

Corporate Social Responsibility Report

2024



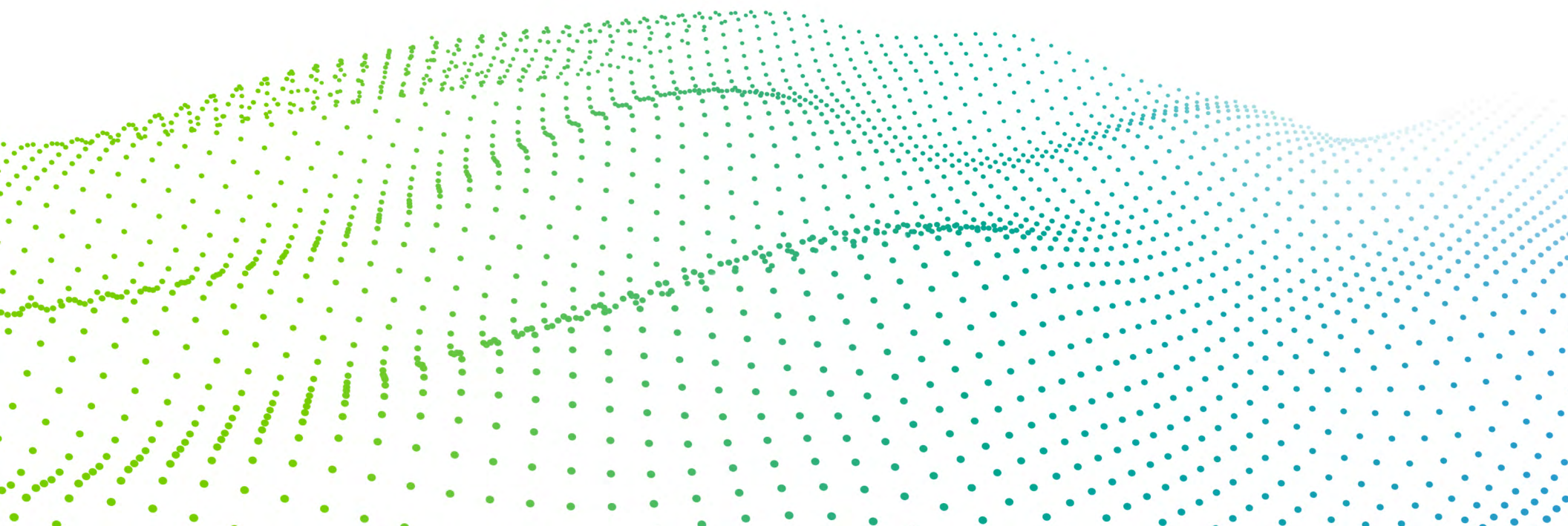


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About this report

As a global company that operates in 24 countries, corporate social responsibility (CSR) is at the core of how we serve our clients, empower our people, protect our planet and drive sustainable business practices across our entire value chain. Our extensive portfolio of solutions and services spans multiple industries and the public sector, where we support millions of interactions every day.

Each of those interactions -- whether it's an inquiry, transaction, payment, communication, claim or other opportunity -- plays a critical part in driving better outcomes for our company, clients, associates, suppliers, shareholders and communities. Our enterprise-wide approach to sustainability fosters cross-functional programs, Employee Impact Groups (EIGs) and committees dedicated to assessing, developing and reporting on initiatives annually.

This report covers the calendar year 2024 and aligns with globally recognized frameworks, including the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate Related Financial Disclosures (TCFD), both now under the stewardship of the International Sustainability Standards Board (ISSB). We also align with the United Nations Sustainable Development Goals (SDGs), submit the Climate Change Questionnaire with CDP (formerly known as the Carbon Disclosure Project), and participate in the EcoVadis rating survey.

For further details and full financial disclosures, please refer to our FY24 Annual Report on Form 10-K and our 2025 Annual Meeting of Shareholders proxy statement at investor.conduent.com. We welcome questions and feedback at sustainability@conduent.com.



A letter from our President and CEO

Conducting our business responsibly and sustainably has always been an integral part of our long-term strategy to better serve our stakeholders. In 2024, we maintained our commitment to corporate social responsibility, and I am pleased by the results driven by our dedicated associates on behalf of our clients.



Cliff Skelton
Conduent President and CEO

Corporate social responsibility (CSR) is not just a program or initiative; it is embedded in our culture and guides how we do business, serve our clients and support our communities. To me, one thing is very clear: The heart of our company is our people. Our collaborative culture remains our foundation, where every employee feels valued and empowered to contribute to our shared mission. Every day, we continue to strengthen our “One Conduent” culture that is built on our values to create a fair and supportive environment where all associates can thrive and help propel client success. We said in 2019 the same thing we are saying today: People matter. Teamwork matters. At Conduent, we all play a role in adding value and making a difference for our clients. Our unique mix of people, process and technology are what set us apart, with our clients at the center of everything we do.

Throughout the year, we advanced our sustainability initiatives, strengthened our community engagement programs and continued to make Conduent a great place to work for our team members. Some key examples are projects like our data center consolidation, which saw us move to a state-of-the-art data center, CyrusOne, that saves an additional 6,600MWh of energy a year. We also increased the number of electric vehicles in our international fleet to 15% and saw a steady increase in recycling, with 120 million pounds of paper recycled since 2020.

With our associates, we saw a 100% increase in learning engagements from team members participating in developmental training — supporting each other as they gained new skills and furthered their careers. Meanwhile, our Employee Impact Groups, which contribute to our volunteerism, philanthropy and associate well-being, grew their membership by 27% throughout the year. Lastly, our Newsweek SPARK score, which measures associate favorability of the company, increased to 82.4%, and we were named one of Newsweek’s Top 100 Most Loved Workplaces for the third year in a row. Through these actions, we continued to demonstrate that business success and corporate responsibility go hand in hand.



Looking ahead

Conduent is committed to creating a positive impact on society and the environment. Through the dedication of our associates, we have made significant progress in advancing our sustainable operations, as detailed in this report. Moving forward, we will continue to seek new opportunities to enhance associate well-being, strengthen governance, promote environmental responsibility and engage with our communities. Thank you to all our associates who make this happen through their hard work and dedication each year.

About Conduent

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

Our company



Headquartered in **Florham Park, NJ**



Approximately **56,000** associates



Operations in **24** countries



30+ years of business process outsourcing expertise



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



Public sector agencies in **46** states and more than **500** commercial businesses served by Conduent solutions



Our businesses

Commercial



Improving customer experiences and business process efficiencies

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

2.3B

customer service interactions managed annually

10B+

documents captured, indexed and classified annually, nearly double from 2023

\$2.9B

in client vendor spend under management

Government



Powering public sector service delivery and constituent-centered goals

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

46

states utilize our government solutions

444M

claims processed annually

\$85B

in benefits disbursed in 2024

Transportation



Creating smarter, safer journeys across the transportation

- Road Usage Charging
- Transit

13.7M

tolling transactions processed every day

20

countries utilize our transportation solutions

100M

transit tickets processed daily

Sustainability alignment, management and materiality

Through extensive engagement between our senior leadership team, Board of Directors and stakeholders, we have aligned our sustainability focus areas to our overall business strategy along with areas that we have determined to be the most relevant to our industry, our businesses and our client base.

In 2024, we conducted our second sustainability-focused client survey and—in preparation for compliance for CSRD European regulation—we also conducted our first double materiality analysis across key stakeholder groups. Double materiality analyses are increasingly being used to focus sustainability priorities on external expectations, business strategy and growth. Double materiality includes understanding the impact of Conduent on the environment and society, as well as the impact of these issues on our business success. Our double materiality analysis also yielded an impact, risks and opportunities assessment in business terms across our key material issue areas, including:

Double Materiality Assessment



Environmental

- Energy
- Climate change
- Waste management



Social

- Equal treatment and opportunity for all - Own Workforce
- Equal treatment and opportunity for all - Value Chain
- Health and safety
- Working conditions - Own Workforce
- Working conditions and other workers rights - Value Chain



Governance

- Business conduct
- Cybersecurity
- Information related impacts on consumers and end users
- Sustainable supply chain management



These additional analytics support our current focus areas and allow us to further refine our strategy and focus, while staying closely aligned to the needs of our clients, who are at the center of everything we do.



Key Sustainability pillars

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

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



Delivering mission-critical solutions for our clients



Minimizing our environmental footprint



Responsibly governing our business



Supporting our people and communities

Key Sustainability outcomes



Reducing environmental impact



Enhancing health and well-being



Creating supportive and inclusive workplace practices



Promoting sustainable cities



Alleviating poverty and hunger



Protecting client data

Aligning with the UN Sustainable Development Goals (SDGs)

Our Sustainability key focus areas, pillars and outcomes align with eight SDGs where we believe Conduent's operations and solutions have the most impact to our associates, clients, their end users and our communities:



No Poverty

Solution

Our solutions help to alleviate poverty by delivering unemployment insurance, child support payments, social security benefit payments and Medicaid management. Additionally, our Healthy Communities Institute (HCI) platform links social determinates of health data with agencies serving high risk populations.



Zero Hunger

Solution

Our benefit payments solutions, such as Women, Infants and Children (WIC), Temporary Assistance to Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) are critical tools in addressing and alleviating hunger.

Volunteerism

Our associates routinely participate in food drives, community events and other fundraising activities to help reduce hunger.



Good Health and Well-being

Solution

HCI also supports hospitals, health systems, health departments, local collaboratives and non-profit organizations across the U.S. so that they can improve community health with tailored solutions.

Our Commercial segment supports healthcare and insurance clients across the health ecosystem to improve health outcomes, experiences and overall well-being for their members and patients.

Our Government solutions provide technology and tools for childcare services, emergency benefits for those in need, Medicaid management and administration and disease surveillance and outbreak management.

Operational

We support the health and wellbeing our associates globally through a variety of programs, such as our Employee Assistance Program (EAP), webinars on critical issues like mental wellbeing, LiveHealth Telemedicine and our new Conduent Life@Work® Connect tool, which uses AI to better educate employees about open enrollment and how to maximize their healthcare benefit spend.



Gender Equality

Operational

Our Women's Impact Network curates professional development opportunities that help to advance women across our global workplaces, including a speaker series, a mentoring program and regular networking events.

Our updated Human Rights Policy provides monitoring and enforcing equality, equal employment opportunities and non-discrimination in our workplaces, including the basis of sex and gender expression.



Decent Work and Economic Growth

Solution

We provide our clients with business solutions and services that span payroll, human resource management, benefits administration and learning solutions, fostering a positive and decent work experience for their employees and beneficiaries.

Solution/Operational

Our newly launched Life@Work Connect gives our associates and our clients' employees easier access to better understanding their benefits. In addition, we invest in our associates' growth and development through programs on digital learning platforms and provide policies and accommodations to ensure employees with disabilities enjoy an equitable, inclusive work environment.

Operational

In our own operations, we support job development in growing, developing markets such as our new Lipa office in the Philippines that offers a state-of-the-art working environment with access to comprehensive training and learning rooms to enhance associate skills.



Sustainable Cities and Communities

Solution

Our portfolio of Transportation solutions helps promote sustainable cities. Some of these solutions include 3D fare gates, electronic tolling and urban congestion management, all of which help travelers get to where they want to go more efficiently while generating revenue for our clients' infrastructure improvements and reducing greenhouse gas emissions.

Volunteerism

Our associates around the world volunteer for a number of environmental activities, such as our annual International Beach Cleanup Day, when multiple countries participate each year to increase awareness about sustainability and energy consumption.



Responsible Consumption and Production

Solution

Through our dedicated global team of associates, process expertise and advanced technologies, our solutions and services digitally transform our clients' operations to improve performance, increase efficiencies, reduce costs and significantly reduce paper waste.

Operational

We strive to improve (and report on) efficiency in natural resource management.

We reduce (and report on) waste generation through prevention, recycling, reduction and reuse.

We train 100% of our Procurement department in sustainable practices in purchasing.



Climate Action

Solution

Our Transportation segment supports electronic tolling and urban congestion management solutions that help our clients -- and their end users -- reduce their carbon footprint. This technology was found by a recent federal highways study to reduce CO₂ from passenger cars by approximately 30%.

Operational

We annually conduct thorough greenhouse gas (GHG) emissions reporting (Scopes 1, 2 and 3) with the goal of overall reductions wherever possible. We also track our purchased renewable energy and work to increase it year over year.

We respond to voluntary emissions reporting frameworks, such as the CDP climate change questionnaire, Task Force on Climate-related Financial Disclosures (TCFD), and a recent commitment to set a near-term GHG reduction target with the Science Based Targets initiative.

Stakeholder engagement



Key stakeholders



Clients



Associates



Community



Suppliers



Shareholders

Strategic planning and operations are driven by input from leadership and our stakeholders. By meeting with shareholders, clients, suppliers, community members, analysts and other partners, we gain deeper insights into their priorities. This chart showcases some of the ways we engage:

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

Solutions with impact: Environmental



Delivering environmental solutions for our clients

Several of our solutions support environmental sustainability by lowering emissions, implementing effective recycling practices and enabling digital delivery. Here are some examples from our work in 2024.

Driving towards sustainable cities

Our Sustainable Cities blog series focuses on highlighting our work in developing and implementing environmentally conscious transit systems while also helping make daily travel smoother for drivers in multiple states.

On a typical weekday in the U.S., people board public transportation more than 30 million times. Transit systems connect communities, support the economy, link citizens to healthcare and education and help reduce congestion and emissions. Communities that invest in public transit reduce the nation's carbon emissions by 63 million metric tons annually and save six billion gallons of gas each year in the U.S. alone.

Drawing on more than three decades of experience, our transit experts have identified four significant areas where fleet management systems (FMS) are helping communities advance environmentally:

1. Reduced congestion

Fleet management systems use data insights to optimize routes, reduce idle time and improve overall vehicle utilization. They can suggest more fuel-efficient routes, avoiding congested areas and heavy traffic to further limit environmental impact.

2. Greater fuel efficiency

Well-maintained vehicles operate more efficiently and consume less fuel. Predictive maintenance capabilities monitor vehicle health and alert maintenance managers to potential issues, helping prevent breakdowns and optimize vehicle performance.

3. Support for multiple modes of transportation

Fleet management systems can report bike rack availability and utilization, providing cyclists and commuters the option to bike a portion of their route, including the first or last mile to get to or from a transit station.

4. Driver monitoring and education

Fleet management systems can monitor driver behavior and provide real-time feedback and coaching to promote safer, more fuel-efficient driving habits.

Solutions with impact: Environmental

Building health resilience against climate change

Climate change poses significant threats to public health, affecting virtually every population and community around the world. The increasing frequency of extreme weather events and the expanding reach of infectious diseases present complicated, multifaceted challenges and impacts. Public health officials, scientists and doctors dedicated to safeguarding community health face unprecedented challenges in understanding these evolving threats.

At Conduent, our public health experts are constantly updating Maven®, our market-leading public health and case management platform, to meet these demands. Public health organizations across 28 international, state and local jurisdictions serving more than 195 million people use Maven to monitor outbreaks of over 90 different diseases, including Mpox (formerly known as monkeypox), COVID-19, Ebola, Zika, measles, tuberculosis, HIV/STDs and influenza. In 2024, Conduent experts also completed a multi-year effort to enhance data collection and analysis, improving support for communities and industry professionals who rely our public health and case management solution.

In addition to technological solutions, public education and awareness are critical in preparing communities for the health risks associated with climate change. Increasing awareness about preventive measures, such as vaccination, vector control and personal protective actions during extreme weather events, empowers individuals to protect their health.



195M

people served by 28 jurisdictions using Maven globally

> 90

types of diseases

Vinit Deshpande

VP and General Manager, Road Usage Charging, Transportation Solutions



“ We're proud to bring forward next-generation tolling solutions that transform how people move — from advanced vehicle recognition systems to seamless, touch-free payment technologies. These innovations aren't just about efficiency; they're about creating safer, cleaner and smarter journeys for everyone on the road. By modernizing infrastructure with sustainability in mind, we're helping communities and businesses stay on the move. ”

Solutions with impact: Social



Enhancing eligibility and enrollment

In our Government business, we enable programs that support the most vital aspects of our communities, including child support payments, food assistance programs, unemployment insurance, healthcare and Social Security benefits.

When a state's Department of Medicaid and Department of Human Services agencies needed to both scale and streamline eligibility and enrollment processes, our BenePath® Self-Service Portal was able to seamlessly integrate with existing systems to improve operational efficiency and user experiences for nearly three million residents. The project called for the modernization of a self-service client portal to make it easier for residents to learn about and apply for the correct benefits programs that are relevant to their needs. In its first eight months, the new secure, mobile-enabled portal served more than 180,000 account creations and more than 23,000 account renewals/recertifications, thousands of new applications for benefits, change reports and more with instant communications to residents.

Anna Sever

President,
Government Services



“ In these times of focus on the efficiency of government and customer service, Conduent offers a ‘no wrong door approach’ to streamline the processing of applications for various state benefits so that citizens do not have to go to multiple agencies or forms to apply for services. This is much more effective for the citizen, while reducing duplication and providing administrative simplification for the states. ”

Solutions with impact: Social

Streamlining government payments

As a leading provider of Government Payment Solutions, we recognize our significant responsibility to deliver accurate and secure payments to recipients quickly. With the scale of our operations, we are committed to optimizing our solutions to minimize their environmental impact and promote more sustainable outcomes with meaningful social impact. For instance, by adopting electronic payment cards, we remove the stigma tied to traditional food-benefit coupons (such as food stamps), empowering recipients to engage in the cashless economy while reducing risks of loss, theft and fraud. This table highlights the range of programs we support.

Government payment programs

Card name	Programs supported	Scale
Electronic Benefits Transfer	<ul style="list-style-type: none"> • Supplemental Nutrition Assistance Program (SNAP) • Summer benefits for children eligible for free or reduced school lunches • Temporary Assistance for Needy Families (TANF) • Special Supplemental Nutrition Program for Women, Infants and Children (WIC) 	<p>15M U.S. participants supported with digital payment solutions</p> <p>33% of all SNAP payments</p>
Electronic Payment Cards (EPC)	<ul style="list-style-type: none"> • Unemployment Insurance (UI) • Post-disaster emergency benefits • Foster care and adoption payments • Child support disbursements 	<p>\$9.1B distributed to supported cardholders</p> <p>1.65M (2024 monthly average) EPC recipients supported</p>
Electronic Child Care (ECC)	Childcare time and attendance service for state daycare subsidy programs	<p>218K ECC participants served</p>
Child Support	Child support payment processing	<p>\$10.2B processed in supporting ~40% of all U.S. child support payments</p>
Direct Express	25 federal programs, including Social Security (SSA), Supplemental Security Income (SSI) and Veterans Administration (VA) benefits	<p>>\$40B distributed to 3.5M active candidates per year</p>

Solutions with impact: Social

Community Health Solutions

Our HCI platform delivers social determinants of health data to hospitals, health systems, health departments, collaboratives and nonprofits across the U.S., enabling tailored community health solutions. It serves as a hub for improvement efforts, backed by the HCI team’s public health expertise in assessment and planning. Here are a few recent examples:



Adding recovery resources for Franklin County CARES

Franklin County Comprehensive Addiction and Recovery Evaluation System (CARES) (franklinco cares.org) is an HCI Platform that provides a one-stop resource for extensive local data on addiction, overdose, recovery and health for residents and communities in Franklin County, Ohio. In 2024, Franklin County Public Health incorporated local resources alongside user-friendly data visualizations on their HCI Platform. The new Recovery & Support Resources page on Franklin County CARES showcases local peer support groups, treatment and harm reduction resources, and an embedded search tool linking visitors to mental health and well-being tools.

Bringing local editorials to life in Laramie county

The HCI Platform in Laramie, Wyoming has allowed Laramie County Health Matters to showcase data and highlight monthly topics affecting members of their community. The Wyoming Tribune Eagle started the initiative as part of its 2024 Newspaper Editorial Project. Laramie County Health Matters now features a page for each month’s topic on its HCI platform. The stories show data comparisons, mapping and local resources related to each topic. In 2024, topics have included affordable housing, healthcare, school facilities, civic engagement, mental health and education.



Looking ahead

In 2025, we will launch Conni, our innovative GenAI virtual assistant, powered by Microsoft Azure OpenAI Service. Designed to be integrated across multiple Conduent platforms, Conni enriches interactions with a concierge-like experiences that offers a truly personalized, intelligent experience that scales with your organization’s needs for added functionality, accuracy and efficiency.

For example, here are ways Conni can simplify the employee benefits journey:

- 1 Answering personalized questions about benefits coverage
- 2 Assisting with navigation and guidance on how to accomplish inquiries and transactions
- 3 Helping employees understand benefits by summarizing resources and plan document
- 4 Connecting participants with live experts, as needed

Solutions with impact: Governance



Reducing EBT fraud

As part of our commitment to serving local, state and federal agencies, we partnered with the U.S. Secret Service to combat Electronic Benefits Transfer (EBT) fraud and card skimming efforts in Birmingham, Alabama. By providing critical transaction data, Conduent helped identify and remove skimming devices, protecting EBT cardholders and ensuring the integrity of public assistance funds.

We also rolled out an account protection feature available to beneficiaries, allowing them to easily and quickly lock and unlock their benefits card using Conduent's ConnectEBT mobile app and cardholder portal. This feature, which applies to both in-state and out-of-state purchases, provides cardholders more control and security in managing their accounts and helps prevent perpetrators from gaining access to their benefits. States implementing this ConnectEBT feature include South Carolina, Maryland, New York and Ohio.

Stopping emergency department overspend

Up to 65% of emergency department codes can be inaccurate, leaving payers with billions in inflated costs and members confused about their healthcare. Our healthcare payment accuracy solutions and team of clinicians help maintain a .02% appeals rate, which means less back and forth trying to get accurate coding and billing information from the hospital system. Less back and forth unnecessary negotiating between payers and hospitals means faster resolutions throughout the member's care thanks to increased accuracy on the front end.

Ensuring financial relief reaches those who need it

Every year, millions of people are affected by natural disasters, hazards and other crises. Outdated payment systems and processes can leave many agencies struggling to deliver relief quickly and securely to residents in need. We help government agencies implement fast, secure payments solutions to better serve modern resident needs.

Our Rapid Assistance Solution enables agencies to dispatch relief funds in a matter of minutes, rather than in days or weeks with digital payments, as well as ACH and debit card options. Payments can be monitored and tracked in real time, with built-in identity verification to protect against fraud and reduce administrative costs from mailing paper checks.

Jaret Giesbrecht

Senior Director, Solutions Leader



“Up to 65% of emergency department codes can be inaccurate, leaving payers with billions in inflated costs and members confused about their healthcare. Our healthcare payment accuracy solutions and team of clinicians help maintain a .02% appeals rate for faster resolutions throughout the member's care. By combining advanced analytics with clinical expertise, Conduent proactively identifies and corrects improper emergency department coding—often inflated by one or two levels—before it impacts reimbursement. This not only speeds up payment decisions but also reduces provider abrasion, supports regulatory compliance, and helps health plans recover millions lost to upcoding while enhancing member satisfaction and trust.”

2024 Sustainability highlights

Delivering mission-critical solutions for your clients

\$85B

disbursed in payments to support government programs

444M

claims processed annually across government programs

13.7M

tolling transactions processed every day

2.3B

customer service interactions each year

Minimizing our environmental footprint

24%

Purchased electricity derived from renewables

120.1M

pounds of paper recycled since 2017

8,617

items of e-waste recycled in 2024

63%

reduction in real estate square footage since 2017

Supporting our people and communities

87%

associate participation in developmental training

12,885

hours volunteered



Forbes: America's Best Employer for Diversity for fourth consecutive year



Newsweek: Top 100 Most Loved Workplaces for third consecutive year

Responsibly governing our business

80%

of the Board of Directors is independent

60%

of the Board of Directors identify as female or ethnically diverse

99.9%

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

ISO27001

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

Environmental

Sustainable initiatives to
reduce our global footprint

Climate and GHG management

Our commitment to protecting our planet is focused on four areas:

- Energy and greenhouse gas (GHG) management and reduction
- E-waste and other recycling
- Clean technology
- Reducing environmental impact for our clients and communities throughout every interaction

17% reduction in overall greenhouse gas (GHG) emissions across Scopes 1, 2 and 3, with plans in place to develop near-term GHG emissions as part of our SBTi commitment in 2025.

Improving climate disclosures and strategy

We are always looking for new ways to enhance workspace efficiency and strengthen our environmental performance. This involves initiatives such as consolidating data centers and upgrading our IT infrastructure with energy-efficient models. We also promote responsible e-waste management and paper recycling in our print and mail facilities, as well as our office operations. These efforts help minimize landfill waste while ensuring the secure destruction of sensitive information.

In 2024, we built on the full baseline GHG inventory approach we began in 2023. This gave us our first real year-over-year comparison across Scopes 1, 2 and 3. By surveying our remote, hybrid and in-office associates and calculating emissions throughout our supply chain, we have developed a far more comprehensive picture of our overall carbon footprint.

In 2024, we began work to develop near-term GHG reduction targets and action plans for Scopes 1, 2 and 3 emissions as part of our commitment to the Science Based Target initiative (SBTi), which we determined was significant both to our key stakeholders and to continuous improvement in our environmental journey. This work is ongoing, and we plan to submit our target and support plan to SBTi for verification in Q1 2026.

Additionally, we continue to align our climate-related financial disclosures with the TCFD framework (subsumed under the International Sustainability Standards Board <ISSB>), including our responses to the governance, strategy and risk recommendations. In 2024, we mapped our monitoring and management of potential climate risk factors across our entire organization as part of the company's overall risk strategy. We intend to expand our disclosures in the future to enhance our reporting on our GHG emissions and energy management in further alignment with TCFD/ISSB recommendations. We also completed the CDP questionnaire in 2024 with expanded disclosures, including water consumption.

Looking ahead

In 2025, we plan to complete the development of our near-term GHG reduction goals across Scopes 1, 2 and 3 and submit to SBTi for verification in early 2026.

Energy/GHG management and reduction

In 2024, we prioritized reporting global Scope 1 and Scope 2 emissions, as they constitute the greatest portion of our footprint within our operational control, while also expanding our disclosures of Scope 3 emissions. Emissions data was submitted to a third party for calculations and reviewed by internal audit. We continually look for opportunities across our business globally to reduce emissions – from the heating, cooling and lighting of our facilities to the energy mix of our purchased electricity and makeup of our international fleet, to name just a few.

Our emissions reductions and energy efficiency efforts also include transitioning all incandescent bulbs lighting our facilities. Energy conservation opportunities like this are significant because in our production operations, where work often happens across three shifts, lighting will be on for long periods of time, if not the entire day. Replacing outdated equipment with more efficient lighting may also better illuminate operations to promote worker safety through improved lighting quality.

Disclosures on our emissions can be found on page 63.

24% of purchased energy from renewable sources in 2024

2024 recorded emissions

Carbon dioxide equivalent (metric tons)

Scope 1
includes direct stationary and mobile fuels

17,927

Scope 2
includes location-based purchased energy

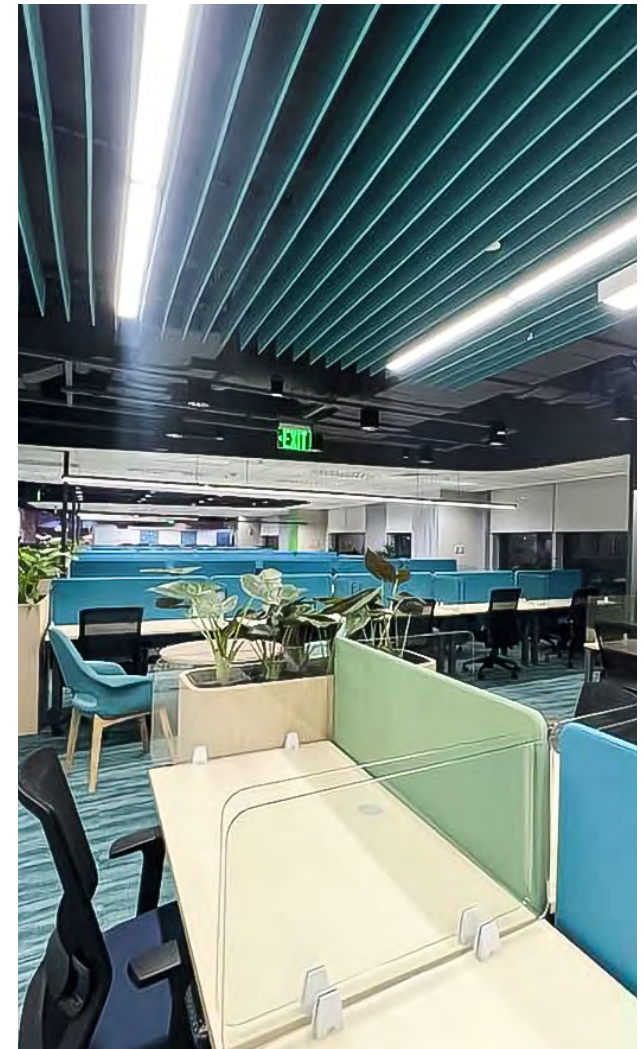
38,893

Scope 3
includes business air travel, purchased goods and services, fuel and energy, transportation and distribution and employee commute

279,703



In 2024, we replaced 3,516 light panels with LED arrays, which will help significantly save CO2 emissions associated with lighting annually.



Opportunities in clean technology

As our Data Center Optimization Program (DCOP) entered its sixth year, we continued our data center consolidation effort, closing four more data center sites and consolidating our energy consumption.

As a result, our IT function helped us recycle 8,617 total items of e-waste in 2024, while 138 pieces of IT hardware equipment were reclaimed or redeployed from our two major data centers, saving cost and electrical consumption. We also decommissioned 906 underutilized virtual machines for added efficiency. Our environmental considerations for ongoing data center planning include:

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

Upgrading data centers to be more energy efficient

We leverage the latest innovations to modernize our IT infrastructure with the goal of getting the most capacity out of our modern Enterprise data centers. This past year, we furthered our modernization efforts and improved our data center sustainability performance by migrating to CyrusOne, a leading global data center with a 2030 carbon neutrality goal and state-of-the-art water and energy conservation capabilities. This move yielded energy efficiency gains by reducing our data center footprint by 42% and increasing server density with improved storage utilization.

Looking ahead

In 2025, we will continue identifying energy-saving opportunities in our remaining data center sites. Since the DCOP's inception, we have consolidated 33 satellite data centers, remote sites and server rooms -- modernizing 83% of our data center operations.

Krishnakumar Kaza

Director, Technology Supplier Management



“ Our dedicated Technology teams work tirelessly to optimize our IT infrastructure, minimize waste, reduce our carbon footprint and conserve energy. As Technology continues to evolve, we remain committed to driving innovation to enhance efficiency, ensuring a sustainable and prosperous future for generations to come. ”

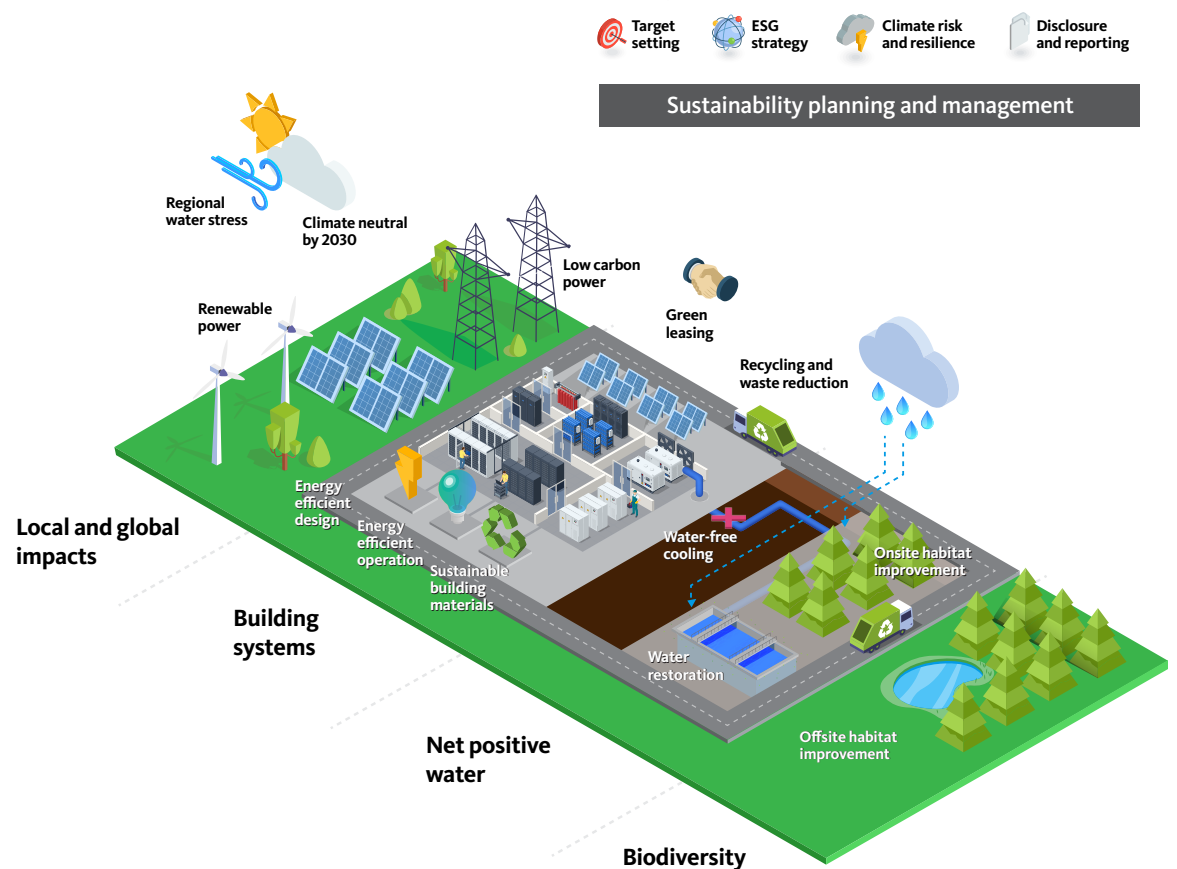
CyrusOne details:

This particular data center was chosen, in part, due to their holistic view of environmental impact. Expanding their scope beyond just carbon emissions, CyrusOne focuses on what it refers to as the “big four” environmental issues: climate, water, biodiversity and air circulation.

- Consolidated two 7,383 square foot facilities into a single 4,248 square foot facility
- 100% water-free cooling
- High-efficiency air chillers
- Renewable electricity
- Reduced power consumption
- Reduced GHG emissions
- Reduced IT equipment needed
- High-efficiency uninterruptible power supplies
- Ultrasonic humidification

CyrusOne uses computational fluid dynamics (CFD) optimization that gives key insights into how air and heat move throughout the facility. By performing efficiency upgrades, such as tile optimization and humidification system upgrades, CyrusOne is able to save approximately 6,600MWh a year overall, enabling us to benefit from some of the significant energy savings as part of our footprint.

Sustainable data center infrastructure at CyrusOne



Electronic waste and other recycling

If a piece of equipment cannot be reused, we are committed to disposing of it responsibly. We are continuously implementing ways to manage waste and expand our recycling efforts.

As part of DCOP, we evaluate all our electronic equipment on a three-to-seven-year lifecycle, and we try to refurbish and reuse as much as we can. We ensure the safe disposal of e-waste by partnering with secure providers that safely destroy identifying information and return usable resources to the electronic industry manufacturing stream.

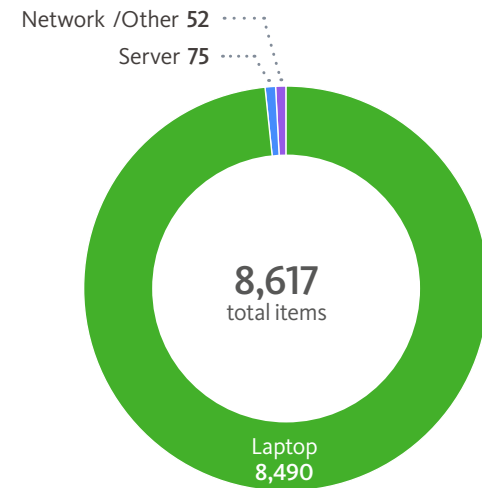
We also source our equipment from a vendor that is committed to sustainability and decreasing their environmental impact. The graph at the right depicts the items we responsibly disposed of in 2024.



Waste reduction and recycling training

In 2024, we offered the second annual training in waste reduction and recycling to our global site leaders. 81% of site leaders and trainees completed the course, which includes an overview of sustainable production and consumption practices, waste diversion, reduction strategies and more.

E-waste recycling

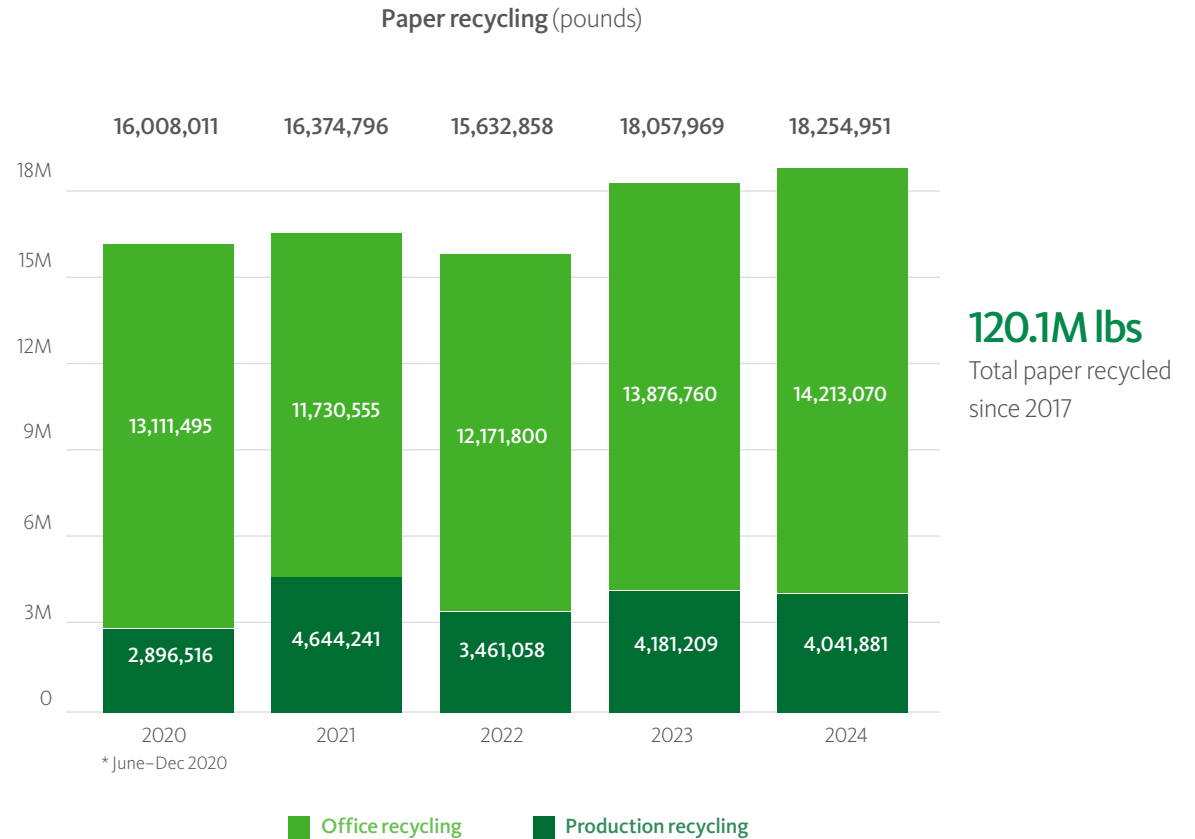


Our server and network recycling figures are lower in 2024 as a direct result of the DCOP and its significant data center consolidation efforts in 2021 and 2023, which maximized large data center consolidation and resulted in fewer server and network items needing to be recycled.

Paper recycling

At Conduent, we prioritize paper recycling through traditional office programs and dedicated efforts at our three print and mail facilities. Since printing and delivering statements is vital to our services, we continually seek ways to enhance efficiency and sustainability. In 2024, our print and mail facilities recycled over 4 million pounds of paper.

In our U.S. offices, we partner with vendors to ensure 100% of secure office shredding is recycled. Globally, all print and mail sites track recycling alongside office shredding. In 2024, we recycled over 14 million pounds of paper — equivalent to removing 7,533 gas-powered cars from the road and preventing 33,472 metric tons of CO2 emissions, according to the Environmental Paper Network.



Hazardous waste

To continuously improve our waste measurement and management program beyond paper and e-waste throughout 2024, we worked with our third-party Facilities Management provider to capture hazardous waste by weight, globally. While Conduent does not have waste-intensive operations or facilities, we are hopeful that capturing a more thorough analysis of waste will be helpful in highlighting other opportunities to reduce and recycle.

We are working to expand and improve our environmental tracking, management and disclosures to include hazardous waste from batteries and HVAC units at our facilities. In 2024, for the first time, we calculated our hazardous waste in weight, specifically waste associated with replacing HVAC units with more efficient units and disposing of batteries at our facilities globally. Altogether, we accounted for 135,547 pounds of hazardous waste safely disposed of in 2024. Improving our measuring and reporting of hazardous waste by weight allows us to better manage waste, reducing it wherever possible.



Environmental key performance indicators

Energy/GHG management and reductions

17%

reduction in total emissions (Scopes 1, 2 and 3) since 2023

24%

of energy from renewable sources

Opportunities in clean technology

906

underutilized virtual IT machines decommissioned

138

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

15%

electric and hybrid vehicle composition of our fleet

Electronic waste and other recycling

120.1M lbs

total paper recycled since 2017

8,617

items of e-waste recycled

8,490

laptops retired

Social

Supporting our people and our communities

Improving where we work, live and serve

With our process expertise, advanced technology and team of dedicated associates, we support millions of people in their day-to-day interactions. We achieve this not only in our solutions that materially improve lives but also through proactive people management, volunteerism and giving back, which are detailed throughout this section.

Our people and culture

Our associates drive our success as an organization. Fostering a healthy, inclusive work environment that embraces all forms of diversity remains at our core. Every day we work to build a culture where individuality is nurtured and open dialogue, inclusive decision-making and collaboration are encouraged.

With most of our teams located around the world, associates are given opportunities to work alongside teammates from all walks of life. Combined with our focus on flexible learning and development programs, transformative projects, internal mobility and experiential learning, our approach supports belonging and growth. We operate as one team with one mission and, together, we make a difference in the lives of millions every day.

Remy Kaul

Vice President, Internal Communications and Associate Engagement



“ Being open and inclusive is a core value at Conduent and we take pride in our culture where all our associates have equal opportunities to grow, thrive and make a difference -- both for our clients and in the communities where we live and work. ”

Inclusive workplace

As a global company, we work to build a culture where individuality is noticed and valued. We focus on creating an environment where everyone has an opportunity to thrive, do work that fulfills them and contributes using their strengths. This commitment is essential to our business strategy. It fuels our work for clients and carries forward to their millions of end users who interact with us every day.

Whether remote or in an office, our sense of community and inclusivity is nurtured by collaboration and connection with each other and our clients. It's why we've been recognized as a top employer for diversity and inclusion and ranked among some of the world's leading companies for best culture.

See our [Statement of Equal Employment Opportunity](#)

Our inclusive workplace journey

2023



- Doubled EIG membership year over year
- Increased learning opportunities for inclusivity awareness
- EIG-supported community activities
- Disability Equity Index --- Best Places to Work for Disability Inclusion for the second year in a row
- Recognized as a Top Employer for LGBT+ Inclusion in India's Workplace Equality Index for the second year in a row

2024



- Continued EIG growth and engagement momentum
- Forbes -- America's Best Employers for Diversity for fourth year in a row
- Named in Newsweek's List of Top 100 Most Loved Workplaces for third year in a row
- Disability Equality Index - Best Places to work for Disability Inclusion, expanded to India and Philippines, in addition to U.S.
- Military Times - Best for Vets list, second year in a row
- Launched "Relaunch your career" program in India, designed to support individuals, particularly women, who have taken career breaks due to family or health reasons

Looking ahead

Our near-term plans in promoting an inclusive workforce include launching a mentoring program for all associates, continuing cultural celebrations with Employee Impact Groups, and promoting more panel discussions, mental health sessions and networking events to foster personal and professional growth.



Conduent associate experience

At Conduent, we operate as "One Team with One Mission." We strive to provide a workplace where associates can:

- Be yourself:** Building a culture where every associate feels like they belong and can bring their authentic self to work.
- Grow and thrive:** Helping all our associates develop skills through learning opportunities and remarkable experiences.
- Make a difference:** Supporting our communities, clients and end users around the world, together.

Communication and collaboration

One key way that we foster a safe and inclusive environment for our associates is through our internal social platform. Serving as our primary communication and collaboration tool, this platform connects our global workforce and internal Employee Inclusion Groups (EIGs). Beyond company news, associates use it to share insights on our communities, celebrate teammates, highlight cultural events and heritage months and support various engagement initiatives.

Associate experience survey

We conduct regular surveys across our global locations to maintain and improve associate engagement. In 2024, we gathered associate feedback through multiple touchpoints, including external surveys, internal pulse surveys, focus groups and our internal social platform.



For the third consecutive year, we were named one of Newsweek's Top 100 Most Loved Workplaces, which was based largely on associate feedback. We also achieved a SPARK survey score of 82.4%, which measures associate pride in the company, intent to stay, sense of fairness, involvement in decision-making and the potential for skill development and career growth.

Looking ahead

We continue to gather information from our associates to continuously improve the associate experience and plan to conduct another company-wide survey in 2025.

Labor and Human Rights policies and resources

Conduent has a number of regularly reviewed and updated labor and human rights policies spanning a wide variety of critical issues:

Statement of Equal Employment Opportunity (EEO):

A statement of equal opportunity is available for review here:

<https://downloads.conduent.com/content/usa/en/document/EEO1-Report-Page1-Only.pdf>

Human Rights: In 2024, we updated our Human Rights policy, which can be read in full here:

www.conduent.com/corporate-governance/

Anti-harassment and Anti-Discrimination: Policies are found within our broader Code of Business Conduct, available here:

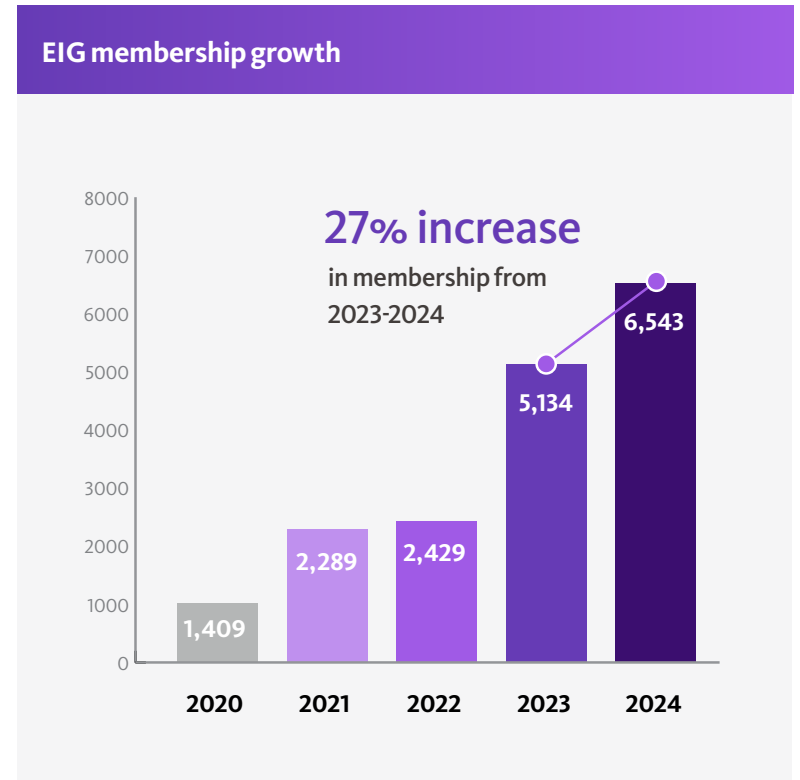
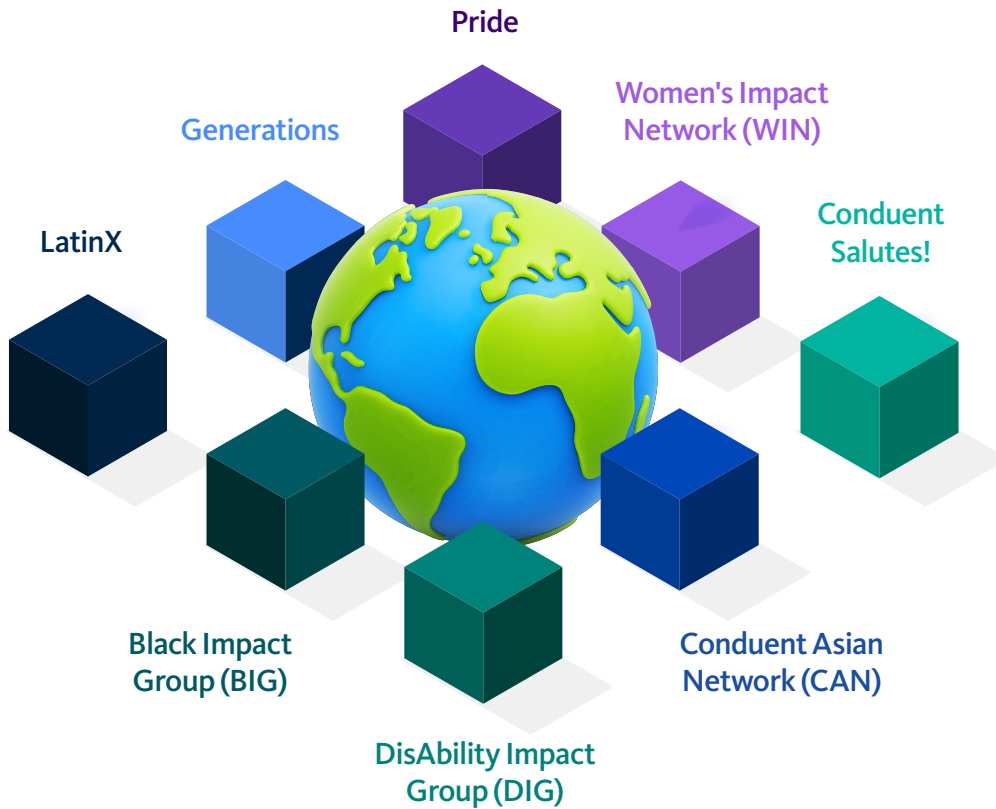
www.conduent.com/corporate-governance/code-of-business-conduct

Inclusive workplace: Our set of protocols, initiatives and webpage can be found here:

www.conduent.com/inclusive-workplace

Employee Impact Groups (EIGs)

Our eight EIGs are an essential element for fostering a culture where associates feel authentic and supported while providing a valuable space for connection and collaboration. Our EIGs are open to all associates, worldwide.



EIGs focus on three key areas:

Driving awareness and appreciation for group members and advancing our culture of openness and inclusion

Identifying the professional needs and desires that matter most to their respective members to facilitate thought leadership, mentoring and connections



Creating camaraderie through activities and contributions to the communities in which our members live and work

At Conduent, EIGs go beyond affinity groups. Each is led by co-chairs aligned with an executive sponsor and senior leader to foster growth and advocate for members. Committee chairs collaborate with business leaders to drive initiatives in areas like membership, communications and professional development.



Promoting openness and inclusivity

In 2024, our EIGs advanced our corporate strategy by promoting openness and inclusivity among our associates. They organized cultural activities to engage associates and embrace diversity while delivering tailored professional development to support our workforce's growth and success. Operating across all regions, our EIGs help create a more inclusive workplace by uniting diverse perspectives.

Groups and events

Pride seeks to inspire LGBTQ+ associates, allies and colleagues to bring their whole selves to work, share their experiences and connect LGBTQ+ associates across countries and business groups to share knowledge and skills. The group meets once a month to discuss relevant LGBTQ+ topics within our company.

- Pride conducted a panel discussion, "Being LGBTQ+ Across the World." Our fellow Conduent associates discussed how each of them navigated being LGBTQ+ in different parts of the world and in different stages of life.
- 1,200 associates got to see guest speaker Fabrice Houdart interviewed in "The Joys and Challenges of Parenting." This interactive chat featured Houdart's experiences as a single gay parent in business, building community support, parenting during and after the pandemic and navigating surrogacy.
- Pride also hosted monthly meetings to discuss the resources available to our community. These included the Evolve mindfulness app, the books The Four Agreements and The Savvy Ally, and TED talks on emotional resilience, self-acceptance and workplace allyship.

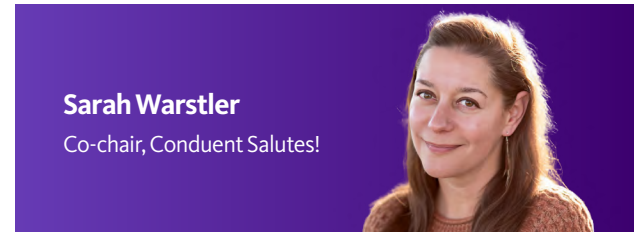


Stephen Goodsell
Co-chair, Pride

“ Conduent provides a platform where all associates of all orientations and gender identities can come to work and be their truest selves. As we approach Pride in 2025, we should take a moment to reflect on all the amazing progress we’ve made as a global society over the past decades, and plot a course for a more inclusive, more supportive and more authentic future for us all. ”

Conduent Salutes! seeks to foster understanding and connections by leveraging the leadership and experience of our associates who are military veterans, military reservists, spouses and family or supportive members of the armed forces community. Here are a few of the events they organized throughout the past year:

- In 2024, Salutes launched a Veterans Alliance forum where 20 participant veterans connected with other active and former military service members.
- The group participated in recognizing veterans at the annual Wreaths Across America in San Antonio, TX.
- Salutes also partnered with the U.S. Army and the Partnership for Your Success program, which seeks to guarantee soldiers an interview and possible employment after the Army.



Sarah Warstler
Co-chair, Conduent Salutes!

“ The vision of Conduent Salutes is to cultivate company culture that capitalizes on the leadership and experience of our associates who are military veterans, military reservists or supportive members of this armed forces community. Our mission is to foster camaraderie, promote fellowship and provide a community of support where veterans, military spouses, family members and military supporters feel connected. ”

The Women's Impact Network seeks to inspire all of our associates to embrace diversity and act inclusively across the organization by curating learning and professional development opportunities that advance women across all groups and amplifying how diverse teams accelerate business outcomes. Throughout the year, WIN hosted several initiatives focused on professional development, leadership and inclusion.

- As part of Women's History Month and International Women's Day, 1,017 associates participated in the Inspire Inclusion Panel. The discussion focused on fostering inclusion in the workplace, sharing experiences and empowering individuals to drive meaningful change.
- 355 associates joined a special session, "Silencing Your Inner Critic", which explored the impact of self-doubt and provided practical techniques to overcome negative self-talk. This event offered attendees valuable tools to build confidence and resilience in both their professional and personal lives.
- Christina Dagnello, Vice President of Solution Marketing and Revenue Operations, led an engaging discussion with 110 participants on overcoming imposter syndrome and developing self-confidence to advance one's career. The conversation encouraged participants to reflect on their personal experiences and apply strategies to cultivate a strong professional mindset, as well as communication, workplace etiquette and presentation skills.



CONDUENT




“ Your self-talk is controlling almost everything about you. So choose your words wisely, and repeat, repeat, repeat! ”

Angie Read
Author and Life Coach

Breaking through Imposter Syndrome

A discussion with **Christina Dagnello**

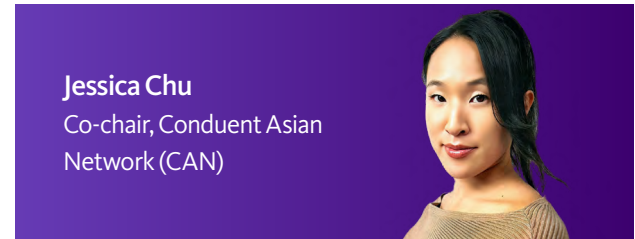



Abril Nava
Co-chair, Women's Impact Network (WIN)

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

The Conduent Asian Network (CAN) is a community for associates who identify with Asia Pacific heritage or experiences. It fosters personal development through key initiatives across the company that advance growth, quality and efficiency to deliver the best outcomes for our clients. Here are some of the events CAN sponsored:

- 152 Conduent associates attended CAN's featured AAPI Heritage Month event with Remy Kaul, Vice President, Internal Communications and Associate Engagement at Conduent. In the conversation, Conduent associates learned about Remy's personal experiences and how they have shaped her views on inclusion.
- CAN also hosted "Empowering Engagement: A Guide to Getting Involved in Your Community" with AAPI New Jersey, a nonprofit organization representing Asian Americans and Pacific Islanders and families in New Jersey where Conduent is headquartered. The event gave associates information about how they can get involved in their local communities.
- 93 Conduent associates joined an all-member meeting to network and learn from each other. CAN members also met with the group's Executive Sponsor, who talked about the benefits of participating in EIGs and how anyone can get involved to make a meaningful impact.



Jessica Chu
Co-chair, Conduent Asian Network (CAN)

“The Conduent Asian Network celebrates our unique cultures, connects me with inspiring colleagues, and enriches my work experience. It also helps teach others about Asian culture, embodying our commitment to a vibrant, inclusive workplace.”

The DisAbility Impact Group (DIG) seeks to empower associates with different abilities to maximize their full potential through unique and powerful collaboration with other like-minded individuals. DIG meets quarterly with members and collaborates with senior leadership to sponsor various events throughout the year, promoting opportunities for networking and information sharing.

- Nearly 200 associates participated in two panel discussions that DIG hosted in 2024: one on “Caring for a Child with Special Needs” and a panel discussion with Conduent’s Board Chair and corporate leadership. Each event sought to build greater understanding, awareness and support for both visible and invisible disabilities. They also sought to build understanding of the role HR plays in driving organizational success by appropriately supporting disability within the workplace.
- DIG also organized an immersive experience for associates called “Changing Perceptions”. Participants without disabilities were asked to go through different experiences to understand the challenges encountered by people with disabilities while performing their daily tasks. More than 500 associates participated across three sites.
- Weekly “Living Mindfully” emails were sent to associates for a year. Each email featured helpful considerations for associates to make the workplace more inclusive for colleagues living with a disability.



Jacqueline Rodriguez
Member, DisAbility Impact Group (DIG)



“ DIG encourages its members to LIVE LIFE LOUD by growing through participation and supporting a culture that embraces unique and varying perspectives. The group meets to discuss topics relevant to differently abled employees within the company. ”

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

- As part of Martin Luther King Jr. Day, BIG hosted an event honoring Dr. King’s legacy and in support of the Civil Rights Movement. While Dr. King was the face of change, many silent figures worked tirelessly behind the scenes to advance justice, equality and freedom. With 71 participants, this event honored the activists, strategists, allies and the countless community organizers who helped shape the movement.
- For Juneteenth, the group organized a virtual presentation, “Celebrating the Resilience of a People”. Forty-four attendees gathered to honor the strength, perseverance and achievements of Black communities throughout history. Through storytelling, historical insights and discussions, the presentation highlighted the cultural impact, contributions and ongoing fight for justice.
- 54 associates participated in the BIG virtual workshop “Introduction to AI”. This engaging virtual workshop provided a foundational understanding of artificial intelligence (AI) and its growing impact across industries. Participants explored key AI concepts, real-world applications and how AI is shaping the future of work.



Gwen Phinizy
Co-chair, Black Impact Group (BIG)

“BIG is committed to inspiring Black professionals to bring their whole selves to work, fostering an environment of growth, connection and excellence. Through mentorship, professional development and knowledge sharing, we empower our members to thrive both personally and professionally. Our goal is to discuss relevant topics, share experiences and provide resources that support career advancement and leadership development. By cultivating a strong network of support, we aim to inspire excellence and drive meaningful impact within our organization and beyond.”

The LatinX Impact Group seeks to provide an opportunity for LatinX associates to see their culture represented, advance their careers and build a range of skills to become leaders and role models while sharing their voices and creating a sense of camaraderie and belonging. Here are some of the events the group held in 2024:

- The group hosted English Conversation Club, a two-month series of sessions to help associates practice their English skills in a supportive, engaging environment. The sessions focused on creating a fun and safe space for participants to improve their language abilities while connecting with fellow associates.
- Associates organized a visit to UNICAR pediatric hospital, where they had the opportunity to engage in community outreach. Participants donated snacks and facilitated various activities on site to uplift the spirits of patients and staff.
- For Hispanic Heritage Month, the group hosted a vibrant celebration of Latino culture featuring dance performances and traditional food. The event was an opportunity for associates to share their heritage, connect with others and learn about the richness of Latino traditions. The highlight of the month was the introduction of our new U.S. chapter, marking a milestone for our community and further strengthening our commitment to inclusion.

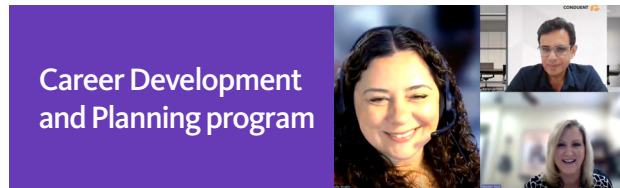


Laura Tellez
Co-chair, LatinX

“As part of the Latin community, we believe in the power of culture, collaboration and community engagement. Throughout 2024, we were dedicated to fostering connections, empowering individuals and celebrating our shared heritage. Our initiatives were designed to not only support the personal growth of our associates, but also to make a meaningful impact on those around us.”

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

- 56 associates participated in a speed networking session that connected people from across the globe within Conduent to meet new people and learn about different cultures and generational experiences with each other.
- The group held a Career Development and Planning program where 203 associates heard from leaders speak about what they look for in teammates when hiring. Other sessions included how to find resources to help create resumes, as well as hearing leaders' professional journeys and lessons learned.



Catese Shirer
Co-chair, Generations

“Generations aims to bring people from all age groups from across our company together! Sharing experiences and learning from one another is our focus. With technology moving as quickly as it does, it’s fun to connect with others and learn about changes that have evolved over time. Our vision is to create a culture of lifelong learning, where every employee, regardless of age or experience, can thrive and contribute to the organization's success.”

Culture awards



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



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



Named in Newsweek's List of Top 100 Most Loved Workplaces for third year in a row



America's Best Employers for Diversity for fourth year in a row



Best CEOs 2024, Best Company Culture 2024, Best Career Growth 2024 and Best HR Teams 2024



Best for Vets List for second year in a row

Associate engagement, training and retention

Our dedicated associates drive our success. We are focused on developing, retaining and training top talent to help them grow and thrive.

Our associates accessed a variety of topics aligned to key business needs, such as customer service, Six Sigma, effective communication, stress management, time management, people and performance management and leadership. We expanded Lean Six Sigma Certification to all businesses with more than 1,000 people participating in the certification courses. We continued to focus on deploying generic role-based and job-specific skill-based programs. We also organized virtual instructor-led training sessions for hundreds of our senior associates, including people across our EIGs, focused on using behavioral science to create experiences and tools that enable inclusive behavior.

Developmental training

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

Throughout the year, we enhanced in-person and virtual learning to better support remote learners. Highlights include:



21
average learning hours
per associate in 2024

290,299

social learning engagements
(up 106% YOY)

10,104

skills self-assessed
(up 44% YoY)

12,521

AI simulation scenarios completed
for skill development

**Developmental
training**

48,000+

associates active in our Global Developmental Learning platforms, of which nearly 9,600 participated in courses and certificates leading to credits/Professional Development Units (PDUs)

1.6M

Developmental Learning Assets accessed

Govind Srinivasan
Senior Director, Learning
and Development



“ We continue to invest in world-class learning platforms with AI-enabled features, empowering associates to engage in highly personalized learning experiences, build and practice skills, grow, thrive and stay competitive. ”

Skill benchmarks

Our skill development program offers guided virtual self-assessments, allowing associates to evaluate and improve their skills with proficiency scores that track progress.

In 2024, associates completed 437 unique skill benchmarks to assess and improve their skill level through personalized learning recommendations. More than 4,500 unique learners earned scores for more than 10,000 skills selected.

Top five skill benchmarks accessed:

Skill	Count
Communication essentials	1,351
Developing others	1,260
Customer service essentials	1,244
Empowering others	989
Stress management and wellness	681

AI Simulator (CAISY)

Our learning platform offers CAISY™, a Conversation Artificial Intelligence Simulator that provides interactive, real-time, scenario-based content powered by AI. This exciting new feature allows learners to practice new skills and receive personalized feedback to guide their development.

Last year, close to 4,000 unique learners honed their skills on various topics including customer service, career and leadership. More than 12,500 simulations (115 unique) were accessed in ten skill areas.

Top AI simulator scenarios:

Simulation scenarios	Count
Irate customer	1,704
Addressing micro-behaviors in team meetings	1,189
Driving for results	1,107
Holding career conversations using the GROW coaching model	1,078
Connecting with empathy and authenticity	1,018

People management fundamentals (PMF)

Last year, over 1,500 people leaders completed the PMF learning program, an 8-month, 16-hour blended course focused on building core leadership behaviors aligned with Conduent values. The program emphasized three pillars: communicate, coach and care. It also included diverse learning methods such as online modules, virtual sessions, fireside chats, peer learning cohorts and practice scenarios. Feedback was strong, with satisfaction averaging over 90% and 87% of participants applying their learning on the job.



99.8%
completion of mandatory training
by associates globally

Mandatory training

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

Human resources risk assessment

At Conduent, we assess HR risks as part of our enterprise risk process and implement controls to manage them effectively across all locations. Our global HR function, including an enterprise talent acquisition team, ensures consistent policies and supports attracting, developing and retaining top talent. We also engage in local and industry partnerships as needed.

Looking ahead

During 2025, we will conduct a feasibility study and cost-benefit analysis of expanding ISO 14001 certification to all our sites in Guatemala.



Health, safety and well-being

We prioritize associate health, safety and well-being by maintaining our facilities to high standards, preventing risks before they arise. Our robust emergency preparedness programs align with corporate standards and laws. Associates are trained to report injuries and unsafe conditions immediately. We update our EHS policy annually and conduct rolling risk and site assessments covering more than 50 hazards — from breakroom appliances to sidewalk conditions. Our monthly EHS communication calendar ensures alignment and best practices.

We believe health and safety is everyone's responsibility. An Emergency Action Plan (EAP) template is reviewed and updated annually. Each site is required to review, update and submit the completed EAP annually.



Of the 165 sites within Conduent's portfolio at the end of 2024, 36 sites had full site inspections



Supporting safety and occupational health in Latin America and Caribbean Region (LACAR)

Several activities took place throughout the LACAR region in 2024. In Mexico, teams held health drives with free cancer screenings, ran employee assistance programs and operated free vaccination clinics throughout the year. In Guatemala, associates coordinated monthly Occupational Health and Safety Committee meetings, nutritional evaluation days and stress reduction clinics that featured yoga, how to quit smoking and more.

Associate well-being

A healthy workforce strengthens organizations and communities.

At Conduent, we go beyond occupational wellness, supporting whole-person health with resources for stress management, life events, belonging, work-life balance and personal growth. We invest in total wellness — physical, financial and beyond — benefiting both our associates and clients. Here are a few examples of our programs:

Total wellness

- **Employee Assistance Program (EAP):** Available to associates and their eligible household members at no cost. The EAP provides a support network for emotional and personal services.
- **Dynamic learning platforms:** Offer associates with learning pathways, audiobooks, podcasts and more on a variety of mental well-being topics, including resilience, coping, stress and healthy workplaces.
- **Global webinars focused on mental well-being:** Provide associates with regular speaking events with established external professionals on various well-being topics.
- **EXCELeRate Program's Wellness:** This workstream in India offers multiple activities focused on mental well-being including an expert-led "Ask Me Anything", live yoga sessions focusing on building resilience, mindfulness techniques and breathwork.
- **Suicide Prevention:** A Caring Contact is available to associates to discuss and present on suicide prevention.

Physical well-being

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



Looking ahead

In 2025, we are adding "Hello Heart" for associates in the U.S. Hello Heart's digital hub is designed to help improve your heart health, empowering you with real-time tips to take control of your risk factors. Qualifying associates receive a health monitor, which connects directly to a smartphone app, making it easier to check blood pressure and cholesterol, track activity and medication, and share reports with your doctor.

Financial well-being

- **Retirewise:** Workshops that help associates plan for their future, including investment basics, tax strategies, and college and estate planning.
- **Upwise:** Helps our associates change the way they think and feel about money and form healthy money habits.
- **EAP:** Provides financial services support and advice to associates, in addition to mental well-being services.
- **Dynamic learning platforms:** Offers learning pathways, audiobooks, podcasts, and more to all associates on a variety of financial well-being topics, including retirement planning, wealth management and investment portfolios.

Please note: these items may or may not be available in some countries, depending on local needs, affordability, and agreement with the local medical vendors or other vendors such as for discounts on gyms.

Philanthropy and volunteerism

As a company committed to giving back and growing with our communities, our associates actively support various charities and causes year-round.

To maximize our impact, we've identified key focus areas for our volunteering efforts, whether global, national or local:



Education:

Contribute to child development through partnership with schools



Health and well-being:

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



Veterans:

Supporting the re-entry, upskilling and integration of veterans back into the workforce and civilian life



Quality of life:

Provide outreach support and donations to those in need with a focus on poverty and hunger



Environment:

Protect and care for the world's natural resources and reduce our carbon footprint

The Conduent Foundation

Our primary philanthropic organization, The Conduent Foundation, supports our volunteer program, ConduentCares, through donations and community initiatives. From disaster relief to food drives, ConduentCares strengthens the communities where we work and live. The Conduent Foundation's mission concentrates on the same five areas as our overall volunteerism:

Quality of life: Make a meaningful impact on vulnerable communities through efforts supporting poverty and hunger

Health and wellness: Strengthen awareness and help improve well-being through efforts supporting research and health-based education

Veterans: Contribute to the re-entry, upskilling and integration of veterans back into the workforce and civilian life

Environment: Protect the environment for current and future generations through conservation and sustainability

Education: Enhance learning opportunities for society through improved access to educational material, infrastructure and educators



Proud to be Conduent

Every January is “Proud to be Conduent” month. For 2024, our theme was “**give a little, change a lot**”, which focused on helping anywhere we can through acts of kindness, big or small.

All month, associates shared stories and photos of ways they make a difference in our communities. Initiatives spanned from volunteering at schools for children with special needs, planting trees in parks and beach cleanups to recycling, food drives and donating hygiene products to local charities.

Giving back in our local communities

We believe in supporting causes that matter to our associates and clients worldwide, making an impact across the diverse communities in the 24 countries where we operate.



Asia-Pacific (APAC)

In the Philippines and Malaysia, associates volunteered thousands of hours to various causes, including:

- Opening an iMac computer lab and donating hygiene kits to Pasay City South High School for more than 300 students to use.
- Planting dozens of mangrove trees in Tanza Marine Tree Park in celebration of International Women’s Day and planting bamboo trees in Ayala Heights Community.
- Removing harmful waste from coastlines in Cebu, where 3,000 families live, as part of International Beach Cleanup Day.
- Partnering with FURPAWS for 250 associates to showcase their pets during a photo shoot to benefit local animal shelters for National Pet Month.

India

In India, associates across Bangalore, Hyderabad, Kochi, Vizag and the national capital region contributed their time and talents towards several different community and environmental initiatives. Some highlights include:

- Serving lunch to students at the Government School in Kadugodi, Whitefield across 84 total hours to support underserved communities, in partnership with Akshaya Patra Foundation.
- Organizing a dental checkup camp for more than 100 associates at our Vizag office to promote long-term health.

- Partnering with INPM trust to donate groceries, toys and books to 40 orphaned children who lack essential resources through ConduentCARES.
- Volunteering 152 hours to Lebanshilfe, a non-profit organization dedicated to empowering individuals with intellectual and developmental disabilities.

United States

In the U.S., our associates volunteered at several health, hunger relief, environmental and education-focused organizations around the country, including:

- Collecting more than 1,000 pounds of food over 100 hours for the San Antonio Food Bank to benefit more than 800 individuals or 160 families.
- Organizing a blood drive with 69 associates for the South Texas Blood Bank.
- Placing 62 Conduent-sponsored veterans' wreaths on the headstones of American Heroes as part of National Wreaths Across America Day.
- Volunteering more than 200 hours for the Susan G. Komen More Than Pink Walk in support of all those affected by breast cancer.

Latin America and Caribbean Region (LACAR)

Associates in LACAR volunteered thousands of hours and participated in several events, including:

- Walking or running in a charity 5K for The Jamaica Legion to help care for military veterans in need. Associates volunteered a combined 45 hours in participating.
- Volunteering more than 110 hours to UNICAR pediatric hospital in Guatemala, where associates spent time with patients and parents of patients and shared 80 meals.
- Organizing a day at Casa de Los Angeles, a specialized treatment home for patients with Alzheimer's. Associates played games, went for walks and danced with patients.
- Donated 243 LCD monitors and 857 CPUs to Funsepa, a charity organization with a goal to help Guatemalan children access high quality education, technology and opportunities.

Silvia Meda Serrano

Supervisor, Transaction Processing
Service Delivery, Guatemala

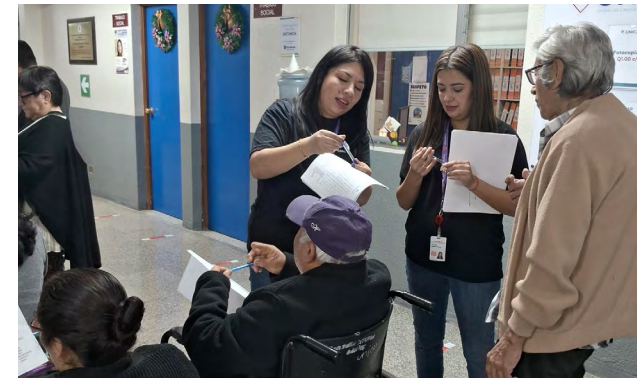


“ It fills me with great joy to be able to see the faces of happy children receiving their school supplies... these kids are being given the tools they need to successfully continue their studies, become professionals and change their future. ”

Europe, the Middle East and Africa (EMEA)

Associates in Greece, Italy, Romania, France and Turkey contributed in various ways, including:

- Running in a half marathon in Romania, with 50 associates contributing to the "Save the Children" Foundation where every kilometer run helps fund another day of school for children in need.
- Partnering with the Leaders Explore Foundation for several community projects throughout the year, including:
 - Eco Heroes, which raises pollution prevention awareness.
 - Do Better Together, which helps students identify and stop bullying along with school counselors.
 - Smart Money Moves, which provides financial education for students.
 - The Recruiters, which gives students a head start on the job recruitment process and employers' expectations.
 - The Room of Hope, which renovates an existing space to support the development of children's health and mothers' emotional well-being. The team renovated a children's play and supervision room and created a sensory garden, along with services such as psychological counseling, temporary parent-child residency and socio-educational activities.



Volunteerism by numbers



12,885

volunteer hours in 2024

Social key performance indicators (KPIs)

Conduent associate experience

87%

associate participation in developmental training

106%

increase in social Learning Engagements by associates

1.6M

developmental learning assets accessed

44%

Increase in skill benchmark completions in developmental training

Inclusion and Culture

27%

increase in EIG members since 2023

6

awards for culture and inclusion

82.4%

Newsweek SPARK index score

Giving back in our local communities

12,885

hours volunteered

54

organizations impacted

Governance

Operating with integrity,
accountability and transparency

Responsibly governing our business everywhere we operate

We seek to lead with ethical behavior, managing risk while fostering integrity, accountability and transparency.

Our Board of Directors' governance framework guides this commitment, reflected in our Code of Business Conduct and integrated into expectations for associates worldwide.

Board of Directors' governance framework

Our Board of Directors is committed to environmental sustainability, social responsibility and ethical business practices across all stakeholder interactions. It oversees policy effectiveness, strategic execution and sustainability initiatives to ensure legal and ethical operations. Our Corporate Governance Guidelines emphasize diverse director qualifications, considering experience, skills and demographics. These guidelines reinforce our commitment to strong governance and long-term shareholder value.



Board structure

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

Shareholder rights

- No cumulative voting rights
- No supermajority voting requirements

Compensation

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

Board overview

(as of 12/31/2024)

Board size:

Total number of directors	5
---------------------------	---

Number of directors based on gender identity:

Male	3
Female	2
Non-binary	0
Did not disclose	0

Number of directors who identify as:

African American or Black	0
Alaskan Native or American Indian	0
Asian	0
Hispanic or Latinx	2
Native Hawaiian or Pacific Islander	0
White	3
Two or more races or ethnicities	0
LGBTQ+	0
Person with disabilities	0
Did not disclose	0
Military veterans	2

Committee assignments

(as of 12/31/2024)

	Audit	Compensation	Corporate Governance	Risk Oversight
Kathy Higgins Victor		●	★	●
Scott Letier	●	★	●	
Michael Montelongo	★		●	●
Margarita Paláu-Hernández	●	●		★
Clifford Skelton				

★ Committee chair

Below is a summary of the responsibilities of each Board Committee.

A copy of the charter of each Committee is posted on the Company's website at <https://www.conduent.com/corporate-governance/>.

Audit Committee

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

Compensation Committee

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

Corporate Governance Committee

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

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

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

In 2024, our CSR and Public Policy Committee was rolled into our Corporate Governance Committee with the goal of streamlining processes and driving efficiencies.

Risk Oversight Committee

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

Data privacy, security and AI

Keeping data private and secure continued to be a top-three issue of importance in our 2024 client survey. As a leading provider of digital business solutions and services, we take this trust and responsibility very seriously. We are committed to safeguarding personal data through industry best practices, technologies and policies. Backed by a comprehensive data privacy and security program, we continually invest in our teams, processes and tools to best protect that data.

99.9%

of our associates completed our dedicated information privacy and security training sessions

Our program is aligned with the National Institute of Standards & Technology (NIST) framework and standards. We are also proud to be ISO 27001 certified globally at the Infrastructure-as-a-Service (IaaS) level of information security. Certified companies have demonstrated that they have a sound process for managing, identifying and remediating risks, as well as implementing security controls.

Our approach to strategic, ethical AI

AI, and more specifically generative AI (GenAI), continues to be a hot topic for our business and our clients. At Conduent, we have utilized AI within our solutions since the mid-2000s. We will continue to embed AI and GenAI within our solutions to drive functionality and improve outcomes for our clients that generate both upstream and downstream opportunities for our stakeholders. While there are challenges to overcome and careful considerations to be made, Conduent's position is to embrace GenAI strategically and responsibly.

As part of these efforts, in May 2024, we established a corporate AI committee to update leadership on developments in the market for AI services and solutions, including regulatory developments. The committee also engages operations leadership in regular discussions around the AI tools that Conduent uses and has been able to review and approve certain potential solutions before they are adopted. The committee has established a risk appetite and profile which is consistent with the provisions of the EU AI Act and state-level U.S. legislation against which all potential AI tools are evaluated. Since so much of the work of AI is outsourced to vendors or uses external AI, Conduent's operational emissions remain unaffected.



Looking ahead

As we continue our strategic use of AI and GenAI, our committee is focused on the following areas for 2025:

Strategy and alignment: Ensure AI initiatives align with business goals, regulatory requirements, and defined risk appetite, tracked by clear metrics.

Policies and design standards: Establish and regularly update AI policies, conduct gap analyses, clarify roles, and enhance training to support compliance and risk mitigation.

Stakeholder engagement: Define stakeholder roles, communicate responsibilities, and implement approval and operating procedures.

Regulatory compliance: Maintain a comprehensive AI use case inventory, conduct risk assessments, and ensure adherence to relevant laws.

Monitoring and evaluation: Create standards and procedures for AI risk assessments, supplier oversight, and ongoing performance monitoring.

Data Management and privacy: Conduct audits and update policies to safeguard AI systems and ensure proper use and compliance.

Training and awareness: Provide and regularly update Board-level training on AI risks, benefits, ethics and compliance in line with evolving trends and regulations.

Our dedicated data privacy team

To ensure responsiveness and protect against emerging threats, our dedicated data privacy team continuously reviews and strengthens our programs with a focus on:

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



Privacy program

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

We invest in best-in-class technologies to safeguard data and ensure compliance, which is managed at the executive level and overseen by our Board.

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

Nicole D. Bearce
Chief Privacy Officer



“ In a digitally-driven landscape, robust data privacy and security practices are not just technical safeguards and operational imperatives – they are the foundation of trust, the currency of client relationships, and the key to long-term resilience. Throughout the organization, we take the responsibility entrusted to us by our clients to handle their sensitive information and data with utmost seriousness and invest in continuous learning and tools to support that fundamental work. ”



Looking ahead

In 2025, Oklahoma selected Conduent’s advanced AI-enabled technology to protect human health. The newly implemented cloud-based platform replaces an outdated system to transform data into actionable insights by swiftly detecting, monitoring, tracking and reporting infectious disease outbreaks. This is one of many partnerships we have in development for use of our AI solutions.

Business continuity and enterprise risk management

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

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

Our ERM program enhances risk management through a comprehensive framework that sets standards for identifying, assessing, mitigating and monitoring risks, including strategic, financial, operational and compliance risks. Administered under our General Counsel, the program integrates risk practices into strategic planning and decision-making.

Risk leaders across the first and second lines collaborate with management to address emerging risks, including climate risks. In 2024, our Climate Risk Steering Committee improved climate risk assessment by mapping where these risks are monitored and managed within the company as part of the company's overall risk strategy.

Business continuity

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

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

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

Business ethics and professional integrity

Our company is dedicated to upholding the highest standards of ethical conduct and compliance in all our operations.

The Code of Business Conduct is the principal component of our Ethics Program. It can be read here: www.conduent.com/corporate-governance/code-of-business-conduct/.

To ensure we effectively manage the risks associated with government corruption, we have implemented a comprehensive evaluation method that informs our internal compliance procedures, including our international trade program, vendor assessment program, client onboarding process and Web Application Firewall (WAF) geo-block exception standard operating procedure (SOP). By systematically evaluating and documenting the levels of government corruption in various countries, we ensure that our internal compliance procedures are robust and effective in mitigating corruption risks. This approach not only supports our commitment to ethical business practices, but also enhances our ability to operate responsibly and sustainably in the global marketplace.

In 2024, 99.9% of our associates completed annual ethics training and affirmed their commitment to uphold our conduct standards. As part of our commitment to transparency in ethics and governance, we disclose annual ethics reports per 1,000 associates as part of our EcoVadis submission.

We are committed to ensuring all associates and others feel heard and supported. We encourage associates and others to use resources such as the Conduent 24/7 Ethics Helpline, which is operated by an independent third party and can be found here: conduent.ipm.starcompliance.com/#landing.

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

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

Our dedicated anti-bribery policy requires all associates adhere to strict review and approval from the legal department or the Corporate Compliance Department within the legal department for any business expense or donation that falls within the scope of this policy. The policy requires a due diligence risk assessment of all intended third-party intermediary arrangements (arrangements involving any individual, company or entity representing or acting on behalf of our company to a government official or entity). We provide local support through our anti-bribery coordinator network, site-level programs, detailed expense policies and anti-bribery training to associates and third-party intermediaries. 99.8% of our associates completed anti-bribery training in 2024.

Sustainable procurement

We hold our suppliers responsible for social, economic and environmental outcomes that can have an impact across our supply chain worldwide. As a part of the purchasing process, we assess the quality, cost, delivery and sustainability of all products and services.

We recognize that procurement decisions significantly impact our business, the environment and society. From natural products to supply chains, transportation, logistics and energy use, it is important that we review our supplier and procurement processes to make our businesses more sustainable and successful. By training our Procurement Department in sustainable practices, we align purchasing with our values, support a greener future and enhance our appeal as a trusted business partner.

Supply chain and vendor compliance not only helps prevent operational interruptions and potential reputational damage, but also helps to achieve our mission and vision by encouraging our suppliers to raise their ethics, health and safety standards. Every employee plays a role to help with supply chain management by understanding what global supply chain and vendor compliance is and calling out potential risks.

Supplier management

Each of our critical and strategic suppliers undergoes a supplier oversight process designed to assess a range of risk areas, including financial stability, information security, regulatory compliance and data privacy. These four domains are specifically addressed through the risk assessments conducted in Ariba Risk platform.

In addition to these, the process also evaluates other key areas such as supplier performance and quality. We are continuously enhancing our approach, and in 2025, we plan to integrate Supplier Business Reviews into relevant business lines. We are also exploring the use of technology to incorporate EcoVadis ratings, further strengthening our assessment of suppliers' sustainability practices.

Integrating sustainable business practices into supply chain management

Our suppliers must also answer standardized questions when onboarding and attest to our [Supplier Code of Conduct](#).

In 2024, we continued to invest in a comprehensive training program for our procurement team.

This program reflects our belief that sustainable procurement is not just the right thing to do, but also a smart business strategy. By considering the environmental and social impact of our purchases, we can:



Reduce our environmental footprint:

Many of our services rely on data centers, transportation networks and office supplies. Sustainable procurement allows us to make informed decisions regarding these resources, minimizing waste and lowering our carbon emissions.



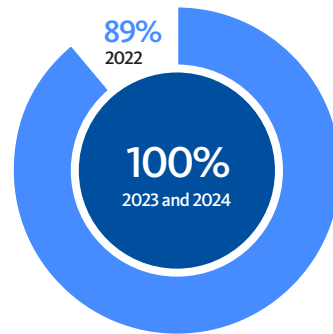
Ensure ethical sourcing: We partner with suppliers who share our commitment to responsible environmental and social management.



Boost efficiency and cut costs: Sustainable practices often lead to reduced waste disposal fees and energy-efficient solutions, contributing to long-term cost savings.

The program provided in-depth training on various aspects of sustainable procurement. Our buyers gained a comprehensive understanding of how their choices can positively impact our company's sustainability, the environment and the communities we serve.

In 2024, we saw excellent participation with 100% of associates in purchasing roles completing the course. This underscores our team's dedication to integrating these principles into our business operations. This training equips our procurement team to make informed decisions that benefit Conduent, our partners and the world around us.



of associates in purchasing roles completed the sustainable procurement training

Ramesh Nagarajan
Vice President, Procurement



“ Embedding sustainability into our procurement practices isn't just a responsibility — it's a strategic advantage. By selecting suppliers who align with our ethical and environmental principles, we are creating a robust, future-proof supply chain that embodies the values of our organization and our clients. ”

Example questions:

- Q: Does this supplier have an effective quality management process in place?
- Q: Are there codes of conduct, ethics policies and whistleblower mechanisms in place?
- Q: Does this supplier have cybersecurity procedures in place?

Supplier diversity

A wide variety of suppliers bring new ideas, innovation and perspectives to the marketplace. By making them a part of our long-term supply chain strategy, we can increase creativity and innovation, access new markets and improve client satisfaction. We believe this is important for economic growth, development and social responsibility. Transparency in disclosing our supplier demographics is also a key requirement for a number of our clients. In 2024, 20 percent of total U.S. sourceable spend was with certified diverse suppliers, detailed in the table at right. You can learn more about our commitment to supplier diversity here: www.conduent.com/supplier-relations/diversity/

Breakdown of 20% of sourceable U.S. spend with certified diverse suppliers:	
Diversity category*	Percentage
Certified Small (SBE)	24%
Women Owned (WBE)	23%
Minority Business Enterprise (MBE) Suppliers	19%
Disadvantaged Business Enterprise (DBE)	13%
Airport Concession Disadvantaged Business Enterprise	10%
Veteran Owned (VBE)	4%
8a Designation Small (Minority)	3%
Disabled Business (Disability Owned)	3%
HUB Zone	0.9%
LGBTQ+	0.1%
Total	100%

*diversity categories defined in appendix



Looking ahead

Throughout 2025 and beyond, we are planning to deepen our sustainable procurement engagement strategy by gaining more information about the sustainability performance of our most material suppliers through issuing an in-depth supplier engagement sustainability survey and leveraging the EcoVadis platform. Our goal is to gain greater insight into the organizational health and resiliency of our suppliers, as well as valuable information into the carbon intensity of our supply chain.

Governance key performance indicators (KPIs)

Board of Directors' governance framework

96%

average shareholder vote in favor of our five directors in 2024

Business ethics and professional integrity

99.9%

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

Supplier practices

20%

of sourceable spend with certified diverse suppliers

100%

of associates in purchasing roles completed sustainable procurement training

Data privacy and security

99.9%

completion of mandatory annual information privacy training by associates globally

100%

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

95%

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

Footnotes and indexes

Footnotes

Scope 1, 2 & 3 disclosures

We utilized the guidance of the World Resources Institute's (WRI) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard, along with the services of Greenly, our GHG accountants, to evaluate, calculate and report GHG emissions.

Scope 1 emissions include:

- Generation of heat, electricity and steam, totaling 5,396 tCO₂e for 2024.
- Transportation of materials, products, waste and employees, totaling 1,939 tCO₂e.
- Fugitive emissions, totaling 10,592 tCO₂e.

Scope 2 emissions include:

- Electricity-related indirect emissions, totaling 38,893 tCO₂e in 2024. This includes location-based purchased energy (electricity and natural gas) from leased, owned or occupied properties larger than 10,000 square feet. For any information not accessible, an estimate was calculated on readily available information which included location, square footage, building type and headcount.

Scope 3 emissions include:

- Scope 3 emissions include purchased goods and services; capital goods; fuel- and energy-related activities not included in Scope 1 or Scope 2; upstream transportation and distribution; waste generated in operations; business travel; upstream leased assets; employee commuting; and investments. Taken together, Scope 3 emissions for 2024 totaled 279,703 tCO₂e.

Total Energy Consumed

In 2024, purchased grid energy consumed totaled 339,172 GJ, 23.5% of which is sourced through renewable energy. Purchased grid electricity accounted for 100% of total energy consumed. Renewable energy was estimated based on global publicly available grid data obtained from the International Energy Agency Database related to leased, owned or occupied properties larger than 10,000 square feet and accounts for over 65.5% of our total real estate portfolio of 4.7 million square feet.

Water risk index

We operate across 165 sites globally and track water consumption for 19% of those sites. For all the remaining sites, water costs are absorbed as part of lease agreements where we do not have billing data currently.

Of those 165 sites, 30 are located in extremely high or high baseline water stress areas as noted by the Water Risk Atlas Tool, Aqueduct.

The below table represents all sites globally, including sites where Conduent tracks water consumption directly.

Total sites located in water stress areas:

Water risk	Sites
Extremely high	15
High	15

For the 19% of sites in which we pay water providers directly, 49.4 thousand cubic meters of water were consumed in 2024. Fourteen of these sites are located in high or extremely high-water stress areas and consumed a total of 29.2 thousand cubic meters of water.

Total sites where we pay water providers directly:

Water risk	Sites	Thousand cubic meters of water
Extremely high	11	25
High	3	4
Total	14	29

Supplier diversity definitions

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

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

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

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

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

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

LGBTQ+ Enterprise: A designation for businesses that are at least 51% owned, operated, managed, and controlled by LGBTQ+ person(s) who are either U.S. citizens or lawful permanent residents. Exercises independence from any non-LGBTQ+ business enterprise.

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

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

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

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

2024 SASB Disclosure Table

2024 SASB/IFRS S1 and S2 Disclosure Table

The Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization dedicated to enhancing the efficiency of capital markets by fostering high-quality disclosure of financially material sustainability information that meets investor needs. The following table references the Standard for the Software and IT Services industry, as defined by SASB’s Sustainable Industry Classification System™ (SICS™), and our SASB-aligned responses. The data contained herein is as of 12/31/2024.

Environmental footprint of hardware infrastructure

Accounting metric	SASB code	2024 disclosure
(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	TC-SI-130a.1	Refer to pages 22 and 63 within the 2024 CSR Report.
Water risk index (1) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SI-130a.2	Refer to page 63 within the 2024 CSR Report.
Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	Refer to pages 23 and 24 within the 2024 CSR Report.

Data privacy and freedom of expression

Accounting metric	SASB code	2024 disclosure
Description of policies and practices relating to behavioral advertising and user privacy	TC-SI-220a.1	Refer to pages 55 and 56 within the 2024 CSR Report.
Number of users whose information is used for secondary purposes	TC-SI-220a.2	0
Total amount of monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	Our total amount of monetary losses as a result of legal proceedings associated with user privacy is zero (0). Additional information on legal proceedings is disclosed in our Annual Report on Form 10-K page 84.
(1) Number of law enforcement requests for user information (2) Number of users whose information was requested (3) Percentage resulting in disclosure	TC-SI-220a.4	As a “business-to-business” provider supporting our clients’ end customers, we do not typically receive requests for user information except in our capacity as a service provider for our clients’ customers.
List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring	TC-SI-220a.5	0

Data security

Accounting metric	SASB code	2024 disclosure
(1) Number of data breaches (2) Percentage that are personal data breaches (3) Number of users affected	TC-SI-230a.1	<p>We routinely process significant volumes of data (including PII and PHI) for a broad, diversified global customer base. Accordingly, we are periodically subjected to unauthorized attempts to compromise or acquire data.</p> <p>To protect our company and our customers, we do not broadly disclose specifics regarding these attempts other than in instances where we are legally required to do so. Refer to pages 55, 56 and 57 within the 2024 CSR Report for more information regarding our Data Privacy and Security.</p>
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	Refer to pages 55, 56 and 57 within the 2024 CSR Report.

Intellectual property protection and competitive behavior

Accounting metric	SASB code	2024 disclosure
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TC-SI-520a.1	Our total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations is zero (0). Additional information on legal proceedings is disclosed in our Annual Report on Form 10-K page 84.

Managing systemic risks from technology disruptions

Accounting metric	SASB code	2024 disclosure
Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	TC-SI-550a.1	For competitive and security reasons, we chose not to disclose this information at this time. We continuously improve the quality of our solutions and services to maximize uptime and performance.
Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	Refer to page 57 within the 2024 CSR Report.

Recruiting and managing a global, diverse and skilled workforce

Accounting metric	SASB code	2024 disclosure
Percentage of employees that are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	(1) 1.39% of U.S. associates on visa (2) 60.4% of total associates located offshore. Refer to page 31 within the 2024 CSR Report for more information regarding inclusive workplace
Employee engagement as a percentage	TC-SI-330a.2	Refer to page 32 within the 2024 CSR Report.

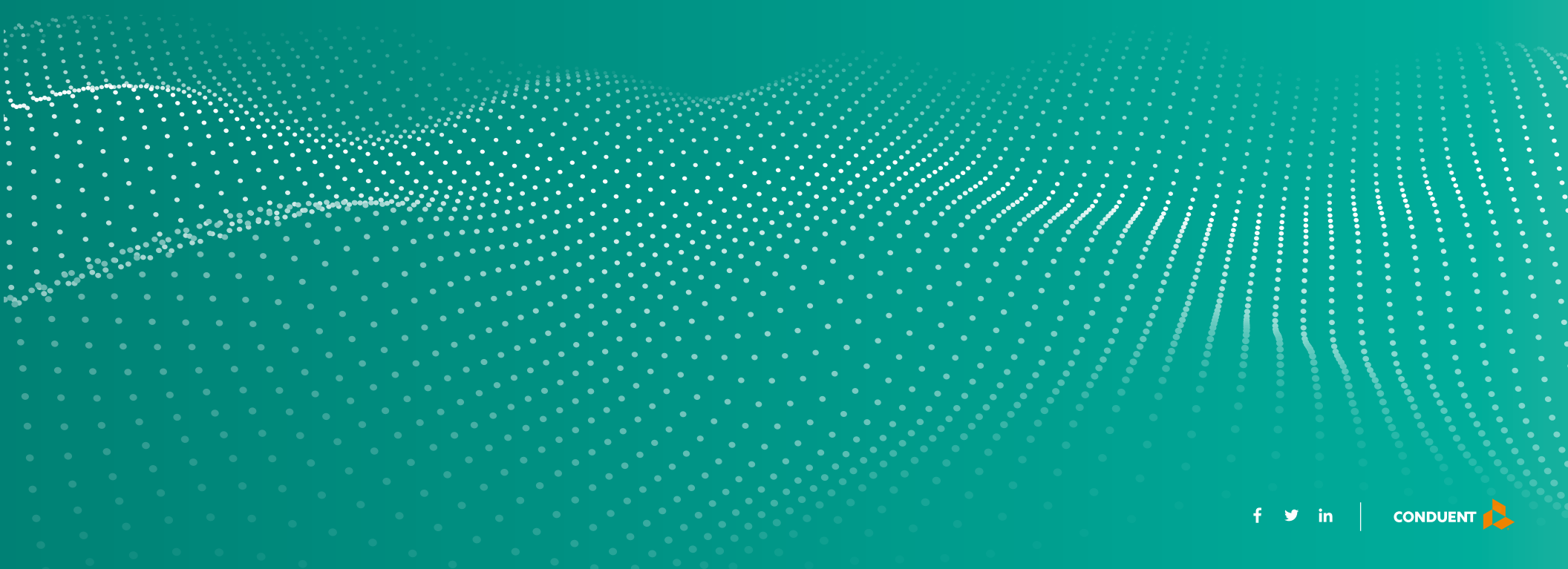
Percentage of (1) gender and (2) diversity group representation for (1) management (2) technical staff, and (3) all other employees

TC-SI-330a.3 See page 32 of the CSR Report for more information on how Conduent fosters equitable demographics in global operations

Gender data (global percentages)							Age data (global percentages)								
Level	Female		Male		Not disclosed		Level	Baby Boomer		Gen X		Millennial		Gen Z	
Year	2023	2024	2023	2024	2023	2024	Year	2023	2024	2023	2024	2023	2024	2023	2024
Management	44%	44%	56%	56%	0%	0%	Management	7%	8%	34%	38%	52%	51%	7%	3%
Technical Staff	28%	27%	72%	73%	0%	0%	Technical Staff	7%	7%	22%	25%	49%	54%	22%	14%
All other associates	64%	64%	36%	36%	0%	0%	All other associates	4%	4%	17%	15%	50%	48%	29%	33%

Ethnicity data (U.S. percentages)												
Level	Asian		Black or African American		Hispanic or Latino		White		Other		Not disclosed	
Year	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Management	11%	12%	14%	15%	11%	10%	48%	48%	3%	2%	13%	13%
Technical Staff	27%	28%	8%	7%	5%	6%	44%	42%	1%	2%	15%	15%
All other associates	3%	3%	38%	39%	18%	16%	16%	20%	4%	3%	21%	19%

TCFD index



TCFD / IFRS S2 Climate-related Disclosures index

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

Governance

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

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

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



We have assigned day-to-day management of sustainability risks and opportunities, including those related to climate matters, to the Sustainability Steering Committee, as set forth in the company's Environmental Policy. The Sustainability Steering Committee is composed of senior leaders responsible for different functions, including Legal (Co-Chair), Marketing (Co-Chair), Investor Relations, Human Resources, Real Estate, Strategy, Accounting, Procurement and Risk Management. The Committee members prepare materials for and/or present to the Board's Corporate Governance Committee on a quarterly basis. All materials are reviewed by Corporate Audit. The Sustainability Steering Committee meets quarterly to discuss climate related and other Sustainability issues and to provide guidance to subject matter experts who execute tactical aspects of our overall strategy, including: Setting sustainability strategy and financial planning, short, medium and long-term business plans/goals and related budgets to include consideration of climate-related risks and opportunities, including applicable guidance on major capital expenditures, acquisitions and divestitures.

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

Strategy

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

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

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

	From (years)	To (years)
Short-term	0	1
Medium-term	1	3
Long-term	3	4+

Our company was formed in 2017 as a standalone business process services and solutions company, as a spinoff from Xerox. We deliver digital business solutions and services spanning the commercial, government and transportation spectrum – creating exceptional outcomes for our clients and the millions of people who count on them. Through a dedicated global team of approximately 56,000 associates, process expertise and advanced technologies, our solutions and services digitally transform our clients’ operations to enhance customer experiences, improve performance, increase efficiencies and reduce costs. Our overall strategy is guided by three goals of growth, efficiency and quality. Our vision is to become the leading business services partner for companies and governments worldwide.

We have taken a holistic approach to managing our sustainability strategy, risks and opportunities, including climate-related ones, that have the potential to have a material financial or strategic impact on our businesses.

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

Commercial Solutions, our largest segment by revenue, provides a range of global business process services and solutions, including customer experience management, business operations solutions (e.g., document management, payments, accounts payable, human capital solutions), commercial healthcare and casualty solutions and digital payment solutions. This segment contributes to the good health and well-being of our clients’ associates, their customers and communities.

Government Solutions includes Medicaid and Public Health Solutions, payment solutions, child support services and eligibility and enrollment support for social benefit programs. This segment enables federal, state and local governments to help alleviate poverty and hunger and enhance well-being.

Transportation Solutions provides systems, solutions and services to transportation departments and agencies globally. Primary offerings include electronic tolling, transit, parking and public safety solutions to enable agencies to capture revenue while improving traveler experiences, increasing public safety and accessibility, reducing congestion and emissions and modernizing multi-modal travel. Our solutions promote positive environmental impact and more sustainable cities and communities.

Risks

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

Policy and legal: Enhanced emissions-reporting and reduction obligations

Risk rating	Time period	Description	Impacts	Financial implications and response
High	Medium-term	The results of our operations and financial condition could be materially adversely affected by legal and regulatory matters in the U.S. and outside the U.S., including those arising from changes in securities and environmental laws, particularly those that would require enhanced greenhouse gas (GHG) emission disclosures and reductions by our company, our suppliers and our clients.	Medium	Such laws and regulations could result in devoting increased funding and resourcing to ensure compliance therewith. We monitor and prepare for global and national regulations, such as emerging CSRD and state-level regulations, and set up internal systems to measure emissions across the company, including our supply chain. We will continue to respond to voluntary emission-reporting disclosures, such as the CDP Climate Change questionnaire, and have committed to setting a near-term GHG target across Scopes 1, 2 and 3 emissions with the Science Based Target initiative (SBTi).

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

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

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

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

Technology: Lack of investment in new technologies

Risk rating	Time period	Description	Impacts	Financial implications and response
Low	Medium-term	The results of our operations and financial condition could be materially adversely affected by failing to develop new service offerings — including new technology components that address climate change issues, which would impact our ability to retain current clients, attract new clients and risk revenue decline.	Low	<p>Lack of technologies that address climate change issues could result in lost business with existing clients or lack of ability to attract new clients who have certain climate-related technology requirements, resulting in reduced revenue.</p> <p>We are investing in technologies to mitigate climate risk in our operations, such as our Data Center Optimization Plan, increased cloud migration and transition, and our recent move to a Tier 1 high efficiency data center in 2024.</p>

Supply Chain: Assessing and managing carbon-related risks in third parties

Risk rating	Time period	Description	Impacts	Financial implications and response
Medium	Medium-term	Carbon-related risks and climate regulation readiness in our supply chain is increasingly an important consideration to both sustainable procurement management and the expectations of new and existing clients.	Low - Medium	<p>Lack of understanding and transparency of the carbon intensity, climate risk management and climate actions in our supply chain potentially erodes confidence among new and existing clients, as well as critical third-party suppliers. In addition, supplier non-compliance with emergent climate regulations presents a risk to our business.</p> <p>We have enhanced and strengthened our Third Party Risk Management (TPRM) process, which includes an environmental, social and governance risk assessment when a new or existing supplier or vendor is onboarded or renewed. Our entire procurement team receives annual sustainability training, which includes environmental and carbon risk assessments, and in 2024, we launched a Supplier Engagement survey to gather more information about the carbon intensity and GHG reduction targets among our most material suppliers.</p>

Opportunities

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

Markets: Access to public sector infrastructure investments

Opportunity rating	Description	Impacts	Financial implications and response
Medium	As governments are setting mandates to address climate-related problems, we have the opportunity to be a partner to provide services and solutions that help to solve these problems and capture a portion of the infrastructure investments.	Medium	We have the opportunity to increase revenue through access to new and emerging markets in both our Government and Transportation businesses, such as fraud prevention and smart city infrastructure. Our Government and Transportation Solutions segments are working to make a difference for constituents, citizens and travelers.

Products and Services: Digital Solutions

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

Resilience: Global organizational footprint

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

Energy source: Purchasing or generating renewable energy

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

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

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

Resource efficiency: Agile hybrid working model

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

Resource efficiency: Upgrade and maintain modern facility equipment to reduce operating costs

Opportunity rating	Description	Impacts	Financial implications and response
Low	We are focusing on high Seasonal Energy Efficiency Ratio (SEER) Heating Ventilation Air Conditioning (HVAC) equipment and converting lighting to LEDs in our offices and data centers. We have also made investments in building management systems (BMS) to ensure we are not using excess power when space is not being utilized. Our recent data center migration to CyrusOne, a Tier 1 hyper efficient state-of-the-art facility with a number of energy and water saving features.	Low-medium	<p>Capital investment in facility improvements and high efficiency equipment should decrease operating expenses and lower utility bills. These investments should be paid back in energy savings. We also anticipate increased revenues from clients that value resource efficiency and disclosure by their service providers.</p> <p>While our facilities footprint is predominantly leased, we continue to explore more high-efficiency equipment that should decrease operating expenses, including lowering utility bills. We are conducting energy and lighting audits of our sites on a rolling basis to identify conservation opportunities. In addition to reducing operating costs, this also helps us be responsive to increasing client requests for lower greenhouse gas emissions by their services providers, thereby expanding our revenue opportunity.</p>

Risk Management

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

Climate change presents both physical and transition risks to our business and the clients we serve, with a degree of uncertainty over the direct impact and speed as to how these risks affect our business.

Physical climate-related risk considers increased severity and frequency of how chronic and acute climate change (e.g., increased storms, drought, fires, floods) and how those events can damage physical assets (e.g., call centers, data centers, corporate offices) and impair our ability to sustain operations in those locations. Transition risk considers how changes in global regulations, technology, business practices and shifts in client preferences to address climate change can lead to changes in the value of assets, increase operational costs and otherwise adversely affect our client solutions.

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

We review factors related to climate-related risk under our longstanding environmental policies, which include a focus on climate-related risks associated with servicing clients. In 2017 we began a real estate and data center consolidation

project, which is financially beneficial to our business and also helps reduce the reputational risks associated with our carbon emissions. As this project has continued, our Environmental Policy has been updated to encourage conserving natural resources, eliminating the use of toxic or hazardous materials, conserving energy and using suppliers who do the same in support of reducing emissions across our value chain. In 2023, we also expanded our emissions disclosures to include Scope 3 emissions and made a commitment to the Science-Based Target initiative to set a near term GHG reduction target. In 2024, we built upon our comprehensive baseline GHG assessment with increased disclosures and more sophisticated accounting with increased activity-based data. We also developed a thorough internal mapping of where climate-related risks and threats are being monitored and managed within the company. These approaches allow us to set a comprehensive approach to clarify our positions, set clear expectations for our clients and suppliers and help address certain climate risk concerns while simultaneously reducing reputation risk.

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

assessments and engagement with risk leaders across our lines of business.

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

Furthermore, we are developing globally consistent principles and approaches for managing climate-related risk across the company. Climate-related risk will be embedded into relevant policies and processes over time. We are also closely monitoring regulatory developments on climate-related risk and are actively engaging with regulators and consultants on these topics.

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

Cautionary Statements

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

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

Except where noted, the information covered in this report highlights our environmental, social, governance and other performance and initiatives in calendar year 2024. All calculations and statistics are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. This report has not been externally assured or verified by an independent third party.

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

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