block exception standard operating procedure (SOP).

Through systematic evaluation and documentation of the degree of government corruption in various countries, we ensure our internal compliance procedures are robust and effective in mitigating corruption risks. This approach supports ethical business practices and enhances our ability to operate responsibly and sustainably in the global marketplace.

In 2025, 99.9% of our associates completed annual ethics training and affirmed their commitment to uphold our conduct standards. As part of our commitment to transparency in ethics and governance, we disclose annual ethics reports per 1,000 associates as part of our EcoVadis submission.

We are committed 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 is operated by an independent third party, to communicate information or concerns.

Foreign Corrupt Practices Act (FCPA) and Anti-Bribery Compliance Program

As a global company, we comply with the U.S. Foreign Corrupt Practices Act (FCPA), UK Bribery Act and anti-corruption laws in our operating countries. Associates must follow these laws and complete compliance training.

Our dedicated anti-bribery policy requires all associates to adhere to strict review and approval from the legal department or the Corporate Compliance Department within the legal department for any business expense or donation that falls within the scope of this policy.

This 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.

99.7% of our associates completed anti-bribery training in 2025

Sustainable procurement

Procurement decisions can have wide-ranging effects across business performance, supply continuity and environmental and social outcomes. Recognizing this, Conduent incorporates sustainability considerations into its purchasing processes and supplier evaluations. That means looking beyond quality, cost and delivery to also consider the practices and standards that shape operating efficiency, environmental impact, sourcing integrity, supply chain resilience and business continuity.

This approach reinforces supplier accountability and ensures purchasing decisions align with our commitment to responsible business practices. It also reflects our belief that thoughtful supply chain management drives lasting value for our clients, our business and the communities connected to our work.

Sustainable business practices: Our key focus areas

Drive efficiency and savings – Implement sustainable solutions that cut waste, energy use and long-term costs.

Ensure ethical sourcing – Partner with suppliers committed to responsible environmental and social practices.

Reduce environmental impact – Make smarter choices around energy, materials and transportation to minimize waste and emissions.

Key areas we consider in evaluating suppliers

- Financial stability
- Information security
- Regulatory compliance
- Data privacy
- Supplier performance
- Quality
- Standardized onboarding responses
- Supplier Code of Conduct attestation
- Supplier business reviews
- Sustainability insights, including EcoVadis ratings

100% of associates in purchasing roles completed the sustainable procurement training in 2025.

Responsible supplier oversight and risk management

All our critical and strategic suppliers undergo a detailed oversight process designed to assess multiple areas of risk and performance. Using the Ariba Risk platform, we evaluate four core domains: financial stability, information security, regulatory compliance and data privacy. Supplier performance and quality are also assessed as part of our broad approach to supplier management.

In conjunction with onboarding, suppliers are required to answer standardized questions and attest to our Supplier Code of Conduct. In 2025, we continued enhancing our approach integrating supplier business reviews into relevant business lines and analyzing at EcoVadis ratings to further deepen our insights into suppliers' sustainability practices.

Building sustainability expertise across procurement teams

In 2025, we continued investing in a comprehensive training program for our procurement teams, further strengthening understanding of how sustainable practices and purchasing decisions influence our company's sustainability outcomes. The course provides practical insights into environmental management systems, sustainable materials management and strategies for embedding sustainability into procurement processes and business operations.

This training equips our procurement professionals to make informed decisions that support Conduent, our partners and the broader communities we serve.

Supplier diversity

Supplier diversity remains an important part of our long-term supply chain strategy. A broad supplier base can bring fresh perspectives, new ideas and added innovation, while also supporting business growth, client responsiveness and social responsibility. Transparency around supplier demographics is also an important expectation for many of our clients.

In 2025, 19% of our total U.S. sourceable spend was with certified diverse suppliers. This is detailed in the table at right and you can learn more about our commitment to supplier diversity here: www.conduent.com/supplier-relations/diversity/.

Breakdown of 19% of sourceable U.S. spend in 2025 with certified diverse suppliers:

Diversity category*	Percentage
Minority Business Enterprise (MBE) Suppliers	28%
Women Owned (WBE)	21%
Certified Small (SBE)	19%
Disadvantaged Business Enterprise (DBE)	12%
Airport Concession Disadvantaged Business Enterprise	10%
Veteran Owned (VBE)	4%
Disabled Business (Disability Owned)	3%
8a Designation Small (Minority)	2%
HUB Zone	1%
LGBTQ+	0%
Total	100%

Diversity categories defined in appendix

Looking ahead

In 2026, as part of our new SBTi near-term GHG reduction commitment, we are launching efforts to engage with suppliers representing over two-thirds of our Scope 3 emissions and encouraging them to set science-backed carbon reduction goals. We intend for this effort to not only improve our Scope 3 emissions, but also provide valuable insights into supplier organizational health, resiliency and carbon intensity.

Sustainable procurement spotlight:

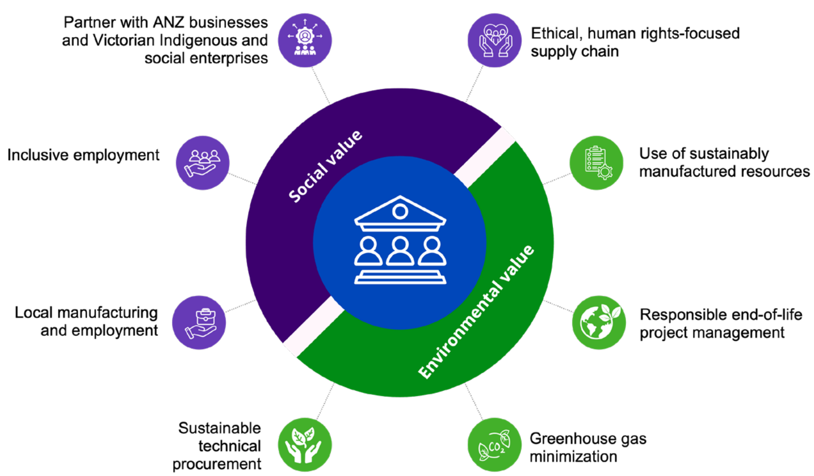
Conduent Victoria Ticketing System (CVTS) in Australia

Project goal: Deliver a world-class ticketing system that benefits commuters and supports societal, environmental and economic sustainability in Victoria and beyond.

In 2025, Conduent Transportation entered its second year as a partner to the State of Victoria in Australia for implementation of a next-generation touchless ticketing system that will serve travelers throughout Victoria, the greater Melbourne region and beyond. Several key milestones were achieved in 2025, including the successful rollout of the rail "myki" Account-Based Ticketing, as well as support for the Free Youth Travel Program ensuring timely travel cards for students, while well-designed, collaborative procurement strategies created valuable benefits in the wider community.

Driving outcomes through delivery

Our value creation commitments align with Australian Federal and Victorian State Government requirements. Under the Public Transport Ticketing Agreement (PTTA) program, CVTS and our strategic suppliers are committed to co-creating value through key outcomes.



$4.54M AUD
spend with certified Victorian Social, Aboriginal and Disability-owned and managed enterprises

$1.8M AUD
hours of local employment

402,271
hours of employment for women

15,660
hours of employment for Aboriginal people

8,090
hours of employment for people with disability

Community impact as of 2025

Conduent's upgrades to Victoria's outdated railway ticketing infrastructure:

- **Boosted travel efficiency**
- **Created local employment**
- **Minimized landfill waste**
- **Prioritized locally made content**

Governance key performance indicators (KPIs)

Board of Directors' governance framework

97.5%
average shareholder vote in favor of our five directors in 2025

Business ethics and professional integrity

99.9%
completion of mandatory annual Code of Business Conduct training by associates globally

Supplier practices

19%
of sourceable spend with certified diverse suppliers

100%
of associates in purchasing roles completed sustainable procurement training

Data privacy and security

100%
completion of mandatory annual information privacy training by associates globally

100%
regular review of privacy policies that required review for updates to regulations, security and best practices

100%
of environments with personal health information (PHI) completed annual HIPAA risk assessments

Footnotes and indexes

Footnotes

Scope 1, 2 and 3 disclosures

We utilized the guidance of 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, along with the services of Greenly, our GHG accountants, to evaluate, calculate and report GHG emissions.

Scope 1 emissions include:

- Generation of heat, electricity and steam, totaling 4,527 tCO2e for 2025.
- Transportation of materials, products, waste and employees, totaling 2,416 tCO2e.
- Fugitive emissions, totaling 1,498 tCO2e.

Scope 2 emissions include:

- Electricity-related indirect emissions, totaling 30,345 tCO2e in 2025. This includes location-based purchased energy (electricity and natural gas) from leased, owned or occupied properties larger than 10,000 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:

- Scope 3 emissions include purchased goods and services; capital goods; fuel- and energy-related activities not included in Scope 1 or Scope 2; upstream transportation and distribution; waste generated in operations; business travel; upstream leased assets; employee commuting; and investments. Taken together, Scope 3 emissions for 2025 totaled 220,244 tCO2e.

Total Energy Consumed

In 2025, purchased grid energy consumed totaled 297,976 GJ, 21% of which is sourced through renewable energy. Purchased grid electricity accounted for 100% of total energy consumed. Renewable energy was estimated based on global publicly available grid data obtained from the International Energy Agency Database related to leased, owned or occupied properties larger than 10,000 square feet.

Water risk index

We operate across 169 sites globally and track water consumption for 27% of those sites. For all the remaining sites, water costs are absorbed as part of lease agreements where we do not currently have billing data.

Of those 169 sites, 33 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 tracks water consumption directly.

Total sites located in water stress areas:

Water risk	Sites
Extremely high	17
High	16

For the 27%, or 45 sites, in which we pay water providers directly, 66,305 cubic meters of water were consumed in 2025. 18 of these sites are located in high or extremely high-water stress areas and consumed a total of 38,981 cubic meters of water.

Total sites where we pay water providers directly:

Water risk	Sites	Thousand cubic meters of water
Extremely high	12	32
High	6	7
Total	**18**	**39**

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..

Airport Concession Disadvantaged Business Enterprise : Indicates whether a business operates as a concessionaire at one of the nation's airports and meets the ownership eligibility requirements as set forth by regulations.

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. MBEs 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 a 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.

2025 SASB disclosure table

2025 SASB/IFRS SI and S2 disclosure table

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 12/31/2025.

Environmental footprint of hardware infrastructure

Accounting metric	SASB code	2025 disclosure
(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	TC-SI-130a.1	Refer to page 51 within the 2025 CSR Report
Water risk index (1) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SI-130a.2	Refer to page 51 within the 2025 CSR Report.
Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	Refer to pages 18 and 19 within the 2025 CSR Report.

Data privacy and freedom of expression

Accounting metric	SASB code	2025 disclosure
Description of policies and practices relating to behavioral advertising and user privacy	TC-SI-220a.1	Refer to page 42 within the 2025 CSR 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 15 - 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 customers, 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	2025 disclosure
(1) Number of data breaches (2) Percentage that are personal data breaches (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 page 42 within the 2025 CSR 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 page 42-45 within the 2025 CSR Report.

Intellectual property protection and competitive behavior

Accounting metric	SASB code	2025 disclosure
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive 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 15 - contingencies and litigation).

Managing systemic risks from technology disruptions

Accounting metric	SASB code	2025 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 45 within the 2025 CSR Report.

Recruiting and managing a global, diverse and skilled workforce

Accounting metric	SASB code	2025 disclosure
Percentage of employees who (1) require a work visa and (2) are located offshore	TC-SI-330a.1	(1) 0.7% of employees requiring work visas (2) 69% of total associates located offshore. Refer to pages 24 and 25 within the 2025 CSR Report for more information regarding workplace excellence.
Employee engagement as a percentage	TC-SI-330a.2	Refer to page 24 within the 2025 CSR Report.
Percentage of (1) gender and (2) diversity group representation for (1) management (2) technical staff and (3) all other employees	TC-SI-330a.3	See pages 24 and 25 of the CSR Report for more information on how Conduent fosters equitable demographics in global operations.

Gender data (global percentages)

Level	Female		Male		Not disclosed	
Year	2024	2025	2024	2025	2024	2025
Management	44%	43.8%	56%	56.2%	0%	0%
Technical staff	27%	27.2%	73%	72.4%	0%	0.4%
All other associates	64%	61.8%	36%	37.8%	0%	0.4%

Age data (global percentages)

Level	Baby Boomer		Gen X		Millenial		Gen Z	
Year	2024	2025	2024	2025	2024	2025	2024	2025
Management	8%	7%	38%	37%	51%	52%	3%	4%
Technical staff	7%	5%	25%	26%	54%	54%	14%	15%
All other associates	4%	4%	15%	15%	48%	43%	33%	38%

Ethnicity data (U.S. percentages)

Level	Asian		Black or African American		Hispanic or Latino		White		Other		Not disclosed	
Year	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Management	12%	13%	15%	15%	10%	9%	48%	49%	2%	2%	13%	12%
Technical staff	28%	31%	7%	7%	6%	6%	42%	41%	2%	1%	15%	14%
All other associates	3%	4%	39%	37%	16%	18%	20%	23%	3%	3%	19%	15%

TCFD index

TCFD / IFRS S2 Climate-related Disclosures index

In 2023, the Financial Stability Board announced that the work of the TCFD has been completed. Companies applying IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures will meet the TCFD recommendations as the recommendations are fully incorporated into the ISSB's Standards. For consistency, we have continued to follow the Task Force on Climate-Related Financial Disclosures Report for this reporting year. In this report, we provide disclosures on governance, strategy and risk management that build on our responses to CDP's Climate Change Questionnaire.

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 full Board and Corporate Governance Committee meetings.	• Climate-related issues are incorporated into governance mechanisms associated with reviewing, developing and guiding strategy, business plans and related budgets and risk management practices as appropriate. • The Corporate Governance committee master agenda includes coverage of our CSR strategy, Focus Areas for Environmental, Social and Governance and review of our annual CSR report, as well as sustainability trends and best practices.	Each member of the Board of Directors receives Corporate Governance Committee materials, is invited to and may attend the Committee meetings and receives a report from the Committee chair during each Board meeting.	Pursuant to its charter, the Board's Corporate Governance Committee assists the Board in providing oversight of our key sustainability 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 sustainability risks and opportunities, including those related to climate matters, to the Sustainability Steering Committee, as set forth in the company's Environmental Policy. The Sustainability Steering Committee is composed of senior leaders responsible for different functions, including Legal (Co-Chair), Marketing (Co-Chair), Investor Relations, Human Resources, Real Estate, Strategy, Accounting, Procurement and Risk Management. The Committee members prepare materials for and/or present to the Board's Corporate Governance Committee on a quarterly basis. All materials are reviewed by Internal Audit. The Sustainability Steering Committee meets quarterly to discuss climate related and other Sustainability issues and to provide guidance to subject matter experts who execute tactical aspects of our overall strategy, including: Setting sustainability 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.

- Setting sustainability 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 Corporate Governance 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 Environment, Health &Safety 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 sustainability 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
Medium-term	1	3
Long-term	3	4+

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 our clients and the millions of people who count on them. Through a dedicated global team of approximately 51,000 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. 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.

We have taken a holistic approach to managing our sustainability strategy, risks and opportunities, including climate-related ones, that have the potential to have a material financial or strategic impact on our businesses. As part of our plan for continuous improvement over the next two years, we are developing our analysis of resiliency in weathering and adapting to climate-related risks and opportunities. This includes developing scenario analyses that test organizational resiliency in multiple potential paths, including a business-as-usual scenario, as well as transitioning to a lower carbon economy consistent with a 2°C or lower scenario.

We plan to further integrate climate considerations into strategic and financial planning processes, and sharpen linkages between climate-related risks and opportunities to enterprise-risk categories (strategic, operational, compliance). We know these analytical developments might alter timeline or magnitude of material risks and opportunities and are committed to reporting annual updates to reflect these changes along with the additional depth in qualitative and quantitative impact information it yields. We consider those climate-related risks that have the potential for financially material impact to be most relevant to our business strategy today, and we are increasingly incorporating climate-related considerations into operational and financial planning across our segments.

We organize our operations in three segments, each of which support key sustainability outcomes:

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.

Government Solutions includes Medicaid and Public Health Solutions, 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.

Transportation Solutions provides systems, solutions and services to transportation departments and agencies globally. Primary offerings include electronic tolling and transit 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.

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	Medium-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.	Medium	Such laws and regulations could result in devoting increased funding and resourcing to ensure compliance therewith. We monitor and prepare for global and national regulations, such as emerging CSRD, California and other state-level regulations. We also 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, and have committed to setting a near-term GHG target across Scopes 1, 2 and 3 emissions with the Science Based Target initiative (SBTi).

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, sea level rise, power shortages or outages and 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	In the event of a disruption in a country or region where we have a significant workforce (such as the U.S., India, Jamaica 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. 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.

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	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 clie nts. We may also incur additional liabilities if our third-party providers do not meet our or our clients' expectations for more sustainable business practices. 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.

Technology: Lack of investment in new technologies				
Risk rating	**Time period**	**Description**	**Impacts**	**Financial implications and response**
Low	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.	Low	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. We are investing in technologies to mitigate climate risk in our operations, such as our Data Center Optimization Plan, increased cloud migration and transition, and our recent move to a Tier 1 high-efficiency data center in 2025.

Supply Chain: Assessing and managing carbon-related risks in third parties				
Risk rating	**Time period**	**Description**	**Impacts**	**Financial implications and response**
Medium	Medium-term	Carbon-related risks and climate regulation readiness in our supply chain are increasngly important considerations for both sustainable procurement management and the expectations of new and existing clients.	Low - Medium	Lack of understanding and transparency of the carbon intensity, climate risk management and climate actions in our supply chain potentially erodes confidence among new and existing clients, as well as critical third-party suppliers. In addition, supplier non-compliance with emergent climate regulations presents a risk to our business. We have enhanced and strengthened our Third Party Risk Management (TPRM) process, which includes an environmental, social and governance risk assessment when a new or existing supplier or vendor is onboarded or renewed. Our entire procurement team receives annual sustainability training, which includes environmental and carbon risk asessments, and in and in 2025, we continued engaging suppliers to gather more information about the carbon intensity and GHG reduction targets among our most material suppliers.

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**
Medium	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.	Medium	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.

Products and Services: Digital Solutions			
Opportunity rating	**Description**	**Impacts**	**Financial implications and response**
Medium	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.	Medium	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: **Transportation**: Reducing congestion, emissions and paper-consumption through all-electronic toll collection (AET) for traffic tolling; cashless fare collection for public transit buses; 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. **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. **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.

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	With a mixed working model that includes site-specific roles, remote work and hybrid work, 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. 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.

Energy source: Purchasing or generating renewable energy			
Opportunity rating	**Description**	**Impacts**	**Financial implications and response**
Low	Wherever feasible, we look for opportunities to pursue a renewable energy procurement strategy in the higher density countries (people or sites) in which we operate.	Low	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-Medium	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 sustainability initiatives to gain greater consideration and new business from carbon 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: Agile hybrid working model			
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	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. 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.

Resource efficiency: Upgrade and maintain modern 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 not being utilized. Our recent data center migration to CyrusOne, a Tier 1 hyper efficient state-of-the-art facility with a number of energy and water saving features, is an example of a major resource efficiency upgrade.	Low-medium	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. While our facilities footprint is predominantly leased, 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. In addition to reducing operating costs, this also helps us be responsive to increasing client requests for lower greenhouse gas emissions by their services providers, thereby expanding our revenue opportunity.

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 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, 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 – Risks" 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. In 2017, we began a real estate and data center consolidation project, which is financially beneficial to our business and also helps reduce the reputational risks associated with our carbon emissions. As this project has continued, our Environmental Policy has 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. In 2023, we also expanded our emissions disclosures to include Scope 3 emissions and made a commitment to the Science-Based Target initiative to set a near term GHG reduction target. In 2024, we built upon our comprehensive baseline GHG assessment with increased disclosures and more sophisticated accounting with increased activity-based data. We also developed a thorough internal mapping of where climate-related risks and threats are being monitored and managed within the company. In 2025, we formally incorporate climate risk into our Enterprise Risk Management process

We use metrics and emissions factors that are aligned with the latest GHG Protocol methodology, collected and analyzed by our third-party GHG accounting firm, Greenly, for Scopes 1, 2 and 3 emissions. The Climate Risk Steering Committee and Sustainability Steering Committee annually assess annual results and trends in these emissions metrics, and evaluate against changes in business development strategy and financial performance, in updating climate-related risks and opportunities.

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 and assessing 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. Plans are underway to develop a Climate Risk Integration policy as part of our ERM framework to ensure resilience, regulatory compliance, and alignment with strategic corporate objectives. We are also closely monitoring regulatory developments on climate-related risk and are actively engaging with regulators and consultants on these topics.

As of December 31, 2025, we have submitted our near-term GHG reduction goal of 58.8% for Scopes 1 and 2 over a 2024 baseline by 2034 to SBTi for validation. In June 2026, our first Limited Assurance third-party audit of Scopes 1 and 2 emissions will be completed by RSM LLC.

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

Cautionary statements

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 calendar year 2025. 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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