CERIDIAN

Building a better future

2022 Ceridian ESG Report

Contents

A message from our Co-CEOs 3
Business performance 4
2021 highlights 7
Materiality 8
Stakeholder engagement 12
Our goals 13
Governance 14
Trust 18
Our people 21
Tech for good 30
Our communities 33
Environment 35
Sustainable Development Goals 39
SASB Standards Reference Index 40
Appendix 44
About the report 49

DAVID OSSIP
Chair and Co-CEO

LEAGH TURNER
Co-CEO

Making work life better is our promise and our purpose, and today our dedication to doing so is stronger than ever. The world has fundamentally changed these past two years, and there is a much greater appreciation for the impact everyone—as individuals, communities, companies, and nations—can have based on the choices we all make. As we see it, organizations that choose to embrace their responsibility to the global community will succeed well into the future, and in ways that yield dividends far beyond the financial.

"Our approach to ESG reflects our commitment to progress and the united character of our colleagues."

We are one of them.

In 2021, we sharpened our focus on environmental, social, and governance (ESG) issues by establishing key pillars and setting measurable goals within them to drive our impact over time. This approach supports long-term performance and value creation, allows us to more effectively mitigate risks and seize opportunities, and strengthens our ability to sustainably effect change. These are the five pillars guiding our efforts today and into the future:

Governance and trust

We safeguard the trust given to us by our partners, our customers, and their employees. That means upholding the highest standards of corporate governance and ethics, ensuring customer data is protected, and developing products that are reliable and effective.

Our people

A diverse, inclusive, and equitable organization is a strong one, which leads to greater innovation, creativity, and productivity. Persistent global challenges make it essential that our employees feel valued and safe.

Tech for good

By innovating responsibly, and ethically harnessing the power of artificial intelligence (AI) and machine learning, our products can lead to better outcomes for organizations and their employees, and help reinforce the bonds between them.

Our communities

Giving back to the communities where we live and work to help make life better for the people within them is central to Ceridian's approach to philanthropy and volunteering.

Environment

Climate change poses a dire threat to the long-term survival of humanity and the planet. The responsibility to act rests upon everyone, and requires meaningful action from us and many others in the private sector.

As a promise-driven, purpose-led global company, we believe in acting responsibly, operating sustainably, and contributing to the greater good. We are aware of the impact we can have, and draw strength from the collective, united character of our more than 7,500 global colleagues.

We invite you to read more about our ESG journey – and join us on it.

David Ossip **Leagh Turner**

Business performance

Our performance

Our vision to be the always-on people platform for the global workforce, coupled with our customer-driven innovation, puts us directly at the center of two large trends: the new world of work and the transition to cloud-based solutions that enable organizations to change and adapt to it. Our relentless customer focus, product vision, scale, and geographic reach give us great confidence in our ability to take full advantage of market dynamics and deliver strong, profitable growth. As we continue to invest in Dayforce, our people, and our business, we know it all serves to strengthen the quantifiable value our customers have come to expect from us and to further our ability to deliver value.

"In 2021, we achieved two significant milestones: we exceeded $1 billion in total revenue and 5 million active employees on the Dayforce platform, an increase of 21% year-over-year."

NOÉMIE HEULAND, CHIEF FINANCIAL OFFICER

Revenue and financial data

CDAY NYSE/TSX Listing

$596.9M (+29%)
Dayforce recurring revenue and annual growth (excluding float)

$1.02B (+21.6%)
Total revenue

72.3% (+110 bps)
Cloud recurring gross margin

Joined S&P 500 and **TSX30**

Acquired Adam HCM, Ascender, DataFuzion assets, and **Ideal** in 2021

Customers

5,434[1]
Dayforce customers live

Over
5M (+21%)[2]
total active global users on Dayforce and annual growth

96.8%
Annual cloud retention rate[3]

Innovation awards

Leader in the 2021 Gartner® Magic Quadrant™ for Cloud HCM Suites for 1,000+ Employee Enterprises

Gartner Peer Insights Voice of the Customers' Choice Award and Leader for Critical Capabilities

TrustRadius "Most Loved" Award

CIPD People Management Awards: Best HR/L&D Supplier

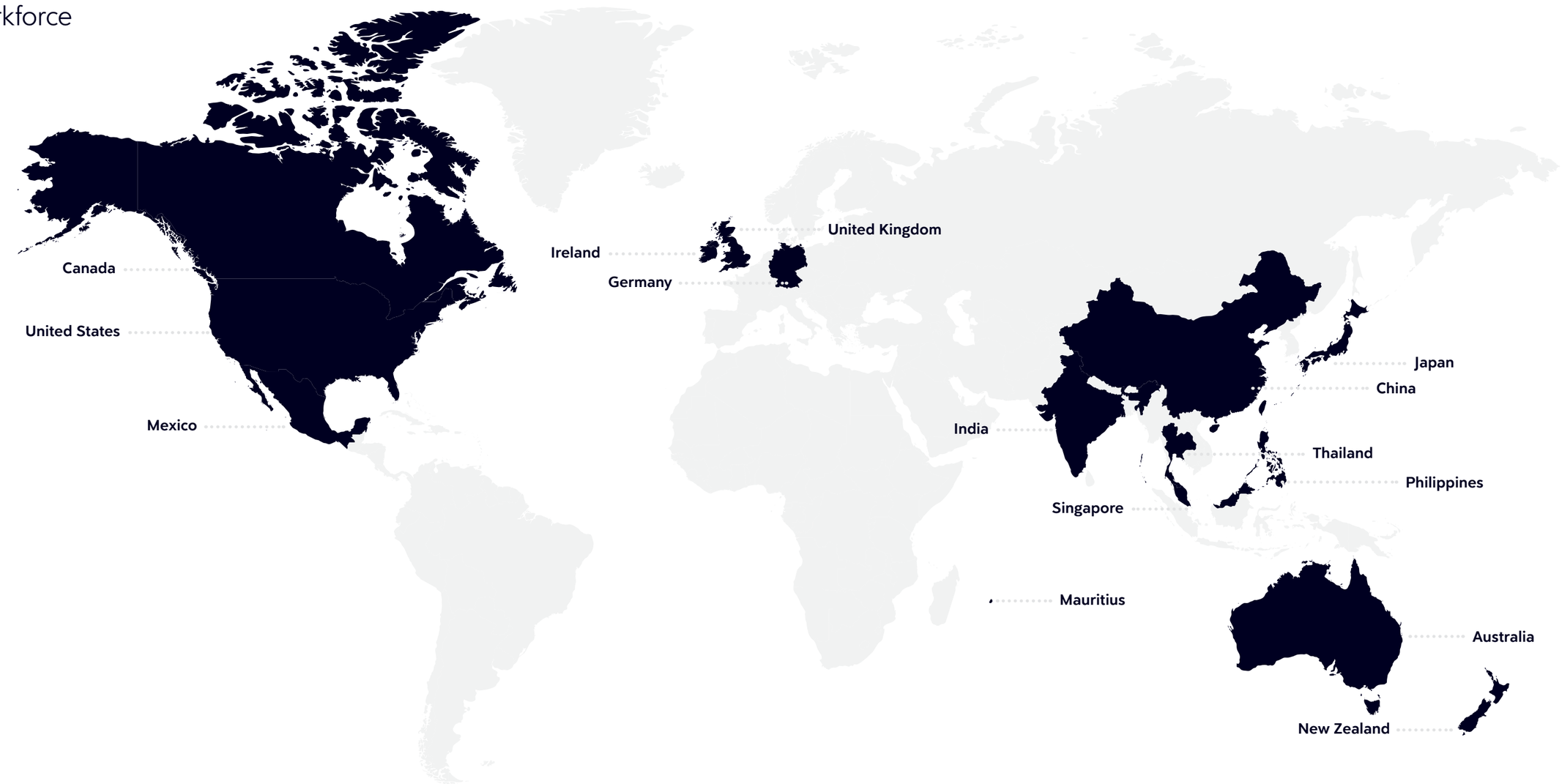
Human Resources Director Asia 5 Star HR Software

Aite-Novarica Digital Wallet Impact Innovation Award—Dayforce Wallet

Leader in the Nucleus Research 2021 Human Capital Management Value Matrix

American Payroll Association's Showcase Standout Award for Emerging Software

Workforce



Total employees (as of 12/31/21)	Globally	North America	APJ	EMEA
	7,462	4,477	1,846	1,139

2021 highlights

VALUE REPORTING FOUNDATION
SASB STANDARDS

BUREAU VERITAS
Shaping a World of Trust

Governance and trust

0 material data breaches[4]

50% of board of directors are women or people of color

Completed our **first materiality assessment**

ESG disclosures aligned with **SASB Standards**

Our people

47 Employee Net Promoter Score (eNPS)[5]

49% Representation of women in our workforce[6]

Named to **the Bloomberg Gender-Equality Index (GEI)**

Tech for good

More than **950** customers have chosen Dayforce Wallet

Launched **Dayforce Talent Intelligence**

Our communities

$1.1 million in donations to families in need

Environment

Completed first **greenhouse gas inventory**

Third-party assurance by **Bureau Veritas**

Materiality

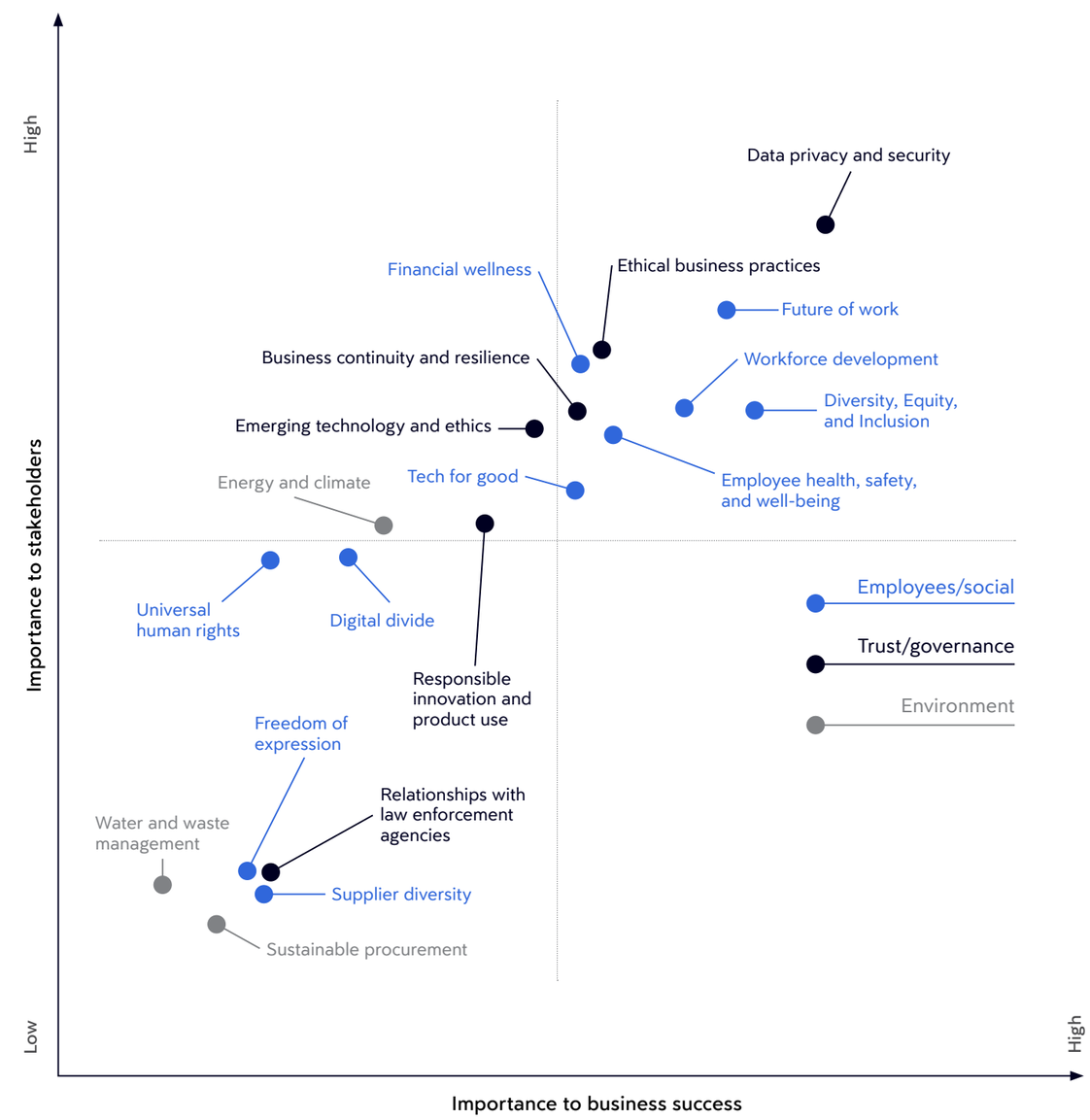
Materiality assessment

In 2021, Ceridian partnered with the nonprofit BSR to lead our first-ever third-party materiality assessment. We sought to understand the key material environmental, social, and governance issues that are most important to our business success and our key stakeholders. From the outset, it was imperative that a broad array of stakeholders was included to provide feedback and insight on this work and our direction as a company. For that reason, the team conducted stakeholder interviews and surveys with customers, investors, non-governmental organizations (NGOs), including Oxfam America and the World Benchmarking Alliance, dozens of senior leaders at Ceridian, and hundreds of our employees globally. In addition, BSR consulted a number of other sources in its assessment, including prominent reporting standards and frameworks such as the Value Reporting Foundation's SASB Standards, the Global Reporting Initiative (GRI), and the United Nations Sustainable Development Goals. Following the completion of the project, Ceridian evaluated the results and built a new ESG strategic framework with five key pillars and ten priority topics.

Ceridian is a member of

BSR

Ceridian's 2021 Materiality Matrix



Our pillars

1. Governance and trust

- Ethics and transparency
- Data security and privacy
- Business continuity and resilience

2. Our people

- Diversity, Equity, and Inclusion (DEI)
- Employee wellness and engagement
- Learning and leadership development

3. Tech for good

- A new world of work
- Responsible innovation and AI

4. Our communities

- Ceridian Cares and volunteerism

5. Environment

- Climate and energy

Category: Employees/Social

Issue / Topic	Definition
Employee health, safety, and well-being	Creating a physically and mentally healthy, safe, and secure working environment for all Ceridian employees
Diversity, Equity, and Inclusion	Having a global representation of all genders, races, ethnicities, national origins, ages, sexual orientations, etc., in the workforce; ensuring the strategic distribution of resources so that employees of all backgrounds have comparable outcomes; and maintaining an environment where employees feel welcomed, respected, supported, and valued to participate. This also includes efforts to ensure equal opportunity, fair recruitment, and equal remuneration for employees, as well as ensuring the products and services are accessible to diverse customer needs and abilities.
Workforce development	Attract, engage, and retain global skilled talent by providing fair and equal opportunities for advancement across various socioeconomic backgrounds. Provide robust, equal opportunities for training, certifications, etc., to enhance career development for all employees. This includes empowering employees to achieve financial wellness.
Digital divide	Addressing the gap between people who do and do not have access to technology and technical training that can expand or provide access to greater economic and educational opportunities.
Financial wellness	Use of Ceridian's products and services to help customers advance pathways to income stability and equitable employment; support access to better employment for marginalized communities.

Issue / Topic	Definition
Freedom of expression	Ensuring Ceridian protects the right of free expression of its users around the world according to international human rights standards, in keeping with the company's commitment to supporting the free and open exchange of thoughts and ideas.
Universal human rights	Ensuring Ceridian protects and respects universal human rights that are often expressed and guaranteed by law, in the forms of treaties, customary international law, general principles, and other sources of international law. Human rights are rights inherent to all human beings, whatever their nationality, place of residence, sex, national or ethnic origin, color, religion, language, or any other status. These rights are all interrelated, interdependent, and indivisible.
Future of work	Helping employees and communities prepare for and adapt to the future of work, including job automation, artificial intelligence, the rise of the gig economy, and ongoing remote and hybrid work models that have been accelerated by the COVID-19 pandemic. This includes addressing the social impacts of decreased in-person interaction, the differing impact of virtual work across gender and culture, and expectations of employees in a rapidly evolving global work environment.
Tech for good	Use of Ceridian products and services in a way that Makes Work Life Better™ and supports organizations that work to improve the lives of people worldwide, while avoiding potentially negative social impacts of its technology. This includes philanthropic efforts of "giving where we're living" to promote vibrant communities through Ceridian Cares.
Supplier diversity	Sourcing from diverse suppliers ,e.g., minority-owned, women-owned, small-business, etc.

Category: Trust/Governance

Issue / Topic	Definition
Data privacy and security	Customer, employee, and corporate data are being collected, analyzed, stored, shared, and transferred in a secure manner that upholds the right to privacy and protects against unwanted parties and unauthorized access, such as security threats and cyberattacks. Security best practices are integrated into the way Ceridian manages personnel data, development life cycles, and data encryption to ensure all infrastructure and processes are secure.
Emerging technology and ethics	Ethical and human rights-respecting innovation, adoption of new technologies, and integration of new features over time, in particular with respect to artificial intelligence / machine learning, and discrimination and bias.
Business continuity and resilience	Mitigating risks related to disruption of business continuity, operations, or services due to weather events, natural disasters, technical failures, programming errors, or cyberattacks at data-hosting facilities.
Ethical business practices	Ensuring the highest standards of corporate governance, ethics, and integrity wherever in the world Ceridian operates. This includes working against corruption, such as extortion, bribery, and price fixing, and fulfilling tax responsibilities to the local economies in which Ceridian operates. It also includes efforts to ensure the marketing and communication of products and services is honest, transparent, and fair.
Relationships with law enforcement agencies	This includes the management of requests for private or personal information from government or law enforcement agencies to determine their legitimacy and comply with local, regional, and national laws and standards, as well as international human rights standards. This includes issues of security resulting from product sales to multiple national government customers.

Category: Trust/Governance

Issue / Topic	Definition
Responsible innovation and product use	Designing, developing, deploying, selling, and managing Ceridian products and services in ways that are both ethical and respect human rights. This includes considering human rights issues in Ceridian's product use policies and terms of service, undertaking customer due diligence and "Know Your Customer" acceptable / ethical practices, and providing reporting and remediation mechanisms for product misuse / abuse.

Category: Environment

Issue / Topic	Definition
Energy and climate	Improving energy efficiency and using renewable energy sources to reduce GHG emissions in Ceridian operations, including buildings, data centers/colocation facilities, cloud service providers and employee travel.
Sustainable procurement	Including social and environmental factors into purchasing decisions (e.g., toxic emissions of furniture, conflict minerals, modern slavery, etc.) and rigorous data collection and monitoring.
Waste and water management	Management of waste, recycling, compost, and water used for Ceridian's various business operations, and their impacts on the local environment.

Stakeholder engagement

Our approach

At Ceridian, we define stakeholder engagement as our efforts to incorporate the opinions and perspectives of individuals and organizations that are impacted by our activities as a business into our overall corporate strategy. We believe that they deserve an opportunity to express their point of view, and it is our responsibility to ensure their voices are heard. Ultimately, learning from the unique insights and feedback of our stakeholders will make us a stronger, resilient business that can make a more positive difference for people, society, and the planet.

Stakeholder groups

As a large and fast-growing global organization, we have a wide array of stakeholder groups. These include:

- **Customers**
- **Employees**
- **Government agencies**
- **Industry and financial analysts**
- **NGOs**
- **Partners**
- **Stockholders**

Some examples of how feedback from them is regularly solicited include monthly conversations with our industry analysts, quarterly email surveys of our employees, and annual stockholder engagement meetings with our 20 largest investors. Because transparency and accountability are so important to us, we are exploring the formation of a new stakeholder advisory panel this year that would inform our overall ESG strategy and would include representatives from some of the above groups.

Our goals

At Ceridian, we believe that transparency and accountability are essential to any company's success. In that spirit, we developed a series of quantitative time-bound targets to propel our work on ESG issues and to give our stakeholders an opportunity to review and evaluate our performance over time. Informed by our materiality assessment and directly connected to our new ESG strategic framework, these eight goals reflect our determination as an innovative, dynamic, and forward-thinking business. We believe these goals are ambitious but realistic, and it is our intention to make steady progress toward achieving them over the next three years.

		2021	2025 Goal
Governance and trust	Increase Dayforce's uptime to 99.99% by 2025	**99.97%**	**99.99%**
	Maintain zero material data breaches annually through 2025[7]	**0**	**0**
Our people	Achieve gender parity (50/50) in senior management roles globally by 2025[8]	**37.6%**	**50%**
	Increase underrepresented minority (URM) representation in management roles in the U.S. by 50% by 2025[9]	**11.9%**	**17.8%**
	Maintain our employee Net Promoter Score (eNPS) at or above 40 annually through 2025	**47**	**40**
Tech for good	Increase the percentage of Dayforce customers using DEI Intelligence to 20% by 2025[10]		**20%**
Our communities	Increase the percentage of employees giving and volunteering to 50% by 2025	**35%**	**50%**
Environment	Reduce absolute Scope 1 and 2 emissions from Ceridian's operations by 42% before 2030, compared to a 2019 baseline[11]	**5,632 mtCO2e (-37%)[12]**	**7,067 mtCO2e (-21%)**

Please refer to the Notes section of the report regarding updates to environmental data.[21]

"Ethics is the backbone of any successful organization. At Ceridian, there is no higher priority than having the right policies and practices in place to maintain a culture of ethics and to preserve the trust of our partners and customers."

WILLIAM E. McDONALD, EXECUTIVE VICE PRESIDENT, GENERAL COUNSEL, AND CORPORATE SECRETARY

Governance

Our approach

Ceridian's values are core to our culture, and the essence of our beliefs. They are the basis for success, the guiding standards for how we run both as teams and as a global organization – and they include always acting ethically. They provide a road map for delivering our brand promise. We call these values "Our Way."

Customer focus

We put the customer at the center of everything we do. We deliver quantifiable value through actionable insights.

Shared ambition

We win, learn, and grow together. We're individually and collectively accountable and empowered.

Agility

We are a global enterprise company with the heart of a start-up that embraces innovation, doesn't fear change, and values adaptability.

Equity

We are building a culture of diversity, inclusion, and belonging. We ensure all employees – of any race, ethnicity, age, gender, sexual orientation, identity or expression, religion, or ability status – can achieve their full potential.

Optimism

Optimism drives success. Preparation leads to knowledge, knowledge leads to confidence, and confidence leads to optimism.

Transparency

We are open, honest, and respectful.

We aim to reflect these values in everything we do, including through the policies and procedures we adopt as a business. For example, the Ceridian Code of Conduct reflects these values and sets the standards for how Ceridian operates on a daily basis. We want to create a positive experience for our employees, customers, and partners, and abiding by the Ceridian Code of Conduct is integral to that. We are committed to acting ethically and conducting business in compliance with all applicable laws, and our ethics program addresses our responsibilities in the following way:

Our individual responsibility

Responsibilities to each other

Responsibilities to our customers and business partners

Responsibility to our communities

Responsibility to our stockholders

In addition to our Code of Conduct, we have policies, standards, and guidelines to ensure our employees and business partners conduct business ethically. A list of policies is included in the Appendix.

In 2021, we continued to review and refresh certain corporate policies in response to our expanding global business and evolving best practices. In the past year:

> Ceridian completed its regular review and update of its Anti-Corruption Policy that applies globally and reflects our commitment to always acting professionally, fairly, and with integrity in all of our business dealings. We have a zero-tolerance approach to bribery and corruption and require compliance with all anti-bribery and anti-corruption laws in all markets and jurisdictions in which we operate.
>
> Our Board of Directors adopted an updated Corporate Delegation of Authority, and each of our subsidiary entities adopted regional Business Approval Matrices for each of our major geographic regions, ensuring that our internal controls over decision-making remain robust in the face of our rapid global expansion.
>
> We reviewed and refreshed our Records Retention Policy as part of our commitment to managing our information to better enable us to improve processes and products. The policy was formally adopted earlier this year and helps us to run our business efficiently and effectively, while also ensuring we comply with all applicable laws and regulations.
>
> We conducted an in-depth review of sanctions-related compliance activities and developed a formal written Sanctions Compliance Policy. This policy was adopted earlier this year in order to better ensure that we continue to comply with applicable economic and trade sanctions that prohibit dealings with certain countries, regions, and persons.

"Transparency, accountability, and metrics are all essential to sound corporate governance. By developing a new strategic framework and setting measurable goals, Ceridian is taking a meaningful step forward on its ESG journey."

DEBORAH FARRINGTON, CHAIR OF THE CORPORATE GOVERNANCE AND NOMINATING COMMITTEE

Board of directors

Board composition

10
total members

80%
are independent

50%
are women or people of color

25%
of board committees are chaired by women

100%
of board committees are fully comprised of independent directors

6
new directors over the past 5 years

59
average age of directors

4.2
years' average board tenure

Areas of expertise

- Corporate finance
- C-Suite or senior management leadership
- Cybersecurity
- Enterprise risk management
- ESG
- Financial literacy
- Global business background
- Human resources and talent management
- Industry background
- Mergers and acquisitions
- Public company board service
- Strategic transformation leadership
- Technology or software experience

Board committee structure

- Acquisition and finance
- Audit
- Compensation
- Corporate governance and nominating

ESG oversight

The Board's Corporate Governance and Nominating Committee provides oversight of Ceridian's policies and programs on issues of overall corporate governance, social responsibility, and environmental sustainability. It is committed to best-in-class governance, and it is highly engaged in ensuring that Ceridian creates long-term value for all of its stakeholders. On a quarterly basis, its members receive updates about the company's ongoing ESG efforts and provide direct feedback and guidance to leadership about the path ahead.

Stockholder engagement

Stockholder engagement is a vital part of our oversight efforts and good corporate governance practices. Our Board continues to value stockholder input and makes an effort to incorporate the feedback received from stockholders directly into its decision-making.

Following our 2021 Annual Meeting, in order to understand the executive compensation, corporate governance, and ESG concerns of our stockholders, we reached out to stockholders holding approximately 75% of the outstanding common stock of the company as of June 30, 2021, to offer meetings with both the chair of our Compensation Committee and chair of our Corporate Governance and Nominating Committee. Ultimately, both committee chairs participated in 12 meetings with stockholders, holding approximately 57% of the outstanding common stock of the company as of June 30, 2021. In addition, the chair of our Corporate Governance and Nominating Committee and/or management also separately met with stockholders holding approximately 21% of the outstanding common stock of the company as of June 30, 2021, to specifically discuss ESG-related matters.

Trust

Data security

Nothing is more important to Ceridian than the protection of our customers' data, and 2021 was a year of strong performance by our data security team. Under the leadership of our new chief information security officer, cybersecurity funding was increased to support a zero-trust security architecture to secure the enterprise and address the large and ever-growing number of attack vectors. In addition, we implemented a series of tiered redundancy measures to ensure that all threats are stopped and our customers' data remains safe and protected. Importantly, Ceridian's defense in depth (DiD) posture was also strengthened in key areas:

We actively migrated our infrastructure and application platforms to modern cloud technology in order to enhance our micro-segmentation and zero-trust networking principles.

We implemented new privileged account management functionality to further enhance the security and monitoring of those who require access to sensitive information.

By taking these steps, growing our team by more than 60% (including mergers and acquisitions) in 2021, and investing more than 1% of total revenue in our data security program that same year, we were able to prevent all third-party attacks from becoming material data breaches.

In addition, the cybersecurity ratings company BitSight gave Ceridian a score of 780, placing us in their advanced tier.

Our ISO 27001 certification had no major or minor nonconformities

Our NIST certification had no controls that were considered not met

Our SOC 2 Type 2 audit report had no exceptions found

More than

1%

of revenue invested annually in security programs

For 2022, Ceridian's data security priorities include expanding our team by an additional 30%, building on our commitment to protecting customer trust, enhancing product security, and securing the global enterprise.

We are confident that planned initiatives in the following areas will drive future performance:

Cloud security and assurance testing

Security operations and automation

Global network security and integration

Governance, risk, and compliance capabilities

↗
For additional information, read more about our overall data security strategy or our Information Security Statement.

ESG GOALS | Governance and trust	2021	2025 Goal
Maintain zero material data breaches annually through 2025[13]	0	0

Privacy

In 2021, we strengthened our privacy practices and further ingrained the importance of data protection into everything we do. This started with rolling out a new company-wide privacy training program, which more than 95% of our employees completed. To enhance our already strong compliance capabilities in the APJ region, we also expanded the utilization of our global privacy management program to Excelity, which was acquired in the mid-2020. In addition, we launched a multi-year process of incorporating technology and automation to support our global compliance efforts through the deployment of a privacy management platform that will enable us to better understand data flows and assist with compliance and risk management. In the EMEA region, we began to update our agreements with clients, vendors, and partners with the new EU Standard Contractual Clauses, which provides for heightened protection to personal data transferred from countries in the European Union to other jurisdictions.

In June and December, we released our first semiannual Law Enforcement Request Reports, which document all inquiries Ceridian receives for personal information (PI) from law enforcement agencies around the world. Ceridian does not voluntarily provide any customer information to governments, and it received no such requests in 2021. Last year, Ceridian also became a member of the Centre for Information Policy Leadership (CIPL), a global privacy and data policy think tank that develops global solutions and best practices for privacy and responsible use of data to enable the modern information age.

For 2022, we will continue to build privacy capability throughout our fast-growing enterprise. Our Global Policy Office will work in close partnership with Product and Technology and other departments to create additional privacy functionalities and build privacy considerations into offerings and business processes. We will ensure that our customers continue to receive the highest level of compliance in a regulatory environment that is experiencing a substantial increase in new privacy and data laws. We will also strengthen our ethical data use and AI governance, which will include the external publication of a new set of guiding AI ethics principles.

↗
For additional information, please read more about our overall privacy strategy, our Global Privacy Statement, our Cookie Statement, and our Biometric Statement.

Enterprise Risk Management (ERM)

In 2021, Ceridian took a series of actions to successfully manage risk across our growing global footprint. This included appointing our first-ever senior vice president for enterprise risk management (ERM) to lead this effort, who has spearheaded better organizational design and greater maturity of the program. In addition, we completed a more comprehensive annual risk assessment of the 52 functional areas of our business, which generated an in-depth risk register that integrated the effects of climate change and other sustainability risks for the first time. We also transitioned our ERM program to a continuous model that utilizes a consistent risk taxonomy and a more streamlined risk scoring and rating system.

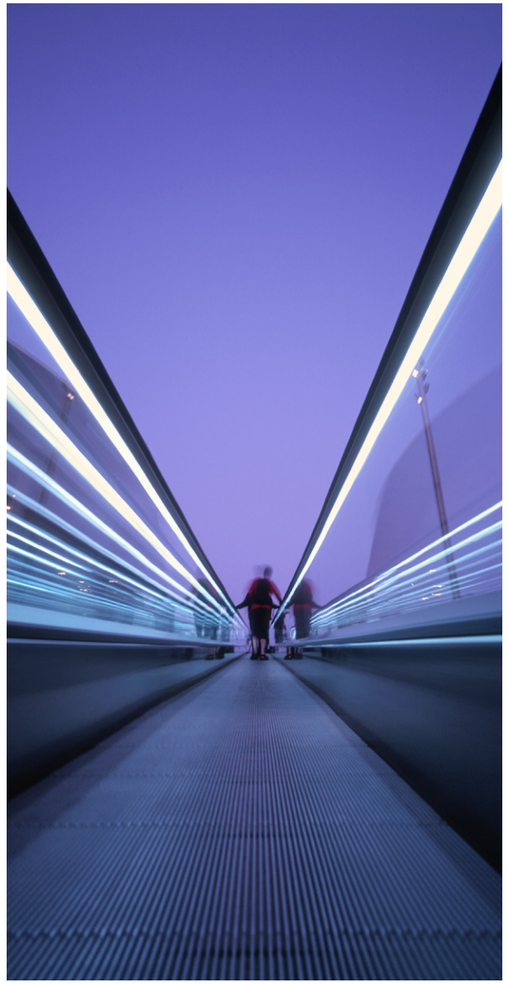
For 2022, we will launch a global ERM reporting regime that will include a redesigned risk module, greater use of automation, more proactive and comprehensive assessments of risk reduction initiatives, and strong integration into our overall corporate strategy.

↗
For additional information, please read more about our Enterprise Risk Management framework.

Business resilience

Few years in recent memory held more uncertainty for businesses than 2021. From the ongoing pandemic to extreme weather events and massive supply chain issues, these disruptions required leaders and their organizations to be flexible, dynamic, and proactive in anticipating and planning for difficult-to-predict challenges. Ceridian was no exception, and because our approach to business continuity is embedded in our ERM program, we maintained a high level of performance and low levels of service interruptions and quality degradations for our customers. To achieve this, last year our Business Resilience team completed 45 Business Impact Assessments, 26 Business Continuity Plans and, 10 Disaster Recovery Exercises, and successfully responded to 19 natural disaster-related incidents and threats around the world.

For 2022, we plan to grow the size of our Business Resilience team to complete a robust gap assessment for our current resilience program and to launch a new Disaster Recovery Project to inventory, standardize, and update existing business and disaster recovery plans.



AI ethics

The pandemic accelerated a transition to a new world of work in which artificial intelligence plays a profoundly important role for leaders looking to recruit, retain, and inspire top talent. At Ceridian, we believe that developing and deploying products with this powerful technology requires us to maintain the highest degree of integrity and accountability. We took several steps in 2021 to advance our AI ethics framework as a business. We hired our first-ever chief data officer, who is working closely with the chief privacy officer on establishing greater AI governance measures this year. At our annual Product and Technology Summit, internal and external speakers highlighted the importance of strong AI ethics practices to our ongoing work. Critically, Ceridian has also developed a Deidentification Services program that will remove direct identifiers, transform indirect identifiers, and combine unique element values to reduce the risk of reidentifiability and ensure that no identifiable data is ever used for AI/ML or non-ML development purposes.

In 2022, we are further strengthening that program with a new deidentified data lake, which will serve as the center point to provide data to authorized Ceridian users, as well as become the primary data source for developing AI/ML and non-ML algorithms. This year, we will also implement reusable employee attribute and organization attribute data sets to further develop the employee and organization algorithms that power time series forecasting and scalable MLOps for our upcoming predictive analytics offerings beginning in 2023. Last, we will launch a centralized metadata management solution that will be used to track data assets in the analytical data ecosystem and to ensure greater control of data dictionaries, data lineage, and data access privileges to our data governance functionalities.

ESG GOALS | Governance and trust	2021	2025 Goal
Increase Dayforce's Uptime to 99.99% by 2025	**99.97%**	**99.99%**

"In a rapidly changing and dynamic work environment, we know that creativity, understanding, and flexibility are essential to ensuring that our employees are given the best opportunity to thrive."

MICHELLE BONAM, VICE PRESIDENT, ORGANIZATIONAL EFFECTIVENESS

Our people

A new world of work

For Ceridian, the rapid acceleration into a new world of work has encouraged our leadership to think big and be bold. That is especially true for how we can best support the experiences of our people and genuinely make work life better for them. In 2021, Ceridian formed a new Employee Experience organization with a mandate to implement programs and practices that would improve worker outcomes and bolster productivity and innovation. Led by a new vice president for organizational effectiveness, this team is implementing a three-year strategy that includes investigating new programs in 2022 centered around Connections, Flexibility, Collaboration & Communication and Recognition. The group will also be piloting programs and policies targeted at improving productivity and efficiency by affording employees increased flexibility with their work/life environment to better meet the needs of our growing workforce. The Employee Experience team is unveiling Employee Connection Committees with a revised charter to bolster camaraderie and engagement in an increasingly virtual-first era. They will be introducing a revamped global rewards and recognition program to foster both peer-to-peer recognition as well as functional recognition of employees demonstrating Our Way values in their daily interactions.

Key metrics

47

eNPS

83%

Work life flexibility rate

85%

Employee retention rate

Performance management

In 2021, we added more rigor and structure to our performance management process. This included ensuring that all individual goals were directly connected to larger functional and organizational goals and introducing performance touch points throughout the year. We achieved an 72% participation rate across all performance management activities, including touch points, performance appraisals, and goal setting.

Recognizing that Our Way values mattered so greatly to our collective success, we also elected to integrate them into our performance management activities. This aligned the entire organization with our values in a measurable way, and ensured they would become part of regular conversations between managers and their teams.

For 2022, we will include more coaching, skill building, development-focused conversations, and expanded pathways to higher-value work. This includes setting an annual target of 85% participation in performance management activities. In addition, we are requiring managers and direct reports to co-develop individualized, actionable plans so employees can more effectively achieve their long-term career goals.

Talent planning

In 2021, we improved our talent planning process to increase the engagement and retention of Ceridian's top talent and reinforced our existing succession plans to reduce any risks to business continuity. This included conducting 9-box assessments for over 55% of our more than 7,000 employees globally. We plan to complete the remainder early in the first half of 2022. In addition, in 2021 we launched our inaugural Emerging Leaders program—an in-depth training of more than 200 high-potential employees who aspire to more-senior positions inside the company in the coming years.

Pay equity

At Ceridian, we believe in equal pay for equal work. In 2021, we partnered with Mercer to conduct a gender pay equity analysis of our workforce in Canada, Mauritius, the United Kingdom, and the United States. We also conducted a race and ethnicity pay equity analysis of our workforce in the United States. This included evaluating base salary, total compensation, and annual grants of Ceridian stock. The analysis controlled for relative experience, service at Ceridian, job grade, job function, job title, department, supervisory responsibilities, incentive, role history, performance, and location, among other factors. Following the assessment and corresponding market adjustments, there is less than 1% disparity between what women and men earn globally, and less than 1% disparity between what white and non-white employees earn in the United States. There was not a significant gap between any other ethnicities in the United States. We are committed to resolving any disparities in how we pay our employees of any gender or ethnicity. We will conduct another analysis in the second half of 2022 and intend on doing so regularly thereafter to make any necessary adjustments to preserve our commitment to this principle. We plan for our entire global workforce to be included in future assessments.

Benefits

Benefits are an essential part of how Ceridian makes work life better for our employees and their loved ones in ways that are relevant to their personal life experiences. We provide a wide range of compensation and benefits that, while varying by region, consider the bigger picture of life outside work, including annual bonuses, equity awards, a global employee stock purchase program, retirement savings plans, healthcare and insurance benefits, health savings and flexible savings spending accounts, unlimited time away from work, employee assistance programs, and tuition reimbursement.

Health and safety

In 2021, Ceridian appointed its first-ever global head of Workplace Health and Safety, who is responsible for all of Ceridian's health- and safety-related activities.

As we enter the third year of the pandemic, the primary focus of this work remains ensuring that all necessary policies and procedures are in place at our facilities to protect our employees, customers, and partners from COVID-19 infection. This includes implementing a policy for vaccination, testing, masking, and physical distancing that aligns with both government requirements and best practices globally.

In 2021, we established 10 Health & Safety committees as we began to reopen our offices. These are tasked with completing inspections, submitting accident reports, implementing and refining regional policies and practices, and other local safety-related activities. We also created a Global Workplace Health & Safety Steering Committee, which oversees employee involvement and training, review of risks and incidents, and evaluation of program effectiveness and processes. The committee is composed of senior leadership from several departments, including Employee Relations, Facilities, Legal, and Human Resources, among others. For 2022, we have set a bold plan to further expand our safety footprint across our global operation. We will also implement key performance indicators (KPIs) to help measure the performance of our overall program and to identify where and how improvements can be made.

Wellness Day

As the coronavirus pandemic entered its second year, so did the anxiety and stress that has dominated the lives of billions of people around the world. This was compounded by the uncertainty and upheavals that many faced at work. To Help alleviate these challenges, and lean into the conversation around mental health, in 2021 Ceridian created our first-ever Wellness Day last April. On this day, our entire global workforce was encouraged to take a day off together – away from email, calls, and meetings – to rest, recuperate, and recharge. We are continuing this practice in 2022 with two Wellness Days.

Learning and leadership development

In 2021, we hired a new head of Learning and Leadership Development to advance our workforce development programming to better meet the needs and expectations of our dynamic and fast-growing team. This investment led to the creation of Ceridian University's School of Learning and Leadership Development, which includes three new major bodies of work: Professional Skills Curriculum, Core Leadership Development Programming, and Strategic Leadership Development Programming.

> Professional Skills Curriculum will include professional and career skills courses for employees to support their delivery of business objectives while strengthening their contribution to Ceridian's growth and success.
>
> Core Leadership Development Programming will include programs that provide skill building and foundational tools for people leaders at specific levels of job and functional responsibility.
>
> Strategic Leadership Development Programming will include invitation-only programs designed to help Ceridian's talent with addressing the business needs of the future including organizational business acumen, cross-functional operational knowledge, customized development plans, and strategic thinking.

These will become available to our employees starting in April 2022.

Over

35,000

hours of digital learning and leadership development

Nearly

7,000

participating employees

"We are deeply committed to creating equitable opportunities for all employees, and we work every single day to make progress and deliver on that promise."

DONNEBRA McCLENDON, VICE PRESIDENT, GLOBAL DIVERSITY, EQUITY AND INCLUSION

Diversity, Equity, and Inclusion

Programs and partnerships

Ceridian values diversity and aims to foster a culture that respects and celebrates everyone. We see this as intrinsic to a positive employee experience, and added "Equity" as an Our Way value last year. As part of our journey to become more inclusive and equitable, our organization took several steps in 2021 to ensure that all employees feel both valued for their talents and free to be their authentic selves at work.

We launched two global diversity and inclusion surveys to further understand the lived experiences of our colleagues and how we could best support them. The survey results led us to prioritize three key areas:

1. Creating a more inclusive workplace culture
2. Making additional investments in career development
3. Eliminating bias in all forms in leadership practices

We established a company-wide Global Diversity Advisory Council that provides insight on and direct feedback to our senior leadership, including our vice president for Global Diversity, Equity and Inclusion, as they develop and implement DEI-related programming and policies.

We formed a partnership with Blue Ocean Brain, a diversity and inclusion educational platform that individualizes learning experiences for employees at all levels across all regions globally. This unlocked unlimited access to over 75,000 micro-learning sessions for our workforce. We also formed a School of Diversity, Equity, and Inclusion inside our brand-new Ceridian University. This collaborative empowers learners with a values-centric curriculum that balances cognitive development and critical thinking skills. By combining leading-edge business concepts and strategies, students now have access to a comprehensive library designed to turn knowledge and awareness into action.

Like many organizations, we recognize that much more needs to be done—and we are fundamentally committed to learning more and doing better. To meet that challenge and deliver tangible results for our colleagues, we have an aggressive strategy for 2022 and beyond.

Earlier this year, we introduced a new leadership development program that is designed to address the unique challenges that underrepresented minority (URM) employees face. This 16 week course includes executive coaching with a licensed psychologist specializing in addressing racial and environmental trauma charged by stereotypes, microaggressions, and myths of educational and leadership incompetence. In addition, the program includes mentoring and sponsorship by senior leaders to address systemic barriers uniquely experienced by underrepresented minorities in the workplace.

As a further demonstration of Ceridian's commitment to equity, later this year we will announce the formation of partnerships with select historically Black colleges and universities (HBCUs) across the United States to recruit and support minority talent in our workforce.

Representation | All active employees

2021

Employee level	Female	Male
Senior management	37.6%	62.4%
Management and above	43.4%	56.6%
Tech	36.9%	63.1%
All employees	48.9%	51.1%

2020

Employee level	Female	Male
Senior management	35.9%	64.1%
Management and above	45.1%	54.9%
Tech	42%	58%
All employees	49.4%	50.6%

2019

Employee level	Female	Male
Senior management	28.4%	71.6%
Management and above	44.9%	55.1%
Tech	43.3%	56.7%
All employees	50.2%	49.8%

Data excludes Ascender and Excelity

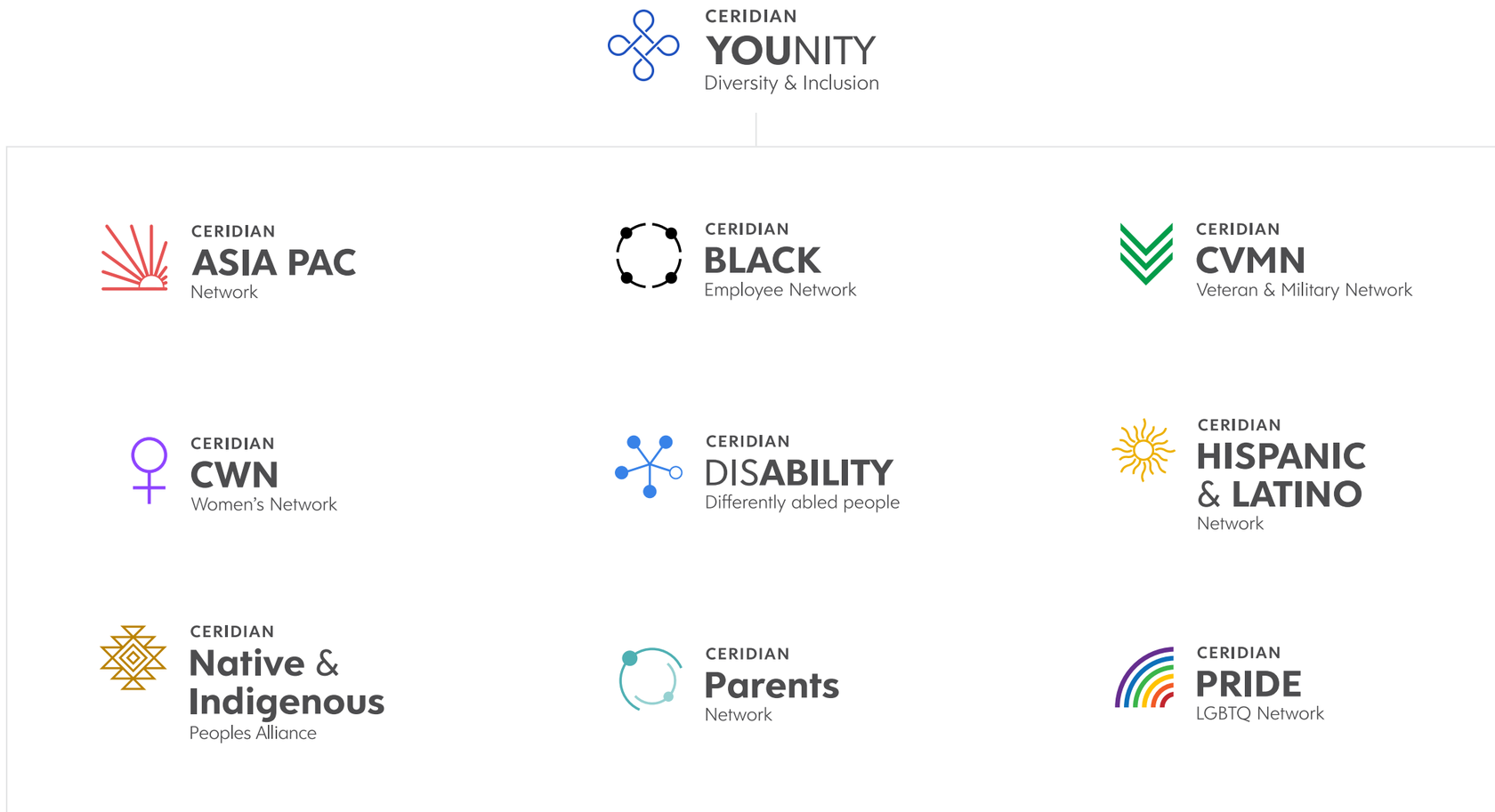
Representation | U.S. Active employees

	American Indian or Alaska Native			Asian			Black or African American			Hispanic or Latino		
Employee level	**2019**	**2020**	**2021**	**2019**	**2020**	**2021**	**2019**	**2020**	**2021**	**2019**	**2020**	**2021**
Senior management	—	—	—	2.4%	4.7%	12.8%	2.4%	4.7%	7.0%	2.4%	1.6%	—
Management and above	1.0%	1.1%	0.6%	5.6%	5.9%	10.2%	7.2%	7.2%	6.7%	4.9%	4.5%	4.5%
Tech	0.3%	0.1%	0.2%	12.3%	13.2%	17.3%	20.5%	19.1%	16.6%	3.3%	4.1%	4.5%
All employees	0.3%	0.3%	0.2%	10.3%	10.5%	10.8%	14.9%	14.6%	13.9%	5.5%	5.7%	5.9%

	Native Hawaiian or Pacific Islander			Multiracial			White			No answer		
Employee level	**2019**	**2020**	**2021**	**2019**	**2020**	**2021**	**2019**	**2020**	**2021**	**2019**	**2020**	**2021**
Senior management	—	—	—	2.4%	3.1%	2.3%	90.2%	81.3%	74.4%	—	4.7%	3.5%
Management and above	—	—	—	1.3%	1.7%	1.5%	79.7%	76.9%	73.4%	0.3%	2.8%	3.0%
Tech	0.3%	0.4%	0.4%	2.4%	2.5%	2.9%	60.1%	58.9%	56.0%	0.9%	1.9%	2.2%
All employees	0.4%	0.3%	0.4%	2.2%	2.4%	2.4%	65.8%	64.3%	64.5%	0.7%	1.9%	2.0%

YOUnity groups

In 2021, we expanded the number of our employee resource groups, called YOUnity groups, from six to nine, adding the Native and Indigenous Peoples Alliance, the Ceridian Parents Network, and the Asia Pac Network.



ESG GOALS | Our people	2021	2025 Goal
Achieve gender parity (50/50) in senior management roles globally by 2025[14]	37.6%	50%
Increase URM representation in management roles in the U.S. by 50% by 2025[15]	11.9%	17.8%

Awards and recognition

Bloomberg Gender-Equality Index 2022

TOP WORK PLACES 2021 Tampa Bay Times tampabay.com

GREATER TORONTO'S TOP 2022 EMPLOYERS

2021 REPORT ON BUSINESS BEST EXECUTIVE AWARDS

Engagement

No company can be successful unless its employees feel motivated and engaged. This is especially true in a new world of work, and at a time when individuals and their families are facing such considerable changes and challenges resulting from the pandemic. With engagement rooted in emotion that can change quickly, accurate and reliable sentiment data is critical to the success of any engagement strategy. At Ceridian we regularly utilize our own Dayforce Engagement technology to conduct pulse surveys and calculate our employee Net Promoter Score (eNPS). On a scale ranging from –100 to +100 with +30 as a benchmark for excellence, this data point measures how likely employees are to recommend us as a place to work, and we are proud to have scored a +47 last year. As we continue to integrate employees from recently acquired companies, we have set a goal of maintaining our eNPS at or above 40 through 2025.

ESG GOALS | Our people

Maintain our employee Net Promoter Score (eNPS) at or above 40 annually through 2025[16]

"No employee is 'healthy' without the ability to meet their everyday needs. Employee wellness and financial wellness are inextricably linked, and Dayforce Wallet was designed to help our customers offer financial flexibility to employees and their families without any interest or lending fees."

ABHI AGRAWAL, VICE PRESIDENT, PRODUCT MANAGEMENT FOR CERIDIAN DAYFORCE WALLET

Tech for good

Product innovation

Dayforce Wallet

The new world of work requires employers to be dynamic and creative in order to attract and retain the talent they need. Dayforce Wallet is the type of innovative solution that helps our customers do just that, and last year saw tremendous growth and adoption of the product. In 2021, more than 950 customers chose to start offering it to their employees, with more than 400 already live on the product. An average of 34% of eligible employees for those customers registered, with a registration rate of greater than 50% for our top quartile of tenured customers.

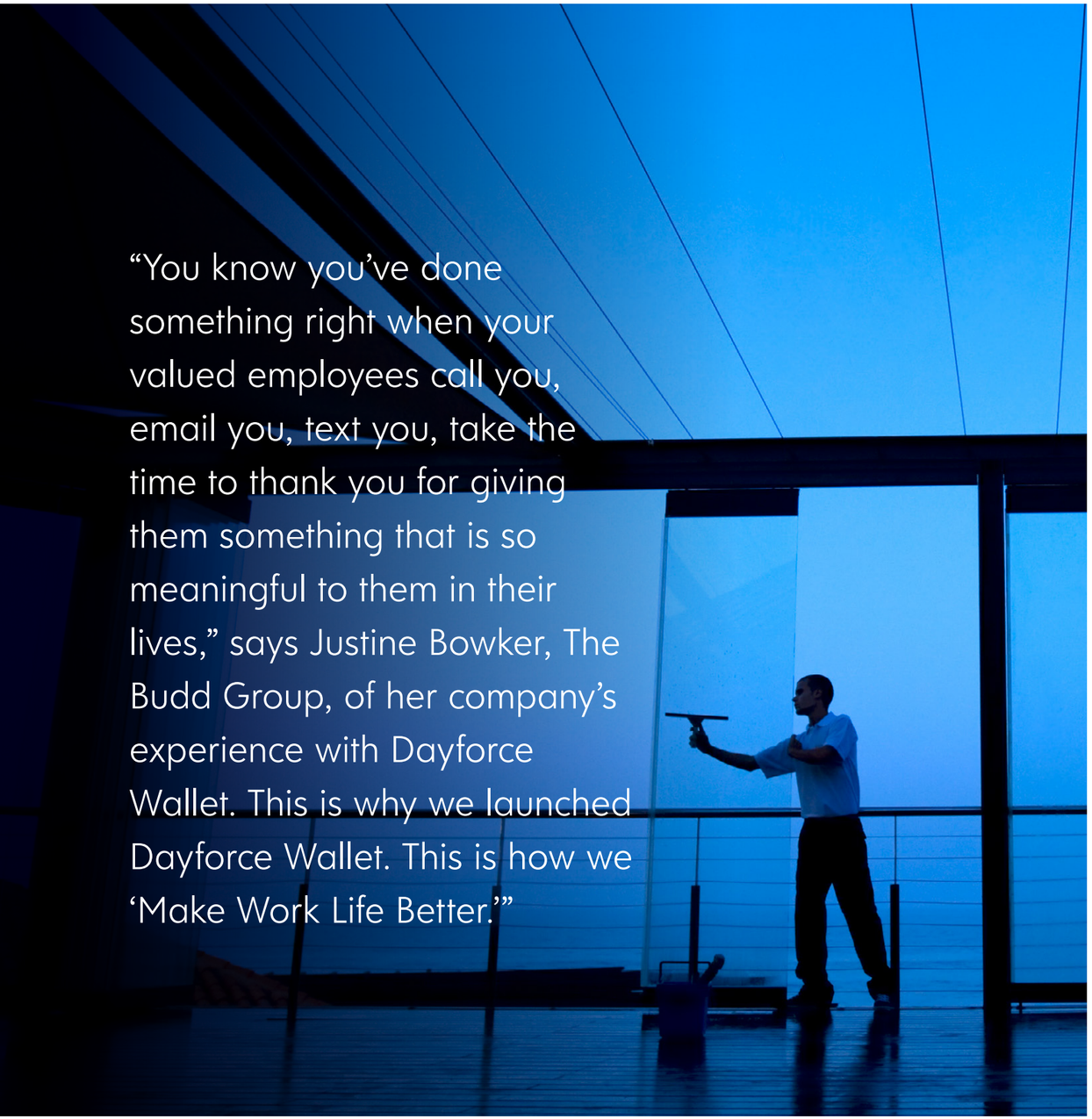
During this time of unprecedented labor tightness, the benefits to customers are clear. Employers who offered Wallet in 2021 saw a 21% reduction in 90-day attrition rates and a 15% decrease in time to fill open positions—all in one of the most competitive labor markets in decades. Critically, the value-add for employees is also significant, providing individuals with faster access to their earned pay. This enables families to cover both everyday expenses as well as urgent or unplanned costs that come up before their traditional pay-day. Last year, active users chose the Dayforce Card for an average of more than 25 transactions per month, demonstrating that the Wallet is acting as a primary financial vehicle for those consumers. Dayforce Wallet is serving an important need for these consumers – providing access to earnings and flexibility to manage their finances.

In 2022, Ceridian will launch the next evolution of Dayforce Wallet with further enhancements in automating how workers receive payments, and savings features that will allow users to set aside funds to achieve specific savings goals, further helping their financial wellness.

More than

950

customers have chosen Dayforce Wallet



"You know you've done something right when your valued employees call you, email you, text you, take the time to thank you for giving them something that is so meaningful to them in their lives," says Justine Bowker, The Budd Group, of her company's experience with Dayforce Wallet. This is why we launched Dayforce Wallet. This is how we 'Make Work Life Better.'"

Dayforce Talent Intelligence

In 2021, Ceridian announced Dayforce Talent Intelligence, a powerful suite of transformative talent management solutions powered by artificial intelligence and machine learning. Using AI in conjunction with disparate data sets to allow organizations to evaluate data more efficiently, Dayforce Talent Intelligence offers targeted matching of people to opportunities for faster and more accurate talent decisions.

Additionally, Dayforce Talent Intelligence objectively measures workforce demographics to create actionable insights that can be used to identify inequity in everything from payroll to promotion opportunities and help employers create actionable policy changes. This technology enables fair, equitable, and efficient talent decision-making, while measuring the effectiveness of diversity, equity, and inclusion efforts. Integration of this technology into our Recruiting, Onboarding, Learning, Performance Management, Compensation, Engagement, and Succession Planning modules began in 2021 and is a top priority.

In the near term, we plan to roll out the following features in our Dayforce Recruiting product that utilize Talent Intelligence to create more efficient, accurate, and fair candidate experiences: advanced candidate communication including SMS and chatbot Quick Apply options, screening and matching intelligence, and candidate job alerts. We will measure the success of these features with KPIs around reduction in time-to-fill open positions and increased retention. We will continue to expand our Dayforce Talent Intelligence features through the rest of our Dayforce Talent Management suite.

Perhaps the most impactful use of intelligence insights is in uncovering bias and ensuring objectivity. Dayforce DEI Intelligence is the next generation of Diversity, Equity, and Inclusion Analytics designed to help organizations better understand where to focus their efforts in solving the DEI challenge. Typical DEI metrics utilize past performance data without showing organizations how to improve the future. Using a combination of AI and data science, Dayforce DEI Intelligence provides information beyond typical demographic factors to help leaders make actionable decisions. It will utilize a combination of self-disclosed, inferred, and survey data from our Engagement product to provide an easily digestible score that leaders can understand and benchmark against, enabling DEI strategies that drive measurable progress.

Dayforce People Analytics

In 2021, Ceridian announced Dayforce People Analytics, a valuable offering that empowers leaders with real-time actionable insights to better manage and support their employees. With this technology, customers can view key human capital management (HCM metrics on a personalized landing page in realtime, gather insights from across the organization by integrating HCM data from Dayforce with third-party tools, and visualize their data to get a deeper understanding of historical trends and make course corrections. With 15 out-of-the-box dashboards, managers and executives are now able to better understand whether current policies and practices are working, including efforts to attract and retain top talent; improve diversity, equity, and inclusion; bolster engagement on specific teams; and reduce turnover in select geographies. Dayforce People Analytics also calculates the most critical HCM metrics using existing ISO standards and best practices.

- Candidate activity
- Compensation cycle details
- Current employee flight risk by manager
- Diversity Equity, and Inclusion
- Employee health elections
- Employee listing by manager
- Employee pay summary
- Employee punch
- Gross to net by range
- New hires
- Performance review trends – Details
- Schedules – Average scheduled daily hours
- Survey participation rate
- Talent factors
- Turnover by location

In 2022, Dayforce People Analytics will develop additional functionalities to provide Employee Attributes and Organizational Attributes Dashboards, as well as incorporating Time Series Forecasting.

ESG GOALS | Tech for good	2025
Increase the percentage of Dayforce customers using DEI Intelligence to 20% by 2025[17]	20%

Our communities

Ceridian Cares

Giving where we're living

In 2021, the Ceridian team united around the world like never before. We launched a new global giving and volunteering platform in partnership with Benevity, which gave 2,000 more global employees access to participate in our annual giving efforts, resulting in nearly 500 charities in 12 countries receiving donations. In addition, we responded to several individual crises with coordinated campaigns designed to expedite funds to individuals and families in extreme need. This includes pandemic relief in India, humanitarian relief in Afghanistan, and natural disaster relief efforts in Canada and the United States. All this was done in addition to the work we do with our very own Ceridian Cares Foundation, which provides financial support to individuals and families for basic needs and quality of life in the United States and Canada and for disadvantaged children in Mauritius.

A year of action

$1.1

million in Ceridian Cares grants given

481

nonprofits supported through employee giving and volunteering

ESG GOALS | Our communities	2021	2025
Increase the percentage of employees giving and volunteering to 50% by 2025	35%	50%

Stories of impact

Gary (Campbell River, British Columbia)

With only a few teeth, Gary was only able to eat soup. A mobile outreach unit applied for a grant on his behalf to cover the cost of dental work. Gary is now able to eat nutritious food and does cleanup work around the city to "pay it forward" out of gratitude for the support he received.

Katrina (Moorpark, California)

At just 32, Katrina has been battling metastatic breast cancer for 5 years. Side effects left her unable to climb stairs or sleep in a regular bed. With a Ceridian Cares grant for a reclining couch, she is now able to comfortably spend time with family and friends in the living room.

Rocco (Pass Christian, Mississippi)

Rocco is 11 years old, has Down syndrome and is nonverbal. As one of 5 children in a very active family, he needed a special electric cart to participate in family activities outdoors. Rocco and his family are now able to enjoy full family outings, and he loves his bike!

Tahereh (Richmond Hill, Ontario)

Osteoarthritis limits Tahereh's ability to walk. She lives alone and needed a power wheelchair for independent mobility. She has regained self-confidence and is out in her neighborhood meeting some of her own needs. She is very happy and says her life is now easier.

"In this virtual first era, our aim is to ensure that Ceridian's physical footprint not only meets the needs of our workforce, but that it improves efficiency and leads to meaningful emissions reductions over time."

JUDY ROZAL, VICE PRESIDENT, FACILITIES AND CAPITAL BUDGET

Environment

Carbon footprint

Climate change poses a dire threat to the long-term survival of humanity and our planet. It is imperative that businesses do their part to address this crisis, and Ceridian is committed to significantly reducing our carbon footprint over time. Last year, we took a critical step by conducting a greenhouse gas inventory for 2019, 2020, and 2021. These included emissions from two recently acquired large companies—Excelity in 2020 and Ascender in 2021. Despite this business growth, we realized emissions reductions, although this was largely impacted by the effects of the COVID-19 pandemic—including such things as office closures, virtual work, and reduced business travel.

In 2021, we used 66,974 gigajoules (GJ) of energy, which includes 13,115 megawatt hours (MWH) of electricity. Ceridian's Scope 1 and 2 emissions, excluding Excelity and Ascender, were 5,632 metric tons of carbon dioxide equivalent (mtCO2e). Including those acquisitions, our Scope 1 & 2 emissions in 2021 were 8,359 mtCO2e. 580 mtCO2e came from colocation data centers and on-premises servers last year, which is a 68% reduction from 2019, and reflects our ongoing commitment to a 100% public cloud environment. Our Scope 3 emissions from purchased goods and services, business travel, employee commuting and virtual work were 42,158 mtCO2e, up 1% from two years prior.

As part of our efforts to shrink our carbon footprint, we have set a goal of reducing Scope 1 & 2 emissions from Ceridian's operations—excluding Excelity and Ascender—by 42% before 2030 from a 2019 baseline. As a result of the COVID-19 pandemic, we selected 2019 as our baseline because we believe that it comes closest to a normal state for business operations and activity. This ambition is consistent with the 1.5 degrees Celsius target set forth in the Paris Agreement. In the coming months, we will work to develop science-based targets that are inclusive of our entire operations and value chain.

Over

1,100

customers in North America migrated to public cloud in 2021

Please refer to the Notes section of the report regarding updates to environmental data.[21]

"Incorporating sustainable procurement practices allows us to unlock the enormous potential for driving positive change across our entire value chain. For Ceridian, that starts with building a robust supplier diversity program and identifying the right vendors to help reduce our overall carbon footprint."

SHARITA ELSTON, VICE PRESIDENT, VENDOR MANAGEMENT AND AP

Business travel and employee commuting

Business-related travel and employee commuting continued to take place in a reduced capacity during 2021 because of the pandemic. Our emissions associated with business-related travel were 951 mtCO2e, down 66% from two years before. Emissions from employee commuting and virtual work were 3,641 mtCO2e in 2021, down 44% from 2019. As we look ahead, we will continue to identify new ways of working that boost efficiency while reducing emissions.

Sustainable procurement

We are actively exploring the right approach to not only set a Scope 3 emissions reduction goal, but to achieve it. This starts with building a sustainable procurement program that will help bring down the emissions associated with our purchased goods and services. This includes increasingly selecting companies that are committed to bold climate action as our vendors. In 2021, we selected Coupa as our Business Spend Management platform to help propel that work forward.

Water

In 2021, our water consumption was 2.614 million gallons—down 78% from 2019. Although this reduction is affected by the COVID-19 pandemic's effects, we will actively explore water conservation opportunities and best approaches to reduce our footprint's overall water risk.

Paper and waste

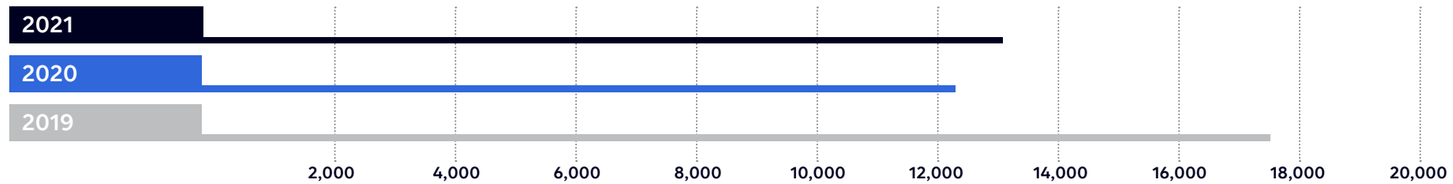
Ceridian used 31,199,659 sheets (or 159 tons) of paper in 2021, which is nearly half of what was used annually in 2019. This reflects our continued effort to promote self-service and paperless solutions (online reports and employee self-service portals) for payroll and HR. We also experienced a 80% reduction in waste since 2019. While this was due largely to the office closures from the pandemic, we plan on continuing this trend by exploring new opportunities to reduce or eliminate waste—including pursuing TRUE Zero Waste certification for at least one of our facilities globally.

44%

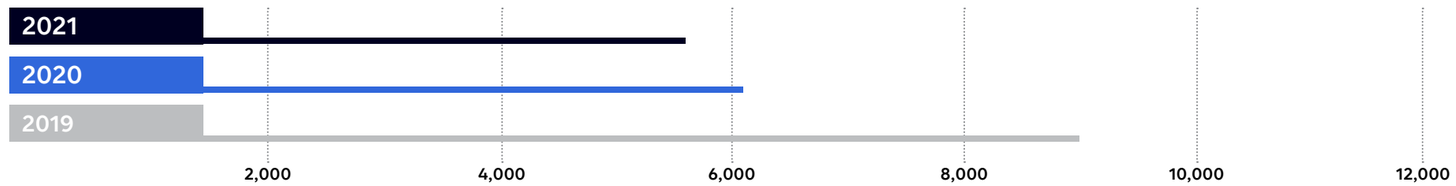
reduction in paper use since 2019

Please refer to the Notes section of the report regarding updates to environmental data.[21]

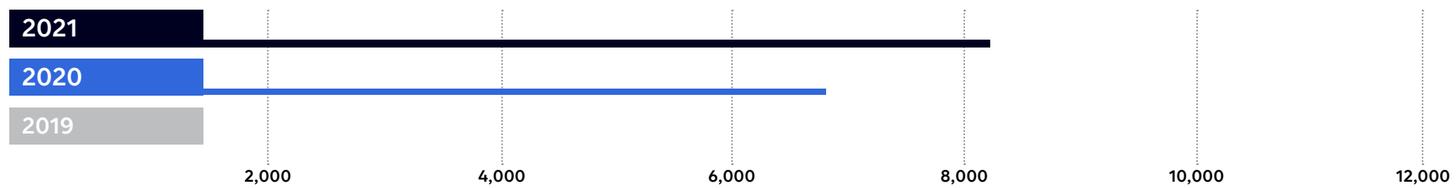
Electricity (MWh)



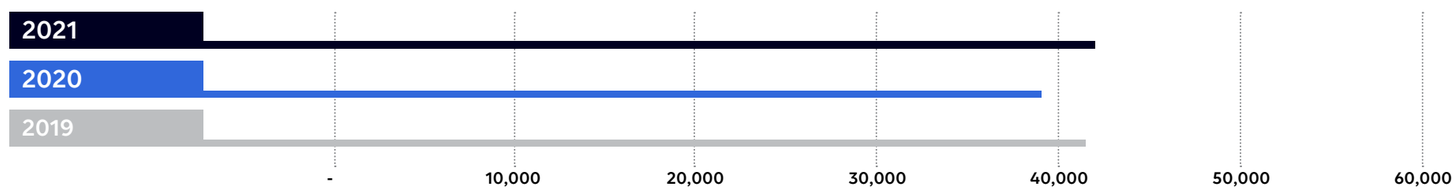
Scope 1 & 2 Emissions (mtCO2e)
Ceridian only



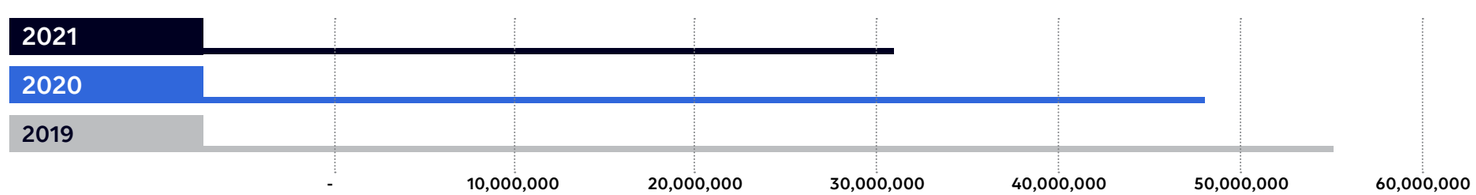
Scope 1 & 2 Emissions (mtCO2e)
including Excelity and Ascender



Scope 3 Emissions (mtCO2e)
Purchased goods and services, business travel, employee commuting and virtual work



Paper use (sheets)



ESG GOALS | Environment	2021	2025
Reduce absolute Scope 1 and 2 emissions from Ceridian's operations by 42% before 2030 compared to a 2019 baseline[18]	5,632 mtCO2e (-37%)	7,067 mtCO2e (-21%)

Please refer to the Notes section of the report regarding updates to environmental data.[21]

		2019	2020	2021	% Change from baseline
Electricity	Megawatt hours (MWh)	17,543	12,372	13,115	-25.2%
Energy	Gigajoules (GJ)	88,734	60,175	66,974	-24.5%
	Diesel (Gallons)	152	130	88	-42.1%
	Natural gas (Therms)	242,291	148,056	187,216	-22.7%
	Refrigerants (lbs)	963	825	801	-16.8%
Emissions	Scope 1 & 2 Emissions (mtCO2e) Ceridian only	8,946	6,115	5,632	-37.0%
	Scope 1 & 2 Emissions (mtCO2e) including Excelity and Ascender		6,738	8,359	n/a
	Scope 3 (mtCO2e) Purchased Goods and Services, Business Travel, Employee Commuting and Virtual Work	41,604	39,243	42,158	+1.3%
Water (supply)	Gallons	11,918,546	3,156,395	2,614,132	-78.1%
Waste	Tons	1,485	138	301	-79.7%
Paper	# of sheets	56,585,523	48,530,069	31,199,659	44.9%

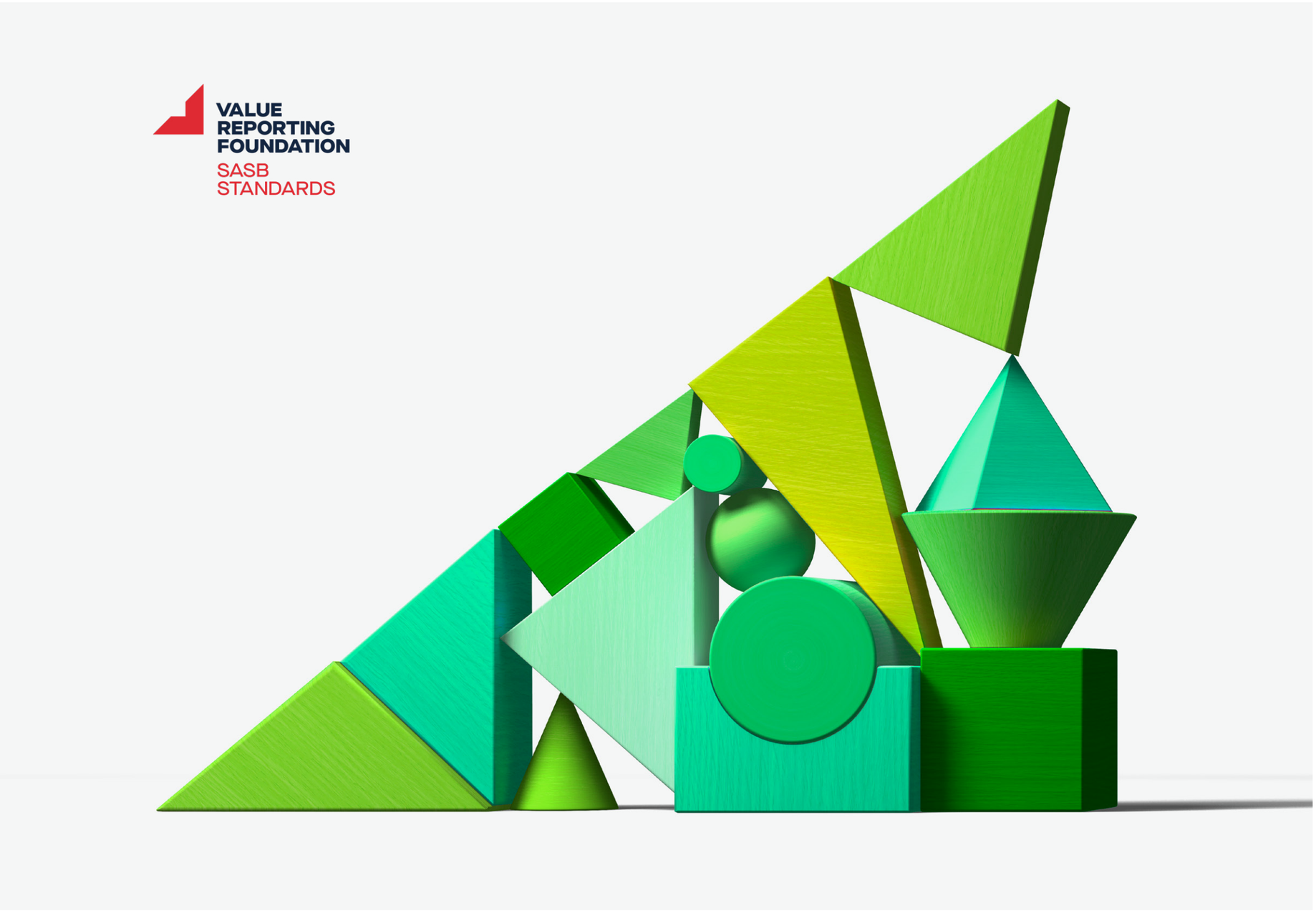
Please refer to the Notes section of the report regarding updates to environmental data.[21]

United Nations Sustainable Development Goals (SDGs)

Ceridian's commitment to the five pillars of our ESG strategic framework and our 2025 goals will help ensure that we always act responsibly and sustainably. It is our roadmap to continue being a leading corporate citizen as well as a thoughtful and accountable partner to key stakeholders. Successful performance on each of most materials topics will result in some progress toward achieving several United Nations SDGs.

"The SDGs provide an invaluable roadmap to solve the most challenging problems facing society and our planet. We believe the private sector can play a critical role in the global effort to address them."

VIDIA MOONEGAN, MANAGING DIRECTOR, MAURITIUS



By the numbers

SASB Standards Reference Index

An important step in Ceridian's journey as a responsible and sustainable business was aligning with the Value Reporting Foundation's SASB Standards for this report. We recognize the unique value this information has for a variety of stakeholders—including investors, customers, NGOs, governments, and several others. With a focus on the ESG issues that SASB considers financially material for the Software and Information Technology (IT) Services industry, below are the metrics that track Ceridian's performance since 2019. In a very limited number of instances, we (1) did not possess or track the requested data, (2) amended the metric to better reflect the nature of our business, or (3) elected not to disclose the data at this time. As we progress on this journey, Ceridian will continue to strengthen and deepen our ESG reporting, and we look forward to the work by the leading framework organizations to develop a comprehensive and standardized corporate reporting system.

SASB table	Accounting metric	SASB code	2019	2020	2021
Environmental footprint	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TC-SI-130a.1	88,734 GJ; 100%; 0%	60,175 GJ; 100%; 0%	66,974 GJ; 100%; 0%
	(1) Total water withdrawn	TC-SI-130a.2	45 TCM	12 TCM	10 TCM
	Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3			Environment
Data privacy and freedom of expression	Description of policies and practices relating to behavioral advertising and user privacy	TC-SI-220a.1			Privacy
	Number of users whose information is used for secondary purposes	TC-SI-220a.2	This information was not tracked.	This information was not tracked.	This information was not tracked.
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	Ceridian had no material monetary losses from legal proceedings associated with user privacy.		
	(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	This information was not tracked.	This information was not tracked.	Law Enforcement Requests Reports: June 2021 and December 2021.
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	TC-SI-220a.5	None	None	None

Please refer to the Notes section of the report regarding updates to environmental data.[21]

SASB table	Accounting metric	SASB code	2019	2020	2021
Data security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	TC-SI-230a.1	Ceridian experienced no material data breaches.		
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2			Data security
Recruiting & Managing a Global, Diverse, and Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	1.2%; 20.7%	1.8%; 21.1%	2.8%; 23.1%
	Employee engagement as a percentage	TC-SI-330a.2	71%	76%	75%
	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	TC-SI-330a.3	Representation	Representation	Representation
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TC-SI-520a.1	Ceridian had no material monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations.		
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions	TC-SI-550a.1	1; 89	17; 143	18; 182
	Description of business continuity risks related to disruptions of operations	TC-SI-550a.2			Enterprise risk management

EEO-1 Report

COMPID = 7359044
UNITID = 7359044

EQUAL EMPLOYMENT OPPORTUNITY
2020 EMPLOYER INFORMATION REPORT EEO-1
Consolidated Report

SECTION B – COMPANY IDENTIFICATION

1. CERIDIAN HCM
3311 EAST OLD SHAKOPEE ROAD
BLOOMINGTON, MN 55425

2.a. CERIDIAN HCM
3311 EAST OLD SHAKOPEE ROAD
BLOOMINGTON, MN 55425

c. EIN= 593228107

SECTION C – TEST FOR FILING REQUIREMENT

1- Y 2- Y 3- Y DUNS= 006255996

SECTION E – ESTABLISHMENT INFORMATION
NAICS: 541214 - Payroll Services

SECTION D – EMPLOYMENT DATA

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino												Overall Totals
			********** Male **********						********** Female **********						
	Male	Female	White	Black or African American	Native Hawaiian Or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian Or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	
Exec/Sr. Officials & Mgrs	1	0	36	0	0	1	0	1	11	2	0	0	0	1	53
First/Mid Officials & Mgrs	4	8	104	4	0	6	1	2	109	20	0	8	3	2	271
Professionals	21	28	304	49	0	71	0	9	429	102	1	73	1	14	1102
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers	5	6	97	0	0	1	0	2	59	3	0	2	0	1	176
Administrative Support	14	24	53	35	1	16	0	5	140	90	3	21	0	9	411
Craft Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers & Helpers	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	45	66	595	88	1	95	1	19	748	217	4	104	4	27	2014
Previous Year Total	46	62	569	84	1	87	1	17	715	207	5	94	4	25	1917

SECTION F – REMARKS

DATES OF PAYROLL PERIOD: 10/12/2020 THRU 10/25/2020

SECTION G – CERTIFICATION: CERTIFIED DATE: 8/16/2021 7:52 PM

CERTIFYING OFFICIAL: KRISTINE KELLY
EMAIL: KRISTINE.KELLY@CERIDIAN.COM
EEO-1 REPORT CONTACT PERSON: Angela Johnson
EMAIL: Angela.M.Johnson@Ceridian.com

TITLE: Vice President, Workforce Strategy & Intelligence
PHONE: 615-306-9558
TITLE: HR Data Analyst
PHONE: 952-853-6240

Appendix

Benefits	U.S.	Canada
Basic Life Insurance	Yes	Yes
Optional Life Insurance	Yes	Yes
Basic AD&D	Yes	Yes
Optional AD&D	Yes	Yes
Health Insurance	Yes	Yes
Short-Term Disability	Yes	Yes
Long-Term Disability	Yes	Yes
Parental Leave	Yes	Yes
Retirement	Yes	Yes
Employee Stock Purchase Plan	Yes	Yes
Time Away From Work	Yes	Yes
Sick Time Program	Yes	Yes
Fitness Benefit	Yes	Yes
Holidays	Yes	Yes
Bereavement	Yes	Yes
Business Travel Accident	Yes	Yes

Benefits	U.S.	Canada
Employee Assistance Program	Yes	Yes
Health Savings Account	Yes	Yes
Dental Insurance	Yes	Yes
Vision Insurance	Yes	Yes
Pet Insurance	Yes	Yes
Flexible Spending Account	Yes	Yes
Backup Child Care	Yes	No
Adoption Reimbursement	Yes	Yes
Home/Auto Insurance	Yes	Yes
Critical Illness Insurance Plan	Yes	Yes
Hospitalization Indemnity Plan	Yes	No
Accident Insurance Plan	Yes	No
Legal Plan	Yes	Yes
Dave McKay Volunteer Day	Yes	Yes
Scholarship Program	Yes	Yes
Ergonomics Assessments	Yes	Yes

Governance

Size of board	10
Number of independent directors	8
Percentage of directors who are independent	80%
Fully independent committees	Yes
Independent lead director	Yes
Average age of directors	59
Average director tenure	4.2
Mandatory retirement age	No
Number of female directors	4
Number of ethnically diverse directors	1
Number of board and committee meetings in 2021	26
Number of directors attending less than 80% of meetings in 2021	0
Periodic executive sessions	Yes
Annual election of directors[19]	Yes
Majority voting in director elections[20]	In process
Poison pill	No
Stockholder ability to call special meeting	No
Stockholder right to act by written consent	No
Compensation recovery ("clawback") policy	Yes
Annual say-on-pay vote	Yes
Stock ownership guidelines for directors and executive officers	Yes
Corporate governance guidelines	Yes
Director "overboarding" guidelines	Yes
Related person transactions policy	Yes

Annual board and committee evaluations	Yes
New director orientation program	Yes
Anti-corruption policy	Yes
Anti-fraud standards	Yes
Corporate records retention policy	Yes
Delegation of authority policy	Yes
Disclosure policy	Yes
Insider trading and tipping policy	Yes
Sanctions compliance policy	Yes

Policies and principles

Anti-corruption policy
Anti-fraud standards
Code of conduct
Corporate records retention policy
Delegation of authority policy
Disclosure policy
Human rights statement
Insider trading and tipping policy
Modern slavery statement
Sanctions compliance policy
Supplier code of conduct

Trust

Data security

At Ceridian, we believe that effective security detection and response depends upon the deployment of analytics, automation, and highly skilled professionals. We know that strong data governance and data-centric security are also critical to maintaining our already high levels of compliance, privacy, and customer protection. To combat a rising number of data security threats and an enhanced level of sophistication, we have identified six priority areas to drive performance in the intermediate term:

Advanced analytics and automation

Safeguarding data across our cloud applications and endpoints starts with understanding the data. Our advanced analytics enable automated processes and improve our data security capabilities.

Cybersecurity global operating model

Our cybersecurity program, including the underpinning policies and standards, applies to all business entities and technology products across the globe. Applying this consistent framework bolsters confidence in our data protection practices for our entire customer base.

Risk-aware workforce

Equipping our employees with the proper education through ongoing security awareness training is essential to our practice. Reducing the risk of social engineering and phishing is of paramount importance in today's cyber landscape.

Best-in-class product security

Security and privacy by design are at the core of our product development life cycle. Beginning with ideation all the way to implementation, security and privacy are completely embedded into our research and development processes.

Strong data governance

Managing data throughout the entire life cycle is a core business objective. This includes strong data retention policies and practices, as well as enabling customers to self-manage their data.

Global cybersecurity capabilities

Establishing maturity across our global cybersecurity capabilities underpins our ability to safeguard the identity of users (privacy) and safeguard sensitive data (security).

Certifications and attestations

Ceridian's data security program closely aligns with a variety of industry standard frameworks. This is reinforced by a requirement to have independent reviews of our supporting controls. The following certifications and attestations are in place for Dayforce:

- ISO/IEC 27017
- ISO/IEC 27018
- ISO/IEC 270136
- NIST 800-171
- SOC 1 Type 1
- SOC 2 Type 2

Privacy

Privacy is the number one concern for a wide range of our stakeholders—including partners, customers, and their employees—and we take our responsibilities as a data controller, data processor, and product developer very seriously. That is why we have developed and implemented a robust intermediate-term strategy to meet their understandably high expectations. This involves prioritizing the following workstreams.

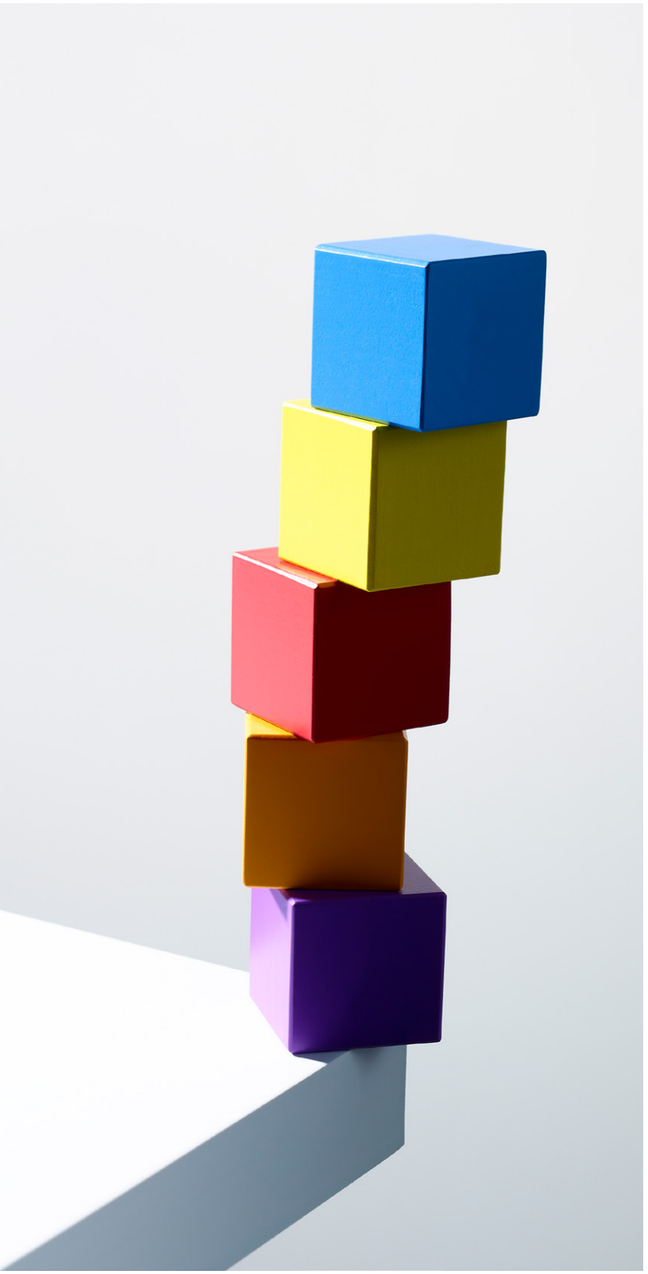
- Clear policies, guidance, and procedures
- Ongoing workforce training and communication to ensure an always-on privacy mindset
- Data inventory management and Privacy by Design assessments
- Ongoing monitoring of privacy posture and risk
- Integration of metrics and scorecards
- Robust third-party processor management
- B2B customer management
- Process to enable individual rights

External Notices

↗ Global privacy statement

↗ Cookie statement

↗ Biometric statement



Enterprise Risk Management (ERM)

Effective enterprise risk management is a critical component of Ceridian's success. Through application of our Risk Framework and the continuous identification and assessment of risk, Ceridian seeks to ensure that our business can proactively quantify exposures and take remedial action when required. Risk identification and analysis is used as a basis for decision-making and accountability at all relevant organizational levels and to drive value to the organization holistically. Ceridian's ERM program consists of two primary components: the Framework and the Process.

The Framework, primarily based on the COSO Enterprise Risk Management Framework, is the foundation for Ceridian's ERM strategy and is designed for managing risk on an ongoing basis. It guides the overall structure and operation of ERM at a corporate level, and defines our risk impact categories, key risk areas (KRAs), and risk scoring and tolerance.

The Process is our method of identifying, analyzing, and mitigating risks, including risk assessment and risk monitoring capability. Through both, we manage five key risk categories:

- Compliance
- Financial
- Operational
- Reputational
- Strategic/Growth

We continually evaluate enterprise-level risks and related business risks across four dimensions: likelihood, severity, detectability, and velocity. Once risks have been identified, analyzed, and evaluated, the appropriate risk treatment is applied in response. Treatment options include:

- Accept
- Mitigate
- Monitor
- Transfer
- Withdraw

This work is overseen by our senior vice president for Enterprise Risk Management in coordination with Ceridian's Risk Steering Committee, which is comprised of leaders from more than 12 key business units.The function's intermediate-term priorities include:

- Ongoing cross-functional evaluation and prioritization of "top risks" at the enterprise level to ensure accuracy of Ceridian's risk profile
- Quarterly discussions around emerging and significant risk exposures
- Reviewing and identifying of mitigation strategies, along with action to mitigate in a timely manner
- Ongoing review of Ceridian's ERM program and opportunities for continual improvement and maturation

About the report

Reporting year and scope

Unless otherwise specified, this report focuses primarily on activities during calendar year 2021. All references to a "year" refer to calendar years. Ceridian's fiscal years coincide with calendar years; therefore, information relating to financial performance is referring to calendar and fiscal years, which are the same.

Unless otherwise specified, the scope of this report refers to the entirety of Ceridian's global business operations. Ceridian has acquired a number of companies over the past few years, including Riteq in 2019, Excelity in 2020, and Adam HCM, Ascender, DataFuzion assets, and Ideal in 2021, among others. Wherever applicable, data from their activity is included from their acquisition date onward. In several sections, information is presented relating only to Ceridian's U.S. companies and those are referenced accordingly.

Third-party assurance

Ceridian engaged Bureau Veritas for third-party verification of our Scope 1, 2, and partial Scope 3 emissions for 2019, 2020, and 2021. Three Scope 3 categories were included—Purchased Goods and Services, Business Travel, and Employee Commuting. The firm completed its "limited assurance" verification in March 2022, and a copy of its letter is available in this report's appendix.

Forward-looking statements

This report contains forward-looking statements that involve a number of risks and uncertainties. Statements that are not historical facts, including statements regarding our expectations, hopes, intentions, or strategies regarding the future, are forward-looking statements. Forward-looking statements are based on management's beliefs, as well as assumptions made by, and information currently available to, management. Because such statements are based on expectations as to future financial and operating results and are not statements of fact, actual results may differ materially from those projected. We undertake no obligation to update any forward-looking statements, whether as a result of new information, future events, or otherwise.

About Ceridian

Ceridian is a global human capital management (HCM) software company. Dayforce, our flagship cloud HCM platform, provides human resources, payroll, benefits, workforce management, and talent management capabilities in a single solution. Our platform helps you manage the entire employee life cycle, from recruiting and onboarding, to paying people and developing their careers. Ceridian provides solutions for organizations of all sizes, from small businesses to global organizations.

Makes Work Life Better™

Ceridian's brand promise is "Makes Work Life Better™." It is our purpose, and it embodies who we are, what we believe, and what we stand for. We live our promise and purpose by aiming to improve the work lives of our customers, their employees, and our own teams at Ceridian every day and with everything we do.

Contact us

responsibility@ceridian.com

ceridian.com/corporateresponsibility

3311 East Old Shakopee Road
Minneapolis, MN 55425-1640
Phone: (952) 853-8100

INDEPENDENT LIMITED ASSURANCE STATEMENT

To: The Stakeholders of Ceridian

Introduction and objectives of work

Bureau Veritas UK Ltd ('Bureau Veritas') has been engaged by Ceridian to provide limited assurance of its Scope 1, 2 and partial Scope 3 reporting of GHG emissions. This Assurance Statement applies to the related information included within the scope of work described below.

Scope of work

The scope of our work was limited to assurance over the following GHG information included within Ceridian's upcoming ESG report for the period of January 1st 2019 to December 31st 2021 ('the Selected Information').

- Scope 1 emissions
- Scope 2 emissions (market-based)
- Selected Scope 3 emissions
  - Purchased goods and services
  - Business travel
  - Employee commute
  - Remote Working

Our assurance does not extend to any other information included in the ESG report.

Reporting criteria

The Selected Information has been prepared in accordance with Ceridian's internal definitions.

Limitations and Exclusions

Excluded from the scope of our work is any verification of information relating to:

- Activities outside the defined verification period;
- Positional statements (expressions of opinion, belief, aim or future intention by Ceridian and statements of future commitment);
- Financial data taken from the Report which are audited by an external financial auditor;
- Other information included in the Report;
- With respect to Employee Commute emissions in 2020 and 2021. Assumptions about distance travelled and mode of transport applied to office locations internationally were all based on a USA proxi.

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. The reliability of the reported data is dependent on the accuracy of metering and other production measurement arrangements employed at site level, not addressed as part of this assurance. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Regarding Natural Gas, Refrigerants, and Electricity emissions, Ceridian estimated their emissions using statistical analysis based on Spend data (where available) and square footage. This is a widely used method with a high level of acceptance for emission calculations but has uncertainties inherent. However, Bureau Veritas did not identify or have visibility of any errors in the methodology, assumptions and calculations in question within the sampled activities.

With respect to Business Travel emissions (air and rail), Ceridian adopted and reported 100% of its calculated emissions from a third-party travel agency and Bureau Veritas did not have visibility of the methodology applied to perform such calculations. Regarding air businesses travel, we had visibility of the activity data used by the third-party to perform such calculations in the form of kilometres travelled per passenger per flight which were benchmarked against airport distances database with no issues found within the selected sample.

With respect to Employee Commute emissions, in the absence of primary data Ceridian applied assumptions such as distance travelled and mode of transport based on national average statistics for the countries where most of its staff are located and therefore there is residual uncertainty and the possibility of misstatement, although Bureau Veritas did not identify any. There are opportunities for improvements in the method used which have been presented to Ceridian's management team in the form of a Management Report.

Responsibilities

This preparation and presentation of the Selected Information in the Report are the sole responsibility of the management of Ceridian.

Bureau Veritas was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

- obtain limited assurance about whether the Selected Information has been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the management of Ceridian.

Assessment Standard

We performed our work in accordance with International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after December 15, 2015), issued by the International Auditing and Assurance Standards Board.

Summary of work performed

As part of our independent verification, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Selected Information;
2. Conducting interviews with relevant personnel of Ceridian.
3. Reviewing the data collection and consolidation processes used to compile Selected Information, including assessing assumptions made, and the data scope and reporting boundaries;
4. Reviewing documentary evidence provided by Ceridian;
5. Agreed a sample of the Selected Information to the corresponding source documentation;
6. Assessing the disclosure and presentation of the Selected Information to ensure consistency with assured information.
7. Reperforming a selection of aggregation calculations of the Selected Information.
8. Reperforming greenhouse gas emissions conversions calculations.

It should be noted that the scope of a limited assurance engagement is substantially less than for reasonable assurance both in terms of the risk assessment procedures and in performing the procedures to address the identified risks.

Conclusion

On the basis of our methodology and the activities described above nothing has come to our attention to indicate that the Selected Information is not fairly stated in all material respects.

Year	Verified GHG Emissions		
	Scope 1 emissions (tCO_2e)	Scope 2 emissions (tCO_2e)	Scope 3 emissions (tCO_2e)
2019	Total: 1,907 Natural Gas: 1,285 Diesel: 2 Refrigerant Gases: 568 Propane: 52	Total: 7,039 Market-based: 7,039	Total: 41,604 Business Travel: 2,758 Commuting: 5,795 Purchased Goods & Services: 32,335 Remote working: 716
2020	Total: 1,273 Natural Gas: 786 Diesel: 1 Refrigerant Gases: 486 Propane: 0	Total: 5,465 Market-based: 5,465	Total: 39,243 Business Travel: 405 Commuting: 1,507 Purchased Goods & Services: 35,277 Remote working: 2,054
2021	Total: 1,467 Natural Gas: 993 Diesel: 1 Refrigerant Gases: 472 Propane: 0	Total: 6,892 Market-based: 6,892	Total: 42,158 Business Travel: 951 Commuting: 1,269 Purchased Goods & Services: 37,567 Remote working: 2,372

Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety and social accountability with over 190 years history. Its assurance team has extensive experience in conducting verification over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified[1] Quality Management System which complies with the requirements of ISO 9001:2008, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA)[2], across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities.
The assurance team for this work does not have any involvement in any other Bureau Veritas projects with Ceridian.

Bureau Veritas UK Limited
London
14 April, 2022

[1] Certificate of Registration FS 34143 issued by BSI Assurance UK Limited
[2] International Federation of Inspection Agencies – Compliance Code – Third Edition

Use of non-GAAP financial measures

We use certain non-GAAP financial measures in this report, including Dayforce recurring revenue per customer, cloud revenue retention rate, and cloud annual recurring revenue (ARR). We believe that cloud revenue retention rate and cloud ARR, non-GAAP financial measures, are useful to management and investors as supplemental measures to evaluate our overall operating performance. Our use of these terms may not be comparable to similarly titled measures of other companies in our industry and are not measures of performance calculated in accordance with GAAP. Each of these measures has important limitations as analytical tools, and you should not consider them in isolation or as substitutes for analysis of our results as reported under GAAP.

Our Dayforce recurring revenue per customer is an indicator of the average size of our Dayforce recurring customer. To calculate Dayforce recurring revenue per customer, we start with Dayforce recurring revenue, excluding Ascender and Adam HCM, on a constant currency basis by applying the same exchange rate to all comparable periods for the trailing 12 months and exclude float revenue, the impact of lower employment levels due to the COVID-19 pandemic, and Ascender and Adam HCM revenue. This amount is divided by the number of live Dayforce customers at the end of the trailing 12-month period, excluding Ascender and Adam HCM. We set quarterly targets for Dayforce recurring revenue per customer and monitor progress toward those targets on a quarterly basis. Our Dayforce recurring revenue per customer may fluctuate as a result of a number of factors, including the number of live Dayforce customers and the number of customers purchasing the full HCM suite. We have not reconciled the Dayforce recurring revenue per customer because there is no directly comparable GAAP financial measure.

We derive the majority of our cloud revenues from recurring fees, primarily per-employee-per-month subscription charges. We also derive recurring revenue from fees related to the rental and maintenance of clocks, charges for once-a-year services, such as year-end tax statements, and investment income on our customer funds before such funds are remitted to taxing authorities, customer employees, or other third parties. To calculate cloud ARR, we start with recurring revenue at year-end, excluding revenue from Ascender and Adam HCM, subtract the once-a-year charges, annualize the revenue for customers live for less than a full year to reflect the revenue that would have been realized if the customer had been live for a full year, and add back the once-a-year charges. We set annual targets for cloud ARR and monitor progress toward those targets on a quarterly basis. We have not reconciled the cloud ARR because there is no directly comparable GAAP financial measure.

Our annual cloud revenue retention rate measures the percentage of revenues that we retain from our existing cloud customers. We use this revenue retention rate as an indicator of customer satisfaction and future revenues. We calculate the annual cloud revenue retention rate as a percentage, excluding Ascender and Adam HCM, where the numerator is the cloud ARR for the prior year, less the cloud ARR from lost cloud customers during that year, and the denominator is the cloud ARR for the prior year. We set annual targets for cloud revenue retention rate and monitor progress toward those targets on a quarterly basis by reviewing known customer losses and anticipated future customer losses. Our cloud revenue retention rate may fluctuate as a result of a number of factors, including the mix of cloud solutions used by customers, the level of customer satisfaction, and changes in the number of users live on our cloud solutions. We have not reconciled the annual cloud revenue retention rate because there is no directly comparable GAAP financial measure. For more information, please reference our public filings with the SEC.

Notes

1 Excluding the 2021 acquisitions of Ascender and Adam HCM.

2 Excluding the 2021 acquisitions of Ascender and Adam HCM.

3 This is a non-GAAP measure; refer to non-GAAP measures section. Excluding the 2021 acquisitions of Ascender and Adam HCM.

4 A material breach is defined as a security event in which an unauthorized third party obtains access to personal data and that has a material impact on Ceridian's business.

5 Although this data does not currently include employees from recently acquired companies such as Ascender, they will be incorporated in the coming year.

6 Excluding employees from ecently acquired companies Excelity, Ascender, and Adam HCM.

7 A material breach is defined as a security event in which an unauthorized third party obtains access to personal data and that has a material impact on Ceridian's business.

8 Senior management roles are defined as vice president-level roles and above. Although this data does not currently include employees from recently acquired companies Excelity, Ascender, and Adam HCM, they will be incorporated in the coming year.

9 Management roles are defined as manager-level roles and above. At Ceridian, URM (underrepresented minorities) are defined as Black and African American, Hispanic and Latino, American Indian and Alaska Native, and Native Hawaiian and Pacific Islander.

10 Using DEI Intelligence is defined as using the Recruiting module and having our DEI Intelligence functionality selected.

11 The scope of Ceridian's operations for this goal currently excludes recently acquired companies Excelity and Ascender. They were not part of Ceridian in the baseline year 2019, which was selected because it comes closest to a normal state for business operations and activity.

12 This reduction was significantly impacted by the effects of the COVID-19 pandemic.

13 A material breach is defined as a security event in which an unauthorized third party obtains access to personal data and that has a material impact on Ceridian's business.

14 Senior management roles are defined as vice president-level roles and above. Although this data does not currently include employees from recently acquired companies Excelity, Ascender, and Adam HCM, they will be incorporated in the coming year.

15 Management roles are defined as manager-level roles and above. At Ceridian, URM (underrepresented minorities) are defined as Black and African American, Hispanic and Latino, American Indian and Alaska Native, and Native Hawaiian and Pacific Islander.

16 Although this data does not currently include employees from recently acquired companies such as Ascender, they will be incorporated in the coming year.

17 Using DEI Intelligence is defined as using the Recruiting module and having our DEI Intelligence functionality selected.

18 The scope of Ceridian's operations for this goal currently exclude recently acquired companies Excelity and Ascender. They were not part of Ceridian in the baseline year 2019.

19 In 2021, we began to sunset our classified board structure over three years in favor of annual elections; this will be complete in 2024.

20 We will be moving to a majority voting standard for director elections by no later than the 2024 Annual Stockholders Meeting.

21 Following the publication of the report in March 2022, some environmental data was updated in September 2022.

CERIDIAN

At Ceridian, we create innovative technology that organizations around the world use to attract, develop, manage, and pay their people. Our award-winning Dayforce solution helps our customers manage compliance, make better decisions, build great teams, and drive engagement with their employees. Ceridian has solutions for organizations of all sizes.

Ceridian. Intelligence at work.

ceridian.com

© 2022 Ceridian HCM, Inc. All rights reserved. RP-NA-EN-DF-114934-102-2022-ESG-Report AX/C