



ESG Report 2022



Message from our Chief Executive Officer

Dear Stakeholders,

I had the privilege of joining Cognizant as CEO in January 2023. In the months since becoming part of the Cognizant team, I have been excited to see both the progress the company has already made on its journey towards becoming a more sustainable enterprise and, more importantly, our ongoing efforts to achieve even better outcomes. We are continuously expanding our thinking, uncovering more opportunities to improve the way we operate and finding more connections between what we do and the larger world, all of which help us fulfill our responsibility of creating value for all our stakeholders.

This holistic view is expressed in Cognizant's purpose: *we engineer modern businesses to improve everyday life*. I believe in this purpose. Together with my more than 355,000 colleagues around the world, I'm committed to Cognizant's role in creating positive change – economically, environmentally, socially and technologically.

In recent years, we've seen even more clearly how ESG (environmental, social, governance) considerations are interwoven with our business and how deeply they affect our associates, clients, investors, communities and other stakeholders. That's why I'm excited to guide our company as it continues its sustainability journey, with a sharp focus on the ESG issues we anticipate having the greatest relevance to our business model and outcomes.

We emphasize a systems approach to our business. For example, in managing talent, we think about how best to attract, retain and engage talent, which we believe means fostering a diverse and inclusive workplace, providing opportunities for people to expand their knowledge and develop rewarding

careers. Our efforts include offering sustainability and climate training to our associates to gain the important skills needed to help enable a lower-carbon economy.

We also consider how to build an effective pipeline from which we will draw tomorrow's talent. That means facilitating volunteer opportunities for our associates to provide in-demand tech skills training and digital services in those underserved communities where our clients and we do business, increasing inclusion in technology careers, which can open pathways to prosperity. This circle of activity helps enable us to attract top talent and help our people reach their full potential while resonating with global clients who we believe expect our workforce to mirror the diversity of their workforces and customers.

The ESG journey is one we approach with humility. While we've made progress in improving Cognizant's diversity, we believe there is more to do. Accordingly, we've developed programs and initiatives to help drive progress, such as including a metric within Executive Committee compensation that's focused on gender diversity globally and on developing and retaining talent.

In keeping with our purpose, we believe a modern business is a sustainable one that understands the wellbeing of its associates and operates with a value chain connected to sustainably healthy ecosystems. In keeping with our systems approach to sustainability, our focus is on managing our climate risks and opportunities in the larger context of our associates, our network of suppliers and other partners and the communities in which we operate.

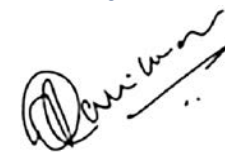
In 2022, we achieved significant progress in several areas, such as:

- Setting public, measurable goals for reducing greenhouse gas emissions and committing to net zero emissions
- Enhancing our professional development programs, leading to 25 million hours of learning completed by our associates
- Doubling the number of internships provided in our India operations, with plans to double this number again in 2023

I firmly believe talent is universally distributed across countries and communities. In 2023, I announced that Cognizant is simplifying our business operations, including rationalizing our workspaces. Part of this shift includes realigning our physical workplace to a post-pandemic era of hybrid and redistributed work. My hope is that this new rationalization and hybrid model will allow more talent to work from a wider range of locations and help Cognizant multiply the places where our associates can engage in meaningful work.

Our company continues to evolve to cater to the needs of our diverse stakeholders and adapt to our changing world. I am deeply grateful for your support and trust in Cognizant, and I invite you to join us on our journey.

Best regards,



Ravi Kumar
Chief Executive Officer



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Forward-looking statements

This report includes statements which may constitute forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, the accuracy of which are necessarily subject to risks, uncertainties and assumptions as to future events that may not prove to be accurate. The forward-looking statements in this report and the materials or websites cross-referenced include, but are not limited to, express or implied forward-looking statements relating to our expectations regarding our vision, strategy, goals, initiatives, commitments, risks and opportunities, including with respect to our governance, sustainability, environmental impact, procurement, philanthropy, data privacy and cybersecurity, the impact of our ESG targets and climate efforts and offerings on our business, our future financial results, our clients, our associates and our communities. These statements are neither promises nor guarantees, but are subject to a variety of risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from those contemplated in these forward-looking statements. Existing and prospective investors are cautioned not to place undue reliance on these forward-looking statements, which are based on the current and reasonable expectations of our management, but are inherently subject to uncertainties and changes in circumstances and their potential effects and speak only as of the date hereof. Factors that could cause actual results to differ materially from those expressed or implied include general economic conditions, changes in the regulatory environment, including with respect to climate matters, immigration and taxes, legal, reputational and financial risks resulting from cyberattacks, the effectiveness of business continuity plans, energy prices, lack of technological innovations, climate-related conditions and weather events, and the other factors discussed in our most

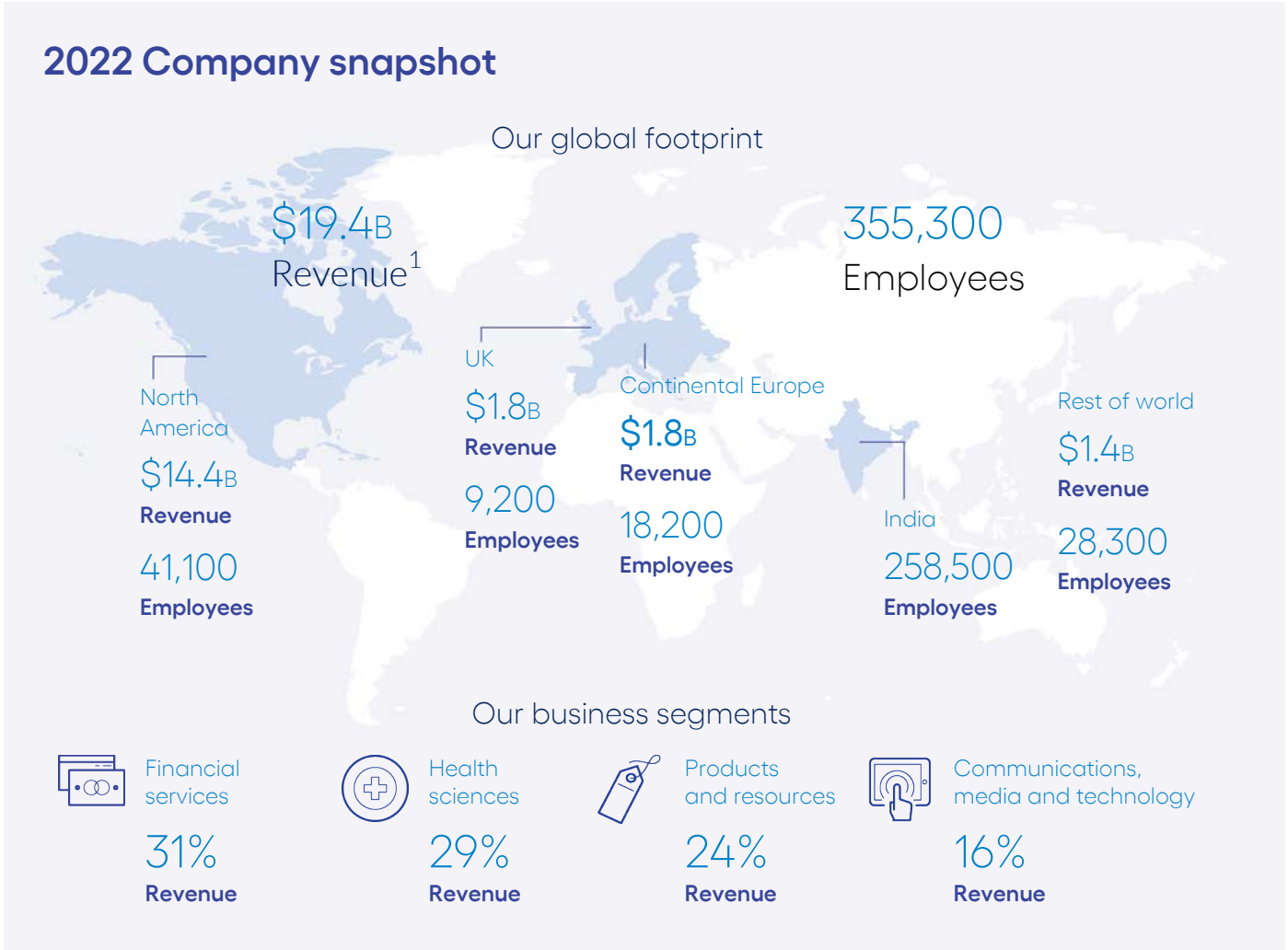
recent Annual Report on Form 10-K, as updated by our most recent Quarterly Report on Form 10-Q and other filings with the US Securities and Exchange Commission (“SEC”). Further, these statements may be based on standards for measuring progress that are still developing and on assumptions that are subject to change in the future. Forward-looking statements are also aspirational and not guarantees or promises that goals or targets will be met. Cognizant undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required under applicable securities law. The information included in, and any issues identified as material for purposes of, this document may not be considered material for SEC reporting purposes. In the context of this Report, the term “material” is distinct from, and should not be confused with, such term as defined for SEC reporting purposes. Website references and hyperlinks throughout this report are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this Report, nor does it constitute a part of this Report.

Basis of presentation

Numerical figures included in this report have been subject to rounding adjustments. Accordingly, numerical figures shown as totals in various tables may not be arithmetic aggregations of the figures that precede them. In addition, we round certain percentages presented in this Report to the nearest whole number. As a result, figures expressed as percentages in the text may not total 100% or, as applicable, when aggregated may not be the arithmetic aggregation of the percentages that precede them. Unless specified otherwise, (i) amounts in this Report are presented in United States dollars and (ii) figures are provided as of December 31, 2022.

About our business

We engineer modern businesses to improve everyday life.



¹ Revenues attributed to geographic regions based upon client location, which is the client’s billing address.

Introduction



“
Our year-round focus is on meeting client, investor and talent expectations by creating meaningful change at scale.”

Sophia Mendelsohn
Global Head of ESG
and Chief Sustainability Officer






Commitments and actions














| | 2021 Commitments | 2022 Actions |
|---|--|---|
|  Social | Diversity Continue our commitment to increasing associate diversity through inclusive hiring practices and a welcoming environment Continue the use of a goal for directors and above to hire and retain women at the senior management level and above, as set in 2020 | Progress: Implemented an Executive Committee compensation metric focused on gender diversity globally (See Recruiting diverse talent for more details) In 2022, our gender diversity rate at the senior manager and above level grew to 17.2% Progress: As of December 31, 2022, women accounted for 38.3% of our workforce globally and 39.3% within India; the number of women working at Cognizant grew by more than 11,000 Progress: Expanded domestic partner coverage, life insurance, mental health support, access to telehealth and support for gender transition for associates |
| | Talent management Continue to address the skills gap between what people can do today versus expectations for the jobs of tomorrow through both internal associate training as well as facilitating volunteer opportunities for our associates to provide technology skills training to others in underrepresented communities | Progress: Trained approximately 150,000 associates (over 25 million learning hours) across a variety of digital skills Progress: Invested over \$23.5M globally in organizations advancing digital skills, local community support and disaster response around the world Progress: 47,000 associates put their knowledge to work outside of Cognizant in 150,000 volunteer hours |

| | 2021 Commitments | 2022 Actions |
|--|---|--|
|  Environmental | Emissions reduction: Reduce absolute emissions by 50% from the company's global operations and supply chain by 2030 and 90% by 2040 with plans to negate remaining emissions for both 2030 and 2040 goals using carbon offsets | Progress: By greening our IT, we have reduced emissions associated with our IT infrastructure by 60% since 2019 |
| | Renewable energy: Source 100% of electricity needs for offices and facilities from renewable electricity sources, like solar and wind, by the end of 2026 | Progress: 44% of electricity consumption in offices and facilities in India, covering the majority of our global energy consumption, came from renewable sources in 2022 |
| | Supplier climate engagement: Engage top 150 suppliers (covering nearly 60% of spend) to help them set net zero emissions reduction targets ² | Progress: 18% of our top 150 suppliers had set an emissions reduction target by the end of 2022  Target: At least 90% of our top 150 suppliers will set an emissions reduction target by 2026 Progress: Offered net zero training to our top 150 suppliers. In 2023, we plan to include emissions reduction requirements in new supplier contracts |
| | Circularity: Save 80,000 computers from landfills by the end of 2022 | Progress: Kept over 62,000 computers out of landfills, we remain focused on meeting our goal in 2023 |
| | Stakeholder expectations: Strive to meet our clients' expectations on major ESG rankings and ratings | Progress: Annually disclose ESG-related information through several platforms including client-preferred ones like CDP (formerly Carbon Disclosure Project) and Ecovadis and regularly engage with clients on our scores |

² By spend as of December 31, 2022. Suppliers are their own entities and data are accurate as of report publication.

| 2021 Commitments | 2022 Actions |
|--|--|
| <div><p>Governance</p></div> <div>Ethics and Compliance Continuously update governance-related policies based on consideration of best practices</div> | <div>Progress: Updated Global Trade Compliance Policy and Environmental Health and Safety Policy</div> <div>Recognition: Received recognition from Gartner in 2022 for risk assessment framework and use of analytics</div> |
| <div>Supply chain: Environment Expand tools and outreach to engage more suppliers in setting ESG standards and best practices</div> | <div>Progress: Formalized risk-based assessment criteria to identify suppliers most at risk and subject to modern slavery due diligence process</div> <div>Progress: Organized emissions reduction workshops for top 150 suppliers</div> <div>Progress: Worked with our top 150 suppliers to set science-based emissions reduction targets and submit annual climate data to CDP</div> |
| <div>Supply chain: Supplier diversity In 2021, we launched our formal Supplier Diversity Program in the United States to increase the diversity of our suppliers through engagement and spend targets</div> | <div>Progress: Added a requirement that every competitive sourcing event in the US that exceeds \$150,000 include a diverse supplier</div> <div>Progress: 18% increase in total domestic spend in the US with diverse suppliers</div> <div> Target: Aspire to reach \$1 billion of annual spend in the US with diverse suppliers</div> <div> Target: Each procurement category lead to aspire to add two African American-owned and one veteran-owned supplier each quarter from Q4 2022 through the end of 2023</div> |
| <div>Data security and Data privacy Continuously improve policies and practices to stay current with regulations, trends and best practices</div> | <div>Progress: Began preparations for compliance with the ISO 27011:2022 standard</div> |

2022 ESG-related awards

| | |
|---|--|
|  | Brandon Hall Accelerating a diverse leadership pipeline |
|  | India Workplace Equality Index Gold employer |
|  | Best Place to Work for LGBTQ+ Equality Human Rights Campaign |
|  | Corporate Governance Professional of the Year |
|  | Innovation Excellence ESG Metrics & Reporting |
|  | Sustainability Magazine's Top 100 Leaders of 2022 |
|  | Tech for Good |
|  | Top 25 Sustainability Leaders in Consulting of 2022 |
|  | Women in IT 2022 Award for Social Mobility Project |
|  | Smart Nation Ambassador |
|  | Digital for Life Champions for impact in supporting inclusion in tech |
|  | Microsoft Partner Awards CTS Won Award for Microsoft's "APAC Region Social Impact - Inclusion Changemaker" |
|  | Champions of Good 2022 |

Strategy: Creating sustainable value

Where we focus and why

A business lens

In 2021, we worked with a third party to gauge which ESG issues various stakeholders thought were most relevant to our business. In 2022, we built on this work internally by reviewing client questions and requests in order to continue focusing on the topics that we believe are most impactful and relevant to our business:

- **Environment** with an emphasis on reducing greenhouse gas (GHG) emissions through technology, our culture and internal change-management
- **Social** with an emphasis on engaging, training and hiring diverse talent in our workforce from our communities
- **Governance** with an emphasis on ESG oversight and transparency, including supply chain management, health and safety, ethics, data privacy and security

A wider lens

Companies operate within a larger context than their immediate operations. As a global company and Participant of the United Nations Global Compact (UNGC), our approach to ESG supports a number of the United Nations Sustainable Development Goals (UN SDGs), as shown below. We believe that, because of our size, we have the ability to create positive economic impact through our business model.



| UN Sustainable Development Goal | Cognizant alignment |
|---|---|
|  | Proliferating STEM education and filling the technology skills gap by investing in training for talented individuals from underserved and underrepresented communities. |
|  | Our diversity and inclusion efforts extend from our associates to our suppliers, including better understanding how we can support the various needs of our associates. |
|  | Our climate platform seeks to reduce our emissions and help our clients reduce theirs through lower-carbon technology and skilling. |
|  | Our strategic technology partnerships make social impact. For example, with AWS we work to equip youth with cloud skills and mentor them in building solutions to help their communities. |
|  | We employ 355,000 people around the globe and seek to improve everyday life through our and our clients' businesses. |

Social

We believe our workforce of more than 355,000 talented associates enables us to be a global force for skilling, training and long-term workforce development. We focus on doing this at scale, including for underrepresented talent and communities.

We consider diversity and inclusion throughout our work. In this section, learn about:

- Being Cognizant: ►
Our people strategy
- Arriving at ►
Cognizant: From
recruitment through
retention
- Working at Cognizant: ►
Supporting our
associates
- Beyond Cognizant: ►
Community
engagement and
philanthropy
- Next: Preparing for
the skills of the future
with sustainability
training

“
From years of experience, I have seen how diversity improves business decisions. As Chair of the Board of Directors, I am engaging with management on improving the gender diversity of the leaders at the company. I see our efforts around gender diversity as an important part of Cognizant’s ongoing transformation.”

Steve Rohleder
Chair of the Board of Directors, Cognizant



Being Cognizant: Our people strategy

Our strategy focuses on attracting, retaining and fully engaging talent to benefit our associate wellbeing and client outcomes. To do so, we have embedded diversity and inclusion in our employee value proposition. We put our approach into action across pre-employment training, recruiting, professional development and future leadership mentoring.

Our Diversity and Inclusion (D&I) program – “Completely Cognizant” – aligns with our commitment to creating a diverse and inclusive workforce with a culture of belonging and engagement.

For us, diversity includes gender, generation, race, geography, ability, belief, religion, sexual orientation and veteran status. We strengthen our business, culture and ability to serve our clients and communities by bringing together unique perspectives, experiences and understanding.

We build a culture of inclusion through:

- Leadership tone at the top
- Recruiting diverse talent
- Supporting associate needs with wellbeing efforts, training and professional development, as well as engagement opportunities

For the first time, in 2022, our Executive Committee compensation included a metric focused on gender diversity globally and on developing and retaining talent. In addition, every leader at the level of director and above has a goal relative to their business area for hiring and retaining women at the senior manager level and above. In 2022, our gender diversity rate at the senior manager level and above grew to 17.2%.

In line with our Equal Employment Opportunity Policy in the US, we are committed to providing a work environment free from discrimination, harassment and retaliation. All of our associates are entitled to fair wages and hours and reasonable accommodations consistent with applicable laws and regulations.

“At Cognizant, central to our values and culture is fostering an environment for everyone to thrive. To achieve this, our programs address inclusion, wellbeing and the diverse needs of our associates to feel a sense of belonging.”

Shameka Young
Global Head of Diversity and Inclusion



Through our people programs, we seek to:

- Recruit diverse talent
- Create an inclusive environment through a welcoming corporate culture, benefits and rewards, education and engagement opportunities
- Support associate needs, improving retention and fostering career growth
- Grow our diverse talent pipeline long-term by providing in-demand tech skills training and digital services to underrepresented communities and organizations through volunteering and philanthropy

In 2022, Cognizant hired over 132,000 people, including over 50,000 women.³

³Please see our 2022 Form 10-K for information about hiring and attrition.

Arriving at Cognizant: From recruitment through retention

Our more than 355,000 associates come from many walks of life and parts of the globe. Their diverse perspectives and creativity inform our ability to meet our clients’ needs.

Global gender diversity⁴

Number of women⁵
134,158

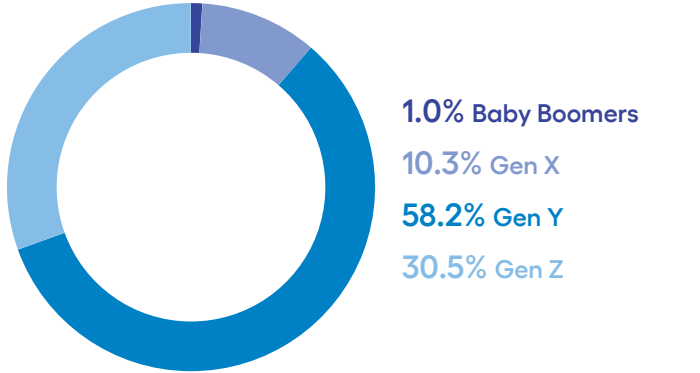
Number of women grew by
11,000+

Gender split⁶



New female hires
37.8%

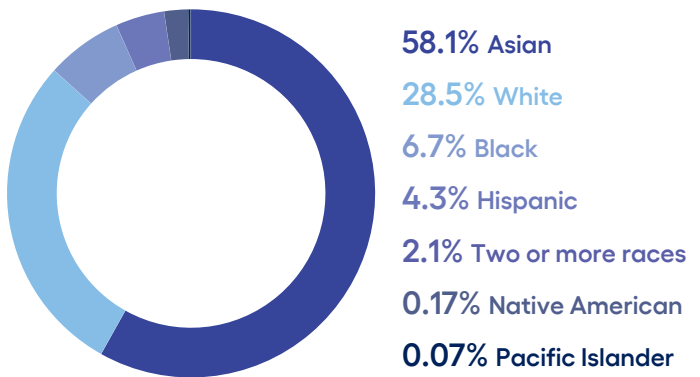
Generational demographics



Gender representation of associates



US associates racial / ethnic group representation⁷



We have detailed our efforts to improve the diversity of our associate body. We are proud of all our talented associates and seek to continue to give opportunities to talented individuals from underrepresented groups.

⁴Gender diversity metrics are as of December 31, 2022 and calculated on the basis of those employees who responded as female or male.
⁵Our Workforce Insights team tracks the hiring, development and retention of women. Data on the progress is then shared with Cognizant’s Board as part of quarterly and annual reporting on talent.
⁶We disclose binary gender information to provide the most complete data available at time of publication. In 2022, we began offering associates the option to self-identify as non-binary. For Cognizant’s larger efforts to support the LGBTQ+ community, see p. 29-31.
⁷Outside the US, our ability to collect racial and ethnic information is limited by local laws and regulations.

Recruiting diverse talent

We are focused on recruiting diverse talent to innovate for our clients and meet many of their stated expectations. The Diverse Candidate Pipeline initiative promotes diversity in candidates, interviewers and perspectives. We apply our Diverse Candidate Pipeline initiative at every seniority level.

Our Diverse Candidate Pipeline has three pillars:

1. Training - Training for hiring managers focused on understanding unconscious bias

2. Representation - Enabling diversity within our interview hiring panels

3. Removing bias - Writing gender-neutral job descriptions

Board diversity matrix (as of April 21, 2023)

Total Number of Directors: 14

| Part 1: Gender Identity ⁸ | Female | Male |
|---|----------------|----------------|
| Directors | 5 ⁹ | 9 |
| Part 2: Demographic Background ⁸ | Female | Male |
| African American or Black | - | 1 |
| Alaskan Native or American Indian | - | - |
| Asian (including South Asian) | 2 | 1 |
| Hispanic or Latinx | - | - |
| Native Hawaiian or Pacific Islander | - | - |
| White | 3 | 6 |
| Two or More Races or Ethnicities | - | 1 ⁸ |
| Did Not Disclose Demographic Background | - | - |
| LGBTQ+ | - | - |
| Military Veterans | - | 1 |

⁸Information was voluntarily provided by directors and reflects self-identified attributes. The director who self-identified as two or more races or ethnicities did not disclose the specific races or ethnicities.

⁹Includes Maureen Breakiron-Evans who is retiring from the Board and not standing for reelection at our 2023 Annual Meeting of Shareholders.

Recruiting Board directors

Our diversity-oriented hiring practices start at the top with our director recruitment efforts. Our Board of Directors (the Board) has committed to include women and persons with ethnically or racially diverse backgrounds in each pool of candidates from which we select new director nominees. Our Board membership increased from one woman in 2019 to four women in 2022.

The Board evaluates the effectiveness of its director diversity efforts through its annual self-evaluation process and on an ongoing basis through its director candidate search processes.

Recruiting college talent in India

Attracting, engaging and hiring the best college talent requires sourcing and upskilling ambitious young professionals early in their career journeys. Our comprehensive campus hiring program in India, our largest campus hiring effort globally, focuses on:

- Professional behavior development

• Technical skills

• Assessing alignment of professional aspirations with personal interests

Internal and external facilitators support the learning journey of these associates, and mentors from each business unit connect with cohorts throughout their first year to help them start on a strong and successful path at Cognizant. Our interns work alongside experienced associates on complex and emerging technology solutions for our clients.

Intern hiring highlights

77%

of those who completed an internship accepted and joined Cognizant full-time in 2022

Doubled the number of intern offers (compared to 2021)

Nearly 21,000 interns joined Cognizant full-time following offers in 2022

Recruiting people with disabilities

To continue to improve our hiring efforts of persons with disabilities, in 2022 we launched awareness campaigns and accessibility norms across our facilities in India. In addition, we continued our engagement with the National Association of Software and Services Companies and National Human Resource Development, India’s largest network for HR professionals, with respect to diversity and inclusion.

In the United Kingdom (UK), we joined the Business Disability Forum, a not-for-profit membership organization that exists to transform the life chances of disabled people by working through and with business to create a disability-smart world. Membership benefits include access to expert advice and support, a knowledge hub as well as events and webinars focused on disability inclusion.

Recruiting Black, Indigenous and People of Color (BIPOC)

To diversify our talent pipeline and associate body, we’ve implemented BIPOC programs in our hiring initiatives, and deepened our partnerships with organizations like the National Black MBA Association. (See our D&I section p. 29-31 for more information about engagement with BIPOC.)

Recruiting returners

In 2021, we launched the Cognizant Returnship Program for technology professionals looking to restart their careers. Participants with at least five years of relevant experience who have taken an extended career break of at least two years are supported as they transition back into the technology workforce. This 12-week paid experience includes real project work with immersive training, mentorship, coaching and a community to support their success. At the conclusion of the program, participants are considered for full-time positions at Cognizant. Our placement rate is 95%. We see this model as a template and hope to expand it in the future.

Recruiting veterans

We offer career advancement opportunities, technology advancement boot camps and mentoring and scholarships for veterans as part of our skilling programs. We focus on creating a pathway for transferable skills from military to civilian careers. (See our D&I section p. 29-31 and our Global philanthropy section p. 32 for more information about engagement with veterans.)



Recruiting women

Since 2020, every leader at the director and above level has had a target, relative to their business area, for hiring and retaining women at and above the senior manager level. (See our D&I section p. 29-31 for more information about engagement with women.)

As of December 31, 2022, women accounted for 38.3% of our workforce globally and 39.3% within India; 37.8% of all new hires globally were female.

We’ve continued our sponsorship of MAKERS, an organization focused on improving gender equality within the industry. In 2022, nearly 200 women completed Propel, our leadership program for women. More than 1,200 women have completed Propel since the program first started in 2018.

Pre-employment training and apprenticeship

To further tackle the technology skills gap, we provide pre-employment training and apprenticeship opportunities for untapped talent pools. These programs focus on high-demand skills that could lead to job opportunities with Cognizant. In the last four years, we have recruited more than 2,000 people through these programs, with more than 600 hires in 2022. We further expanded our pre-employment training program outside the US with pilot training cohorts in Latin America and Canada. We are planning similar programs in the UK.

In 2022, we launched Cognizant Skills Accelerator, a new train-to-hire initiative for people seeking to kick-start a technology career in the US. In the fast growing, rapidly changing technology industry, this program aims to increase the pool of diverse, high potential candidates. In 2022, we sponsored training for over 2,000 individuals from underrepresented talent pools.

Working at Cognizant: Supporting our people

Our goal is to help our associates bring their best selves to work. Once recruits become associates, we provide technical resources and people support to help retain them as colleagues. We focus on all aspects of their Cognizant experience:

- Ongoing development: Learning that advances careers in line with our business strategy
- Associate wellbeing: Benefits and rewards that foster wellbeing
- Employee engagement: Opportunities for associates to be heard and feel supported

2022 people-related awards



India Workplace Equality Index recognized Cognizant with its Gold award for LGBT+ inclusion



Financial Times recognizes Cognizant as a Diversity Leader



Healthcare (Small) Category of the 8th CSR Impact Awards

Talent management

Investing in our current associates and future talent pipeline is critical to career growth and our overall business growth. Through our talent programs, we hire new talent; develop and retain top talent through training and career progression; and expand access to a skilled, global workforce through associate engagement in mentoring and volunteering.

Talent management highlights

| Hiring | Development | Career and rewards | Engagement |
|--|--|---|---|
| <ul style="list-style-type: none">• Diverse candidate pipeline• Internship program• Pre-employment training and apprenticeships• Cognizant Returnship program• GenC graduate program | <ul style="list-style-type: none">• Technical upskilling• Leadership development• Mentorship programs• D&I training• Partner learning programs | <ul style="list-style-type: none">• Performance processes for all levels• Internal Job Moves program• Performance-based rewards• Global mobility program | <ul style="list-style-type: none">• Global affinity groups• Outreach program (See p. 32) |

Accordingly, we focus on the two main pillars of talent development to optimize our efforts:

- Investing in people and technical skills
- Investing outside of our current associates to grow our talent pipeline

Investing in people and technical skills

Our skilling ecosystem offers growth for our workforce at all levels. We provide a continuum of professional development by role to foster advancement:

- Entry-level: Specific skills and general training for non-leadership roles
- Ongoing: Tools, platforms and learning environments for associates

- Leading: Ongoing and regular process of assessment and development for future leaders

In 2022, we created our milestone programs, which are structured learning paths for development of talent from one career stage to the next.

Milestone programs overview

As we accelerate to deliver on our priorities, supercharging our talent continues to be our key priority. These milestone programs enable our leadership transitions as we elevate roles - upwards, sideways or diagonally.

These programs offer experience, exposure and education through assessments, customized e-learning modules, practical scenarios, simulations and reference tools.



Other development interventions for associates and future leaders included:

| Associate development | Leadership development |
|---|--|
| <div>150,000+</div> <div>associates trained across digital skills</div> | <div>19,300+</div> <div>programmer to senior director level leaders participated in leadership milestone programs to help them transition from one career stage to the next</div> |
| <div>25 million learning hours</div> <div>logged by our associates via our on-demand learning platforms, the equivalent of nearly 3,000 years</div> | <div>300+</div> <div>leaders from senior manager to senior director levels participated in our accelerated development program, LEAD@Cognizant, that was developed in partnership with Harvard Business School</div> |
| | <div>420+</div> <div>assistant vice president level+ were offered targeted development opportunities on key development needs</div> |


Partners

We partner with world-class vendors and institutions to offer unparalleled development experiences for our associates.



Harvard Business School

We partner with Harvard Business School (HBS) for the design and roll out of our flagship programs like LEAD and Propel. We also invite speakers from HBS to facilitate webinars/ case study discussions as part of our quarterly senior manager+ offerings.



Emeritus

We collaborate with Emeritus to invite industry and subject matter experts for programs launched as part of our senior manager+ calendar offerings and also involve them to curate custom solutions for our business units.

Recognitions



Brandon Hall Group Human Capital Management Awards

25gold medals

8silver medals

9bronze medals

The awards showcase various learning and leadership programs Cognizant has designed for associates to grow their skills and careers



Association of Talent Development Awards

5

Excellence in Practice Awards

We were rewarded for several career development, hiring and talent management programs

Mentorship program

We are particularly proud of our mentorship program for the role it plays in associates’ lives. The program helps associates develop their skills, capabilities and network across the organization. In 2022, 150,000 associates participated in the mentorship program. In 2023, we plan to expand the program to include not only full-time associates from the US and India, but all full-time associates globally. Associates up to and including senior directors may participate.

Associate wellbeing

We believe associates do their best work when they feel motivated, healthy and that they are part of an organization that cares for their wellbeing. This understanding informs our people wellbeing strategy—Be Cognizant, Be Well.

Our Be Cognizant, Be Well program offers a portfolio of benefits and rewards across physical, mental and financial wellbeing, as well as life-work balance.

Physical

- Expanded domestic partner coverage in select countries (where permitted by and in accordance with local law)
- Increased access to care in select Asia Pacific (APAC) geographies through telehealth
- Launched support for gender transition services in select geographies including US, UK & Ireland and India
- Held regional health and fitness “challenges” in which 27,000 associates and 2,500+ family members participated

Financial

- Extended life insurance to all associates
- Partnered with banks to provide discounted and improved rates and financial education
- Developed voluntary programs with more flexibility to provide greater choice in benefits to meet varying associate needs

Mental health

- Extended access to mental health support to all associates, including 24/7 on-demand behavior health coaching, therapy, psychiatry and self-care resources accessible from the privacy of a smartphone
- Expanded support resources for subjects stigmatized in multiple cultural contexts like menopause, mental health and suicide prevention
- Provided access to online mindfulness classes and support to reduce stress and boost overall wellbeing

Life & work

- Expanded work flexibility options, including introducing Work Flex in the UK and formalizing Flex Friday in the US. Other geographies benefit from our formal Global Remote Work policy that supports work flexibility
- Launched global wellbeing champions network with representation in all regions. With this network, we facilitate engagement and awareness
- Launched manager training on leadership’s role in cultivating and building a culture of wellbeing



Employee engagement

We believe high levels of employee engagement help us retain talent by fostering loyalty. When employees feel heard and supported, their work performance improves. As a result, so too does our organizational performance.

Employee engagement is also a critical component of how we enact our diversity and inclusion principles, including how we maintain our inclusive and welcoming corporate culture. (See Arriving at Cognizant: Our people strategy.)

We engage our associates through:

- Reviewing their feedback via an annual survey
- Providing year-round D&I support via internal training, affinity groups and outside partnerships and sponsorships
- Community, volunteer and mentoring engagement programs

In 2022, top leadership continued to host small group listening sessions to connect with associates, get feedback and address questions.

People Engagement Survey

We measure engagement through our yearly Cognizant People Engagement Survey and communicate the results to all associates.

People Engagement Survey highlights

210,000+

associate responses (2022)

We take associate comments seriously.

9,000

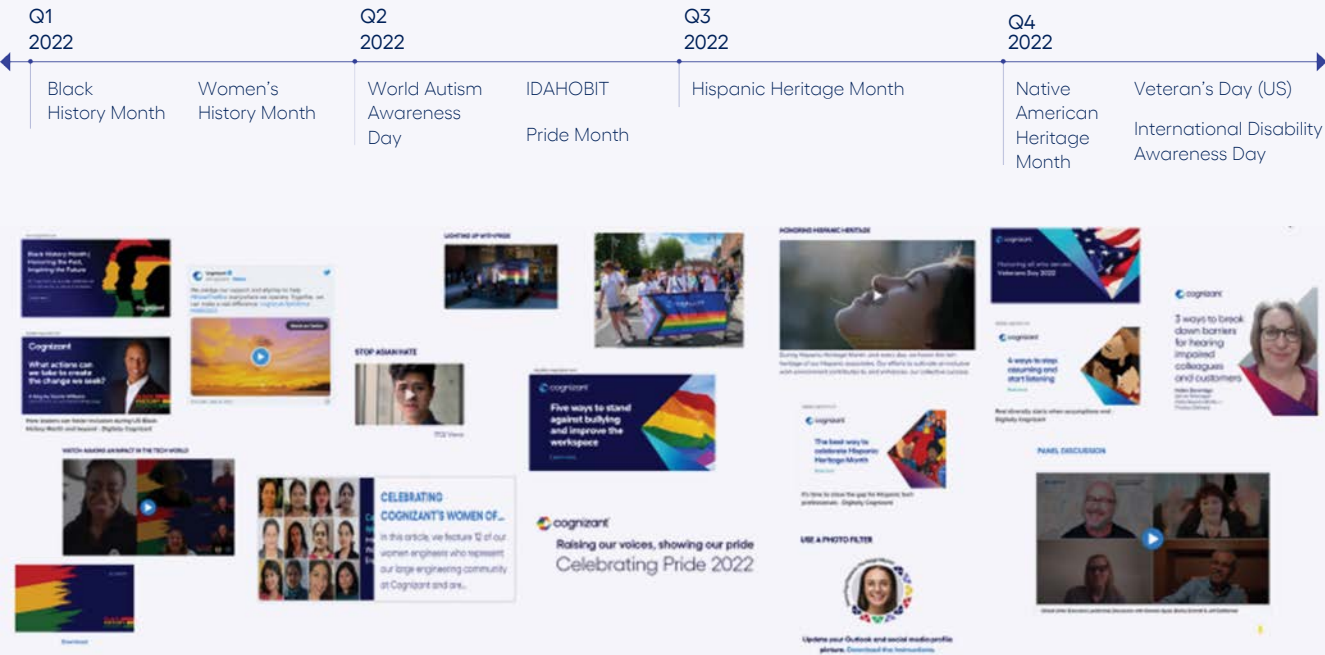
people managers with access to survey results to consider and recommend actions

We saw meaningful increases in our employee engagement results, including scores above benchmark across multiple categories

Diversity and inclusion (D&I)

Our D&I Program—“Completely Cognizant”—helps us build a diverse and inclusive workforce and promote a culture of belonging. Through the program we engage our associates in understanding and then helping us enact our D&I principles via training, affinity groups, events and outside partnerships.

Celebrating diversity all year round



Internal diversity training

We offer a range of courses designed to help our associates build intercultural competencies, identify unconscious bias and lead with conscious inclusion. Our associates complete several mandatory annual training modules, including:

- Cognizant’s Code of Ethics Training, which includes a module on diversity and preventing discrimination and harassment
- Preventing Harassment and Discrimination Training, which associates in the US, India and Latin America must complete each year

This mandatory training is supplemented with inclusive leadership training focused on topics such as allyship, psychological safety, inter-cultural communication and intelligence, and microaggressions.

In 2022, 13,000 associates completed voluntary inclusive leadership training.

Affinity groups

Our dedicated affinity groups promote a sense of belonging by attracting and welcoming diverse candidates when they join Cognizant, and engaging with associates as their careers grow. The groups also organize events, conversations and training opportunities throughout the year, often partnering with clients and strategic partners. Each affinity group is open to all associates. Membership in affinity groups has more than doubled from 2021 to 2022 year-end.

- **Black, Latinx, and Indigenous Group (BLING)**
- **Embrace** (LGBTQ+)
- **Pan-Asian Group**
- **Race Equality Network** (enables local countries to support their ethnic minority groups)
- **Unite** (people with disabilities and caregivers)
- **Veterans Network**
- **Women Empowered**
- **Working Families**

Each affinity group has an Executive Committee sponsor who champions its work. They participate in conversations and represent affinity groups to leadership.

“I’m a firm believer that diversity of thought and diversity of cultural and professional experiences accelerates innovation. We want to celebrate the diversity of ideas, the diversity of backgrounds, the diversity of experiences, for a better business outcome.”

Jan Siegmund
Chief Financial Officer and Executive Sponsor of Embrace Affinity Group



Resources and Partnership Support for Our Diverse Associates

| | Resources | Partnerships |
|-------------------------------------|--|--|
| Black, Latinx and indigenous | <ul style="list-style-type: none">• BLING affinity group• Race Equality Network (chapters in the United Kingdom, Ireland and Brazil) | <ul style="list-style-type: none">• National Black MBA Association• Steven Skinner Scholarship Award• Hispanic Technology Executive Council |
| Diverse Abilities | <ul style="list-style-type: none">• Accessibility Concierge Services in India, an exclusive phone line and live chat with trained responders for associates with disabilities• Unite affinity group | <ul style="list-style-type: none">• Business Disability Forum• National Association of Software and Services Companies• National Human Resources Development, India• National Organization on Disability• Valuable 500 |
| LGBTQ+ | Embrace affinity group | Cycle for the Cause |
| Pan-Asian Group | Pan-Asian Group affinity group | Stop Asian Hate Campaign |
| Veterans | Veterans Network affinity group | Corporate Gray |
| Women | <ul style="list-style-type: none">• Propel, our global leadership development program designed to help women thrive in the digital age• Women Empowered affinity group | <ul style="list-style-type: none">• Forté• Ladies Professional Golf Association, including the women’s Cognizant Founders Cup• MAKERS• Women in Technology Network |

Beyond Cognizant: Community engagement and philanthropy

Digital expertise is vital across a growing spectrum of jobs. While companies have spent heavily on digital skilling, the talent gap remains in many communities and geographies – impacting our talent pipeline. At the same time, many of the non-governmental organizations (NGOs) designed to address the issues of underserved communities lack access to digital services and technical skills.

Skilling and upskilling are key to both addressing our business needs and unleashing prosperity in underserved communities where Cognizant and our clients do business. We believe Cognizant has an opportunity to lead in this space – especially in partnership with clients – through our Outreach program and philanthropy.

Our associate volunteering, mentorship and philanthropy are often through projects with NGOs on the ground. By leveraging our reach to

“Cognizant is committed to our people. We engage with policymakers, Corporate Social Responsibility partners, our clients and the broader business community to invest in and advocate for responsible policies that contribute to growing our skilled workforce, supporting sustainability in the communities we serve and promoting economic growth for all.”

Tobi Young
SVP, Legal, Regulatory and Corporate Affairs



support historically disadvantaged groups through technological training and other resources, we believe we can help mitigate the evolving IT skills gap. At the same time, we strive to lift communities through access to education and skilled work.

We know these programs also deliver business benefits. Between 2018 and 2022, the average annual attrition rate of our full-time associates who engaged in Outreach activities was 13% lower than the average annual attrition rate of non-Outreach full-time associates. And our outreach and philanthropy have also provided additional sources for potential associates in certain hiring initiatives. (See At Cognizant: From recruitment through retention.)

Outreach: Meaningful and thematic community engagement

Cognizant's Outreach program focuses on two major themes: increasing inclusion in technology and using technology for good.

Increasing inclusion in tech

We increase inclusion in the technology industry by helping provide underrepresented populations with the skills and knowledge needed for technology careers. Our trained associates volunteer their expertise to teach business, software and technology skills. Overall, 47,000 volunteers devoted over 150,000 hours to this type of volunteering in 2022.

For example, in 2022 we continued our collaboration set in 2021 with Microsoft, Salesforce and Amazon Web Services (AWS) to support inclusion and community impact goals:

Microsoft

- Equipped over 7,500 associates with digital accessibility skills through multiple training programs in partnership with Microsoft
- Provided almost 20 participants with improved awareness and understanding of Microsoft customer relationship management (CRM) for non-profits
- Continued our partnership with NetHope to enhance the data and analytics skills of staff from NetHope member organizations. Through 1:1 clinics and advanced excel and Microsoft Power BI trainings, Cognizant trained almost 1,000 staff (with the majority trained in 2022) from nearly 30 NetHope member organizations. Additionally, we conducted trainings to improve productivity and work efficiency for the staff of nearly 140 charities across a dozen countries
- Collaborated with Microsoft to improve the adoption of Microsoft Power BI in the public sector by training over 60 public officers

AWS

- Worked with AWS to skill hundreds of students and senior citizens in Singapore and Australia on AWS Cloud computing

Salesforce

- Partnered with Salesforce to improve awareness of CRM for over 30 of our charity partners

“I love volunteering through Cognizant Outreach because it gives me a strong sense of purpose and helps me connect deeper with the communities that we ultimately serve through our clients. I take great pride in volunteering with my employer.”

Cognizant Outreach volunteer

“I was invited to Cognizant to learn coding. I was coached by wonderful volunteers from Cognizant and also a US bank who helped me to learn and showed me how to keep improving further. I am confident of continuing my learning even after I return home.”

Female high school student from a Chennai public school

In 2022, in support of the International Day for Persons with Disabilities, nearly 900 volunteers from 16 countries analyzed eye images of children to enable AI-driven early detection and prevention of childhood blindness.

“We are proud of our partnership on the Microsoft APAC Enabler program with Cognizant, who have shared our commitment to improve workplace disability inclusion by developing accessible solutions and building an inclusive culture through record levels of voluntary trainings, volunteering and mentorships.”

Pratima Amonkar
Head Strategy, Microsoft



Using technology for good

NGOs and other charitable organizations improve communities yet are frequently under-resourced, especially digitally. Our volunteers provide these organizations with technology skills and software solutions to enhance their operations, amplifying their work.



Asia Pacific

Cognizant Outreach Philippines engaged nearly 30% of our associates in volunteer work that supported students and youth with education and skills.

Similarly, Cognizant Outreach Singapore worked with the National Youth Council to provide 185 youth with real life work experience that provided 12 social service agencies with digital transformation services.



Africa

In partnership with one of our key Life Sciences clients, GSK, Cognizant Outreach collaborated with Africa’s leading health charity AMREF Health Africa to develop an application that helps users connect patients with health professionals.

“

It was wonderful to partner with Cognizant to improve cloud skills in local community colleges. This program not only supported our SDG goals to improve quality education and promote decent economic growth, but importantly also resulted in nurturing trust and collaboration within our project teams as they came together over a larger shared purpose. ”

Client, Financial Services

“

It was a sheer delight to see my mentee’s continued progress. This program has also helped me hone my mentoring and guiding skills, which is making me a better and more empathetic manager. ”

Volunteer for Singapore 1:1 Digital Skills Mentoring program

“

The 1:1 nature of the mentoring program helps effectively address participating women’s unique skills and needs. We loved seeing women’s confidence navigating technology. ”

Brendan Seah

Partnerships & Operations Manager, Daughters of Tomorrow



Volunteering in 2022

Cognizant Outreach delivers tech-centric, impactful volunteering programs implemented in a nuanced local context

Value

47,000

volunteers devoted

150,000

hours to volunteering

Training

nearly 7,500

associates took voluntary training on creating accessible design

Global philanthropy

We work alongside employers, educators, nonprofits and thought leaders to unlock economic opportunity and support investments in sustainable skilling to help improve the lives of people around the world, particularly in the US, UK, Canada, Australia, Germany and India.

Since 2018, within North America, Australia and Europe alone, we have awarded approximately \$65 million to support numerous organizations working to inspire, educate and prepare people of all ages to succeed in the workforce of today and tomorrow. Cognizant also continued its commitment to advancing opportunity in the field of trust and safety and developing a pipeline of scholars by encouraging students to pursue academic programs and research in this field.

“

Cognizant’s support to the BIT Academy, which delivers industry-relevant technical skills training and credentialing to blind and visually impaired job seekers, was critical to expanding training to a Salesforce Platform App Builder Class and Salesforce Advanced Administrator Class. ”

Mike Hess

Founder and CEO, Blind Institute of Technology



In 2022, we awarded over \$23.5 million in grants and gifts to 115 organizations around the world, furthering our mission to improve economic mobility and community resilience through strategic programmatic giving, local community support and disaster response.

Examples of the grants given in 2022 include:



Blind Institute of Technology

Support industry relevant technical skills training and credentialing to blind and visually impaired job seekers who want to increase their wage potential and find meaningful careers in tech-related roles.



Code.org

Support the research, publication and dissemination efforts for Code.org’s annual State of Computer Science report and policy briefs to increase access to and participation in K-12 computer science.



The Forces Employment Charity

Support capacity building of the TechVets program by improving its reach, tracking and engagement into training and employment, to more effectively support the military community to find work in information technology.



The Prince’s Trust

Support the expansion of the digital marketing programs in London and Manchester and launch the Get Started Program in London to enable digital skills training and wraparound support.



Raspberry Pi Foundation

Support the Raspberry Pi Computing Education Research Centre (in partnership with Cambridge University) to clearly identify how to teach computer science to primary and secondary school students along with practical resources for educators. Further support the expansion of Code Club and CoderDojo programs in the UK.

Cognizant Foundation India

Since 2005, the Cognizant Foundation India has partnered with non-profit organizations across the subcontinent. In 2022, the Foundation strengthened its portfolio —historically focused on healthcare, education and livelihood— and sharpened its focus areas along two thematic areas:

1. Improving access to quality healthcare
2. Building an equitable society through education and skilling

Our projects are now increasingly focused on inclusion and technology and include scholarships and opportunities for digital learning, STEM and vocational training and promoting health interventions for women, children and those at risk for blindness.

In 2022, Cognizant Foundation India supported nearly 90 projects with over 30 not-for-profit organizations reaching hundreds of thousands of individual beneficiaries. Examples of philanthropy in 2022 include:

- Partnering with local organizations to train persons with disabilities, and women, through our flagship skilling program, Tech4All. Tech4All was launched in 2021 to train persons with disabilities, and women, for careers in technology and tech-enabled services. The Foundation has lined up projects that will seek to train hundreds of persons with disabilities and thousands of women in basic and advanced IT skills to place them in tech-related jobs
- Collaborating with Vision Empower Trust to launch a pilot for inclusive education in math and computation. The pilot was implemented in a dozen schools in Tamil Nadu, India that cater to visually impaired students, and nearly 400 students were trained

Our programs



Next: Skilling associates with sustainability training

Cognizant deals in knowledge. Our clients increasingly expect us to incorporate sustainability knowledge into traditional industry-specific technology outcomes. Our clients’ interest is matched by that of our associates, who have and are taking sustainability training at scale with us.

| | |
|---------------------------------|---|
| Goal for 2024 | 100,000 associates participating in voluntary sustainability and climate training to gain the skills to help deliver the future lower-carbon economy |
| Sustainability Training in 2022 | By the end of 2022, 35,000 associates had taken voluntary zero waste training 15,000 associates from 44 countries pledged and developed their own emissions-reduction goals, beating our internal goal of 10,000 |

Clients

Our clients have made significant financial commitments to transition to a lower-carbon economy. They expect Cognizant to have an informed view on how digital tools can meet their sustainability goals. Throughout 2022 and into 2023, Cognizant provided various sustainability trainings to associates. Such training helps pair client digital transformation needs with an industry-specific sustainability platform.

Associates

Of growing interest, especially among the junior talent Cognizant seeks to attract and retain, are the subjects of climate and sustainability. In addition to tens of thousands of associates participating in sustainability training, 15,000+ associates participated through an application associated with the United Nations. Through this application, associates can access video lectures about a variety of topics, including the basics of climate change, the water cycle and the global food system.

Environment

We believe a modern business is a sustainable one—one that understands the health of its communities and the health of its value chain is connected to sustainable, healthy ecosystems. Technology can be a tool that supports sustainability efforts, and we think that makes it a business opportunity.

As an active member of the international community, we know that climate change is a global concern and presents an urgent call for business leadership where a company has its most impact and opportunity. As a result, we are focused on reducing greenhouse gas (GHG) emissions and putting our technology and talent to work helping our clients meet their own resource reduction goals.

In this section, learn about:

| | | | | | |
|---|--|--|---|---|---|
| Climate Risk and Opportunity: What our climate risks and opportunities may be and how we consider them | Reducing our greenhouse gas emissions: How we strive to lower our emissions | Biodiversity and nature: The role we can play in nurturing healthy ecosystems | Water: Why we are working towards managing our water footprint | Circularity: How we seek to upcycle and manage waste | Next: Preparing for understanding our nature-related risks and opportunities |
|---|--|--|---|---|---|



Cognizant in the context of climate change

More extreme weather events and resource scarcity can impact communities and clients around the world. Our focus is on managing our climate risks and opportunities in the context of our associates, our network of suppliers and other partners and the communities in which we operate.

Our climate strategy is designed to transition Cognizant to a lower-carbon, sustainable company by considering how climate impacts our value chain. Our climate strategy starts with and centers on our most important assets— people and their knowledge — leveraged through the IT services we sell. We are giving special focus to how climate may impact our associates where they live and work. We also assess the possible impacts of climate change on our vendors and clients.

“Cognizant carefully assesses data on our business landscape, determines the environmental risks and looks to seize the opportunities to use our scale and our technology expertise to help mitigate climate change.”

Dr. Stuart Poore
Global Environmental Lead



To execute our climate strategy, we have four main pillars:

- 1

Mitigate: our climate risks by identifying high-risk areas (page 41)
- 2

Reduce: our emissions with a net zero goal (page 52)
- 3

Expand: integrate our climate initiatives with those in water (page 58), circularity (page 59) and biodiversity (page 59) for a larger positive impact
- 4

Solve: support our clients in their climate-related engagements (page 60)

Please see our 2022 Form 10-K for information about the risk factors that affect or may affect our business.

Climate risk and opportunity

In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we share climate-related details on:

| |
|---|
| Governance |
| Scenario analysis ¹⁰ |
| Risk framework and management ¹¹ |
| Opportunity |
| Metrics and targets |

Governance

Cognizant seeks to govern our exposure to climate change through multiple forms and bodies.

Governance by Board of Directors

The Board considers how climate change may impact our business. Through its committees, our Board discharges its oversight responsibilities as follows:

- Governance and Sustainability Committee:** Responsible for overseeing Cognizant’s approach to broad ESG matters. In 2022, members of the Governance and Sustainability Committee met to review ESG strategy and performance, including our net zero goal, physical climate risk and ESG reporting. The Governance and Sustainability Committee also occasionally engages in related Board education
- Audit Committee:** Responsible for overseeing the company’s enterprise risk assessment and management framework, including the company’s processes for identifying, assessing, monitoring and mitigating key business risks, including ESG risk. In addition, the Audit Committee monitors Cognizant’s Global Business Resiliency (GBR)

¹⁰ TCFD refers to scenario analysis as Strategy.
¹¹ TCFD refers to this as Risk Management and includes both risks and opportunities.

program, part of how we respond to extreme weather, including weather events made more likely by climate change

Governance by management

Cognizant has dedicated resources to governance at the leadership and operational levels. At the executive level, our CEO has overall responsibility for addressing climate risk and facilitating climate-related opportunity. Day-to-day responsibility sits with our Chief Sustainability Officer (CSO), who works closely with the CEO and reports to the General Counsel and Chief Corporate Affairs Officer. The CSO and ESG team are responsible for embedding climate considerations throughout Cognizant’s business, including orchestrating the execution of our ambitious emissions reduction targets. To accomplish this objective, the CSO works cross-functionally with many leaders including the Chief Audit Executive (Internal Audit) and Enterprise Risk Management (ERM), the Chief Security Officer and the Chief Administrative Officer.

At the operational level, dedicated leaders oversee Cognizant’s approach to managing environmental risks and opportunities and strengthening client engagement and raising Cognizant’s ESG performance and transparency.

“Our commitment to ESG performance is realized by strengthening our company’s institutional capability and pairing that with rigorous and relevant transparency.”

M. Aya Kiy-Morrocco, Esq.
Head of ESG Governance and Reporting



Enterprise Risk Management (ERM)

We believe climate risk is not a standalone environmental risk but has a potential multiplier effect across other existing business risks. As such, our governance of this risk is incorporated into Cognizant’s larger global ERM program. ERM enables the periodic measurement, monitoring, reporting and oversight of the organization’s most significant risk areas.

Our ERM process includes:

- Identifying and prioritizing the top risk focus areas for the organization on a periodic basis
- Assessing (measuring and monitoring) risk levels of the top risk focus areas
- Facilitating risk mitigation actions, by working with business and functional risk owners
- Reporting top risks to management and the Audit Committee of the Board

In addition to physical risk, our ERM program also strives to monitor possible legal, monetary, market and other transition risks associated with climate change. For example, we seek to monitor our third party ESG indices to track the organization’s external perception with respect to ESG. We consider appropriate responses and program adjustments to address any perception-related issues and actively engage with clients and investors who may have questions.

Global Business Resilience (GBR)

GBR’s primary objective is protecting continuous operations while keeping our people safe. On a location-based level, our GBR department monitors many risks, including physical climate risk. GBR reports to our Chief Security Officer. GBR runs a global risk assessment process that identifies, assesses and prioritizes physical risks. As we deepen and expand our footprint across existing and new geographies, we become exposed to multiple country-specific climate risks. Our system is designed to help ESG, ERM and

GBR work in tandem. Country risk dashboards, developed by ERM, help us understand and illustrate the risk exposure of doing business in countries with higher risk exposure to natural disasters and climate related regulatory regime changes, among other insights.

GBR also manages our incident response planning, which is designed to increase confidence in and the resiliency of infrastructure. GBR’s controls are designed to predict and prepare the business for acute and chronic physical shocks, including:



GBR’s tools ideally enable us to assess specific regional risks, such as unusual monsoons, which is valuable to our regional leads in locations such as India.



We have achieved certification for our India, North America (US & Canada), Latin America, European Union and Asia-Pacific regions covering our Global / Regional Delivery Center operations.

Our risk prioritization and scenario planning

One of our overarching goals is to determine how climate change will affect our associates and our clients, including through the lens of our property and supply chain. We also seek to understand the impact physical climate risk will have on the availability of talent across our locations and the support that our associates will need in the event of extreme weather events.

In 2021 and 2022, we conducted a scenario analysis of potential climate-related risks and opportunities that might occur between 2021 and 2050. In this analysis, we considered the significance of identified climate risks and opportunities and prioritized them based on risk likelihood, impact and velocity. This allowed us to put structure to a range of possible future states under various degrees of climate disruption, with the objective of integrating these considerations into the realm of potential risks we consider and analyze.

In this Cognizant-specific scenario analysis, we catalogued risk and opportunity time frames:

- Short term (up to 5 years)
- Medium term (6-15 years)
- Long term (16-30 years)

For each time frame, we considered possible impacts to Cognizant under varying degrees of heating and the global responses to the impacts of that heating.

- **Orderly transition to net zero 2050 (1.5°C):** a high degree of policy ambition and implementation of the Paris Agreement
- **Disorderly and delayed transition (1.8°C):** rapid, disruptive transition over a short time horizon
- **Hothouse World’ (3°C):** limited or no action taken to transition, thereby presenting the greatest stress test of physical climate risks

We then identified potential areas of high climate risk that were critical to our business at the regional, country or geographic level.

Scenario analysis of potential climate-related risks and opportunities

1 Identify and prioritize risk through extensive internal workshops and external research.

| Identification | + | Prioritization |
|--|---|---|
| Research and consultation to identify risk | | Prioritize using Enterprise Risk Management framework |

2 Employ ERM framework to identify our most significant physical and transition climate risks to take through scenario planning.

| Physical Risks | |
|---------------------|--|
| Acute | Extreme weather events causing damage to property that render it unusable |
| Acute/Chronic | Extreme weather events and trends affecting delivery capability |
| Chronic | Rising sea levels leading to disruption in operations |
| Transition Risks | |
| Technology | Power outages leading to disruption in operations |
| | Increased costs of transitioning to lower-emission technology |
| Market | Changing client behavior demanding greater commitment to climate strategy |
| | Increasing energy costs |
| Reputation | Poor sustainability reputation leading to inability to attract/retain talent |
| | Failure to meet climate commitments leading to negative media coverage and reputational damage |
| Opportunities | |
| Services | New and increasing client demand for climate solutions |
| | Use of new climate technologies |
| Resource Efficiency | More efficient facilities |

3 Assess how these risks will change over time based on increased heating.

To allow Cognizant to consider the evolution of risk over time, we bucketed how likely and how severe a risk might be:

| | | |
|---|--|---|
| Short term 0-5 years with current levels of heating | Medium term 6-15 years with increasing heating | Long term 16-30 years with more heating |
|---|--|---|

Please see our 2022 Form 10-K for information about the risk factors that affect or may affect our business.

In 2022, we furthered our prior climate scenario analysis by considering risk at a city-level and in the context of the size of our associate population by city. We leveraged proprietary data sets from engineering companies and climate risk software to explore possible risks at a city level. Around the world, the cities where we have the most associates living are most prone to:

1. Flooding generated by extreme rainfall and storm surges
2. Prolonged and combined heat and humidity

India has already been impacted by climate change. In 2022, India experienced extreme weather like heavy rains and heat. We documented and recorded no material financial losses from these individual events.

Other risks explored but found to be less immediately relevant due to smaller concentrations of associates were drought, wildfire and hurricanes. (See the Governance Management section for more information about our ERM process and GBR program.)

Risk framework and management

In 2022, we looked across the Cognizant value chain and organized our thinking about how physical and transitional climate risks might manifest through the business. We focused on these risks and the geographies in which our associates live and work, with particular attention on the following major areas:

| |
|-------------|
| Property |
| Procurement |
| People |

Property

As climate change could affect our buildings and data centers, and therefore our business, we seek to understand the physical climate risk profile of our properties.

Based on this understanding, we then consider targeted actions to address the specific risks identified, including seeking to keep properties dry and adequately supplied with power.

Monitoring

To integrate climate risk into property management decisions and investments, we use site-specific climate data in our Facility Risk Assessment Profiling (FRAP), which scores the risk profile of each individual Cognizant facility. We have designed warnings and processes to respond to weather events at facilities. In 2022, we included data on seven physical climate risk factors in our FRAP scoring (see below). We used this to identify appropriate resilience plans, which are reviewed annually.

Three-part Facility Risk Assessment Profiling (FRAP)

| Potential operational risk | + | Business criticality | + | Chronic climate trends |
|---|---|---|---|---|
| 8 threats considered: <div><div>1. Natural calamities</div><div>2. Accidents</div><div>3. Engineering</div><div>4. Infrastructure</div><div>5. Network</div><div>6. Cyber</div><div>7. Continuity ability</div><div>8. Geo-political</div></div> | | Sensitivity to delivery: <div><div>1. Projects with high headcount</div><div>2. Single location projects</div><div>3. Projects with return to operation <= 24 hours</div></div> | | Trend line 7 physical risks: <div><div>1. Temperature extremes</div><div>2. Coastal flooding</div><div>3. Drought</div><div>4. Wildfire</div><div>5. Tropical cyclones</div><div>6. Water stress</div><div>7. River flooding</div></div> |

Case study

| Eventuated (2020-2022) | Actions |
|--|--|
| In September 2021, a lake flooded our Bangalore office after heavy rains. 700 associates were sent from office to home and impact was limited due to high remote work and leased nature of building. | In 2022, the property owner completed flood wall and drainage, the effectiveness of which we are monitoring through our FRAP. |
| Chennai properties experienced heavy flooding in 2015. Since then we have consistently prioritized the improvement of storm water drainage. | An office in Chennai to be connected with an external storm water drain in 2023. |
| <p>Stress from weather-related events exacerbates existing infrastructure challenges:</p> <ul style="list-style-type: none">In 2019, Chennai ran out of water and the city and Cognizant had to purchase and truck in waterInadequate diesel storage given increased likelihood of outages from floods | <ul style="list-style-type: none">Water storage capacity more than doubled in ChennaiAs of July 2022, diesel storage in Chennai secured for long-running outages (including for data centers) |
| <p>Impact:</p> <ul style="list-style-type: none">Through robust business continuity planning, Cognizant has maintained service delivery even during extreme weather events.Cognizant plans to use climate data, among other data points, to shape decision-making around its real estate and consider the concentration of teams in certain locations to minimize impacts on delivery. | |

Mitigation

In addition to FRAP-driven actions, over the last five years, we have implemented a series of mitigation measures at certain offices and data centers in India to attempt to combat the effects and risks of increasing frequency and intensity of extreme weather to our business operations.

| Flooding, drought | Extreme temperatures | Power outages |
|---|---|--|
| <ul style="list-style-type: none">• Locating equipment on high floors• Regularly checking and cleaning extensive drainage systems• Connecting offices to external storm water drains• De-watering pumps to discharge excessive rainfall during a storm | <ul style="list-style-type: none">• Air conditioning for suitable internal environment• Installing tinted windows to minimize heat from sunlight | <ul style="list-style-type: none">• Installing diesel-powered back-up generators• Increasing diesel storage capacity at site for power generators |

Alongside these measures, we have incident-response plans in place that undergo annual resiliency testing. Please see the Emissions Reduction section for more information on emissions from our data centers.



Cognizant Data Center in Chennai, India

Procurement

Our suppliers’ climate readiness may impact the resilience and continuity of their services and our ability to meet our own net zero goal. We recognize that our suppliers possess varying levels of understanding and preparedness in relation to climate risk. Our supplier dialogue is designed to help us learn from those with mature risk-management strategies and support those that are less advanced.

Please see the Emissions Reduction section for more information on emissions from suppliers.

Supplier engagement



Procurement: We are asking our most critical suppliers to prepare themselves for climate risk.

| Need | Process | Outcome |
|---|---|---|
| <ul style="list-style-type: none">• Attempt to insulate Cognizant from climate risk by asking our most critical suppliers to know their climate risks and work to mitigate them• Engage top suppliers to ascertain level of understanding and preparedness | <p>Focus on limited key suppliers rather than the full supply chain</p> <ol style="list-style-type: none">1 Identify business critical suppliers2 Send suppliers our climate risk assessment3 Engage with suppliers that lack proper mitigation | <ul style="list-style-type: none">• Moves us toward goal to address physical climate risk• Moves us on from asking suppliers for carbon data to also asking them about the more immediate risk of flooding etc., as our own clients do |

Monitoring and mitigation

In 2023, we plan to engage suppliers we identified as high risk. These engagements will produce a supplier profile and plan that will include:

- **Risk profile:** Type and scale of risks that could impact Cognizant and adequacy of current plan
- **Prioritization:** Most critical physical climate risks requiring mitigation with timelines for delivery and KPIs for monitoring progress
- **Resolution:** Agreement based on level of risk

“

We expect our suppliers to be proactively addressing and adapting to climate change. Collective effort is needed to build resilience that we can all benefit from.”

Melanie Temkin
AVP, Procurement Sourcing



People

When considering risk, we consider our ability to serve clients and also realize how important the impacts of climate change on associate communities are to that ability.

Thus, our ongoing objective is to understand how climate may affect where associates want to live and how employer expectations may differ in a hotter and wetter environment. This requires combining available predictions about heat and flooding with an understanding of how associates will respond to climate change.

Monitoring

The COVID-19 pandemic proved that we could continue to produce high-quality work from home. When dealing with climate change, however, sending people home is not a long-term solution to avoiding the impacts of physical climate risk at our properties. An associate’s ability to work outside of a Cognizant property is also dependent on their access to dry work locations with alternate power supplies when needed.

In 2023, we began assessing whether any associates were moving to new homes because of climate change. We also began exploring what they might need in order to work from home during floods and power disruptions.

Mitigation

We believe part of helping people deal with climate change is helping them understand it. We want our people to feel grounded, personally and professionally, in the topic. We made available to all associates the use of an application that includes actions people can take to lower their carbon footprint. Over 15,000 associates are using this application.

Opportunity

We believe addressing questions of sustainability can improve a traditional business model.

Clients appreciate when we take a leadership role in addressing sustainability, including transparent reporting and regular direct communication. As client interest in our sustainability and ESG work has increased, we have also increased our one-on-one engagement with clients on the topic through our ESG team, to clearly communicate our relevant programs and progress, which can help create further client engagement opportunities.

We don’t stop the conversation there, though. By using our capacity to transform businesses with data and technology strategies, we believe we can help our clients work toward sustainable business models.

Climate opportunities available to Cognizant include:

- **Reducing our emissions:** Meeting client expectations by cutting our own carbon footprint including through energy-efficient practices and the use of renewable energy sources (See information on our Green IT.)
- **Reducing client emissions:** Helping clients reduce their own carbon footprints through the implementation of technology solutions such as cloud computing and virtualization (See information on our Carbon Calculator Tool.)
- **Offering sustainable services:** Incorporating sustainability into the development and deployment of new products and services (See information on our Sustainability Solutions.)
- **Continually engaging on sustainability:** Proactively communicating with clients about Cognizant’s commitment to sustainability and the steps we are taking to address it



Net zero goal: Metrics and targets

We are working to ensure practical and steady progress:

| | |
|-----------------|--|
| 2020 | Publicly commit to making a net zero goal |
| 2021 | Establish a public, time-bound net zero goal commitment and ambition along with a six lever plan to achieve it |
| 2022 | <ul style="list-style-type: none">• Validate near-term science-based emissions reduction target for our planned action through 2030 by the Science-Based Targets Initiative (SBTi)• Create emissions footprint and commission an external third party to perform attestation procedures• Design and deliver a roadmap to reach goals• Build robust process for automation with strong data controls |
| 2023 and beyond | <ul style="list-style-type: none">• Validate long-term science-based emissions reduction target for our planned action through 2040 by the SBTi• Regularly review and report progress on delivery of our net zero goal |

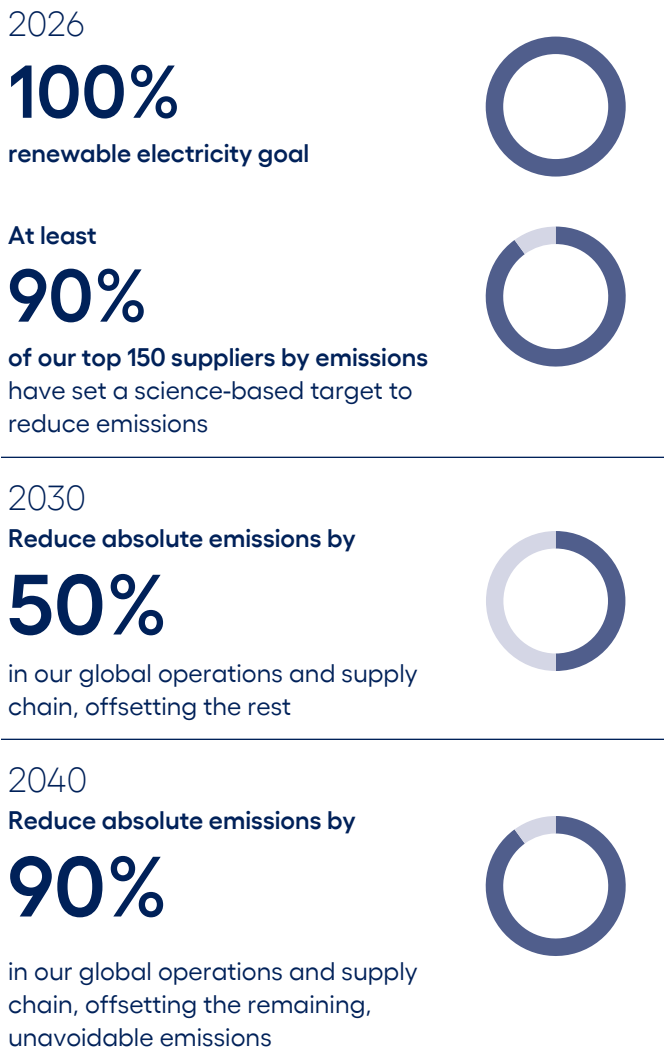
Cognizant’s clients and investors have repeatedly expressed strong interest in a net zero goal from us. Because we are part of the value chain that generates their emissions, they rely on us to create sustained, long-term emissions reductions in view of their supply chain footprint.

In 2021, we made a commitment to reduce emissions from our global operations and supply chain by 50% by 2030, and by 90% by 2040, in each case compared to our 2019 emissions baseline. Where absolute emissions reductions are not physically or financially viable, we plan to use carbon offsets. We call this our ‘net zero goal.’ We chose 2019 as our baseline year because it was the last year before the COVID-19 pandemic that altered our operations and therefore best represents the expected annual pace of our emissions.

Science Based Targets initiative (SBTi) validation

We are proud of the rigor and analysis we strive to put behind our net zero goal, which will result in emissions reductions for ourselves and our clients. Our goal has been validated by the SBTi, a global partnership working with institutions on robust emissions reduction efforts. SBTi has validated our net zero goal in two phases: near term and long term.

In 2022, the SBTi released updated guidance on setting corporate net zero standards. Our science-based target for achieving a 90% reduction in total emissions by 2040 is aligned with this standard.



Key elements of our net zero goal

- Focuses on absolute emissions reductions through operational efficiencies and renewable energy use, before the use of carbon offsets
- Measures reductions from a recent, pre-COVID-19 emissions baseline (2019)
- Includes a near-term renewable electricity target
- Includes often-hidden emissions, from travel to supply chain to associate commuting, in Scope 3
- Aligns with the need to keep global average temperature increases to 1.5 degrees Celsius

| | |
|---|------------------|
| We plan to achieve our net zero goal through six main levers: | |
| 1 | Green IT |
| 2 | Energy |
| 3 | Supply chain |
| 4 | Travel reduction |
| 5 | Use of offsets |
| 6 | Training |

Green IT

We seek to optimize energy consumption across our IT infrastructure globally, implementing smart and efficient strategies to manage our energy demands and lower emissions from our operations. Significant improvements have been made since 2019 in:

- **Data centers:** We have reduced the total footprint of our data centers by 17% over the course of 2021 and 2022 and improved our Power Usage Efficiency by 9%. We have also accelerated our hyper convergence of servers while optimizing physical by 13% and virtual by 20%. Cloud migration is a priority: 80% of our software applications now reside in the cloud
- **Collaboration:** By focusing on the use and benefit of online collaboration tools we reduced the need for associate travel. We estimate that our associates have devoted nearly 400 hours per associate to virtual conversations since mid-2019. Our focus has been on consolidating our meeting platforms, and we have reduced the use of Internet Protocol phones by 37%
- **End user computing:** Energy consumed through office IT equipment represents a significant source of emissions. Our initiatives to reduce our footprint include i) reducing sleep time for associate laptops; ii) upgrading operating systems remotely instead of using on-premise infrastructure; iii) scaling down office printers; and iv) switching associates from desktops to laptops, thereby achieving an 80% reduction in power needed for associates’ computing
- **Network:** We have significantly improved the energy efficiency of our network with new hardware such as routers using 30% less power than existing equipment

By greening our IT, we have **reduced emissions associated with our IT infrastructure by 60%** since 2019.

Energy

Renewable energy and energy efficiency create absolute emissions reductions in our operations. By obtaining renewable energy, including electricity from renewable sources directly and indirectly, we seek to create new demand and stimulate green market growth.

Renewable electricity

In April 2022, we announced our objective to source 100% of our electricity needs for our offices and facilities from renewable sources, like solar and wind, by the end of 2026.

We increased our global sourcing of renewable electricity to 30% - a 3% increase from 2021.

We are working with renewable energy developers to continue or enter into group captive power purchase agreements (PPAs) for solar and wind projects for our electricity needs in India. We plan to use renewable energy certificates where our electricity demand is insufficient to warrant use of a PPA. As the scope of our real estate holdings evolve, Cognizant will leverage both direct and indirect renewable electricity purchasing. For example, in 2023 Cognizant encouraged a sustained hybrid and redistributed work model. This model may not reach sufficient concentrated energy demand required for PPAs. Instead, we may focus more on IT energy usage and renewable energy certificates. See below.

Energy efficiency program

Energy efficiency is a also a priority. We focus most of our energy efficiency work in our owned buildings in India. These buildings are the largest source of our energy use and we have the most flexibility and ability to determine and influence demand.

Equipment upgrades: We upgrade aging HVAC equipment in our owned buildings, using modular uninterruptible power supply (UPS) systems in place of conventional units and adopting LED lighting in our facilities to enhance our energy efficiency.

- **Consolidating UPS systems and re-engineering chilled water distribution:** both of these efforts reduce energy consumption and lower energy costs
- **LED retrofit:** replace existing compact fluorescent lights with LED and optimize lighting requirements

We estimate that these projects have an energy saving potential of up to 4.7 million kWh. In 2023, we will continue to replace or upgrade HVAC equipment and UPS units in our owned buildings to improve operational efficiency.

Looking ahead, we are setting up a centralized enterprise building management system platform in India to integrate all facilities and organize energy use data from multiple sites into a single, easily accessible online repository. Real-time information access will improve data analysis and facilitate data-driven decision-making. Additionally, it can provide a flexible and reliable database that can help us to interface with analytical tools on cloud spaces for fine-tuning, global benchmarking and making positive changes throughout our built environment.

We offer similar services for our clients to help them use data, automation and IOT to improve the energy efficiency of their buildings. See Client Sustainability Services.

Supply chain

At the 23rd Energy Excellence Summit organized by the Confederation of Indian Industry (CII) **10 of our facilities** were recognized for contributions toward energy optimization.

We are helping our suppliers reduce their emissions as they represent 63% of our overall carbon footprint. We believe addressing emissions from our suppliers is critical to reducing our Scope 3 emissions and future

dependence on carbon offsets. We engage with our suppliers and request that they:

- Gather and report (to us) GHG emissions data
- Set their own net zero targets

Please see the Supplier net zero goal section for more information.

Our most significant development is the introduction of a new target that addresses the Scope 3 emissions relating to our suppliers.

Percentage of Cognizant suppliers with a documented goal to reduce their greenhouse gas emissions to net zero over time¹²

2022
10 - 15%

2023
15 - 20%

End of 2026
At least 90%

In 2022, Cognizant set a bold goal that at least 90% of our top 150 suppliers by spend will have set their own emissions reduction targets by the end of 2026.

Please see our Supply chain section under our Governance pillar for more information.

¹² Suppliers are their own entities and data are accurate as of report publication.

Travel reduction

Our travel philosophy is based on ensuring efficient movement to support business goals. Our travel emissions have been reduced by 72% since 2019, the baseline of our net zero goal. The COVID-19 pandemic is responsible for most of that reduction, but we also work to maintain this trend by:

- Setting limits on travel expenses and therefore emissions
- Requiring pre-travel approval and delivering information to associates on the carbon footprint of travel
- Building on reports from the airlines we use to identify wasteful trends
- Improving the insights we provide associates on the emissions impact of air travel through the company travel booking system

Use of carbon offsets

We strive to prioritize absolute emissions reductions before the purchase of carbon offsets. As much as we desire and strive for absolute reductions, we also recognize the physical and economic barriers to a near-term zero-carbon economy.

Our goal is rapid decarbonization that allows for the continued growth and prosperity of our associates, communities and clients. To achieve this, we believe quality offsets have a place in the global transition to a lower-carbon economy, and we plan to use them where absolute emissions reductions are not physically or financially viable.

Culture and training

Reaching our net zero goal will take commitment and a cultural shift from within. Large companies like ours have the power to help mobilize and educate hundreds of thousands of associates to contribute to our net zero goal actions. This is one of the reasons we are prioritizing the provision of climate training.

In addition, business solutions to climate change require digital transformation; as digital transformation experts, Cognizant will lead our clients in this space. To do so, we are taking steps towards developing a climate-competent workforce, a part of meeting climate goals.

For more information on how we engage clients, see the Sustainability Solutions section of this Report.

Our actions:

- We began our education efforts in 2021 when we trained 28,000+ associates on zero waste efforts
- In 2022, we gave associates access to an application which is a platform for individual action on climate change and sustainability. More than 15,000 associates took more than 1 million actions
- In 2023, we launched a robust climate education program and set a goal to provide 100,000 associates with climate training by the end of 2024

For more information, see our section on Skilling associates with sustainability training.

³By spend as of December 31, 2022.

Based on our current processes, we have calculated our emissions as follows:

Carbon dioxide equivalent (metric tons) reporting year 2022

| Scope 1 | |
|---|-----------------------|
| Scope 1 | 9,999 ¹³ |
| Scope 2 | |
| Location-based | 101,402 ¹³ |
| Market-based | 66,624 ¹³ |
| Scope 2 (referencing market-based) | 66,624 ¹³ |
| Scope 3 | |
| Purchased goods and services | 666,279 ¹³ |
| Capital goods | 141,113 ¹³ |
| Fuel and energy related activities (FERA) | 40,498 ¹³ |
| Business travel | 83,807 ¹³ |
| Employee commuting | 14,635 ¹³ |
| Upstream leased assets | 24,491 ¹³ |
| Upstream transportation and distribution | 806 ¹³ |
| Waste generated in operations | 232 ¹³ |
| Investments | 1,068 ¹³ |
| Scope 1, 2 (referencing market-based) and 3 | 1,049,552 |
| Outside of scopes (R22 refrigerant) | 1,045 |
| Energy consumption in gigajoules (for Scope 1 and 2 activities) | 623,351 ¹³ |
| % electricity from renewable sources (India) | 44% ¹³ |

¹³ We commissioned an external third party to perform attestation procedures with respect to this metric for the year ended December 31, 2022. Full details and data methodology are available in the [Report of Independent Accountants](#).

Water stewardship

We aim to consume water responsibly. Our long-term water stewardship plan is aimed at reusing and recycling water.

In 2022, we added risk prioritization to our global water risk management efforts, which sets the stage for engagement plans in high-risk areas. Through our FRAP, we identify overall environmental risks, including those focused on water like inundation and scarcity. These risks are tracked and tackled at the facility level.

Our efforts in rainwater harvesting and condensate recovery in our owned buildings in India have contributed to a reduction in water consumption. In 2022, we harvested 16,838 kiloliters (4.4 million gallons) of rainwater through groundwater harvesting pumps, meeting around 9% of total water consumption needs in owned facilities. Additionally, recovering condensate from air handling units added another 1% to total water recovery for a total of 2,674 kiloliters (706,396 gallons).

Reusing treated water for horticulture, toilets and cooling towers in certain facilities reduces freshwater usage and enables us to lower water costs.

Circularity: Upcycling and reducing waste

We use the principles of circularity as a guide for our waste management efforts.

Our focus for e-waste management is to maximize the reuse of our computers. In 2021, we committed to keeping 80,000 computers out of landfill. By the end of 2022, we kept over 62,000 computers out of landfills and remain focused on meeting this commitment in 2023.

Our facility operations in India recycled 76 metric tons of paper and packaging materials from our facility operations. Organic waste converters converted food scraps into manure, which were used as a natural fertilizer for landscaping.

In 2022, Cognizant associates in the Philippines volunteered and collected nearly 240 pounds of waste such as plastics, rubber and trash bottles. The Department of Environment and Natural Resources recognized our efforts toward the conservation and rehabilitation of natural resources and the promotion of environmental protection and sustainability.

Biodiversity and nature

Clients are increasingly interested in the role we play in managing biodiversity and nurturing healthy ecosystems in their value chain. This is because there is an increasing recognition in the business community we serve that companies may need to look beyond climate to waste, water and biodiversity to understand the interwoven nature of their value chain and the environment.

We acknowledge the positive role we could play over time through client and community support, supplier partnerships and associate volunteering to support nature restoration, conservation, regenerative agriculture and invasive species removal. See the Client Sustainability Solutions section for more information.

In 2022, a number of Cognizant Outreach projects continued their work in support of protecting biodiversity. Since 2022, Cognizant Outreach in the Philippines has supported mangrove and tree plantations on a large scale. Our team periodically visits the mangroves to maintain them. Volunteers in Manila and Cebu planted over 2,000 mangrove saplings and hundreds of Narra tree saplings.

Client Sustainability Solutions

Seizing the sustainability opportunity requires new operating models, supported by new data flows and information systems that make it possible to accelerate meaningful change. To help our clients expand their sustainability efforts, in 2022 we launched our new **Solving for Sustainability Services**.

We have five core offerings:

- 1

Net zero pathways
- 2

Sustainability and ESG reporting
- 3

Sustainable products and circular economy
- 4

Sustainable manufacturing and operations
- 5

Sustainable supply chains

Examples of our work with clients in 2022 include:

- Helping a client efficiently collect, register and analyze data from 36,000 suppliers, allowing the client to set appropriate Scope 3 GHG emissions performance indicators
- Creating a suite of hardware, software and cloud solutions that allowed a large retail chain to better predict and monitor refrigeration system controls, preventing food waste
- Building a Geographic Information Systems early warning and emergency action system that collates various types of agricultural data (like crop diseases, adverse weather, ground conditions and more) to provide warnings to local farmer communities in locations like Malaysia and Sub-Saharan Africa, helping them become more resilient in the face of climate change
- Helping an equipment manufacturer redesign its HVAC controller products used in the building automation industry, resulting in a 10-15% reduction in power consumption, a 5-10% reduction in product cost and cost of ownership, a reduction in components thrown away due to a modular design and a reduction in components involving hazardous substances

Project-level carbon footprint calculator¹⁴

Developed in-house, our proprietary carbon footprint calculator provides an estimate of the GHG emissions generated by Cognizant operations when delivering projects and services to our clients. Estimated emissions can then be tracked through the actual engagement lifecycle of a project to understand estimate accuracy and derive actions to control, improve and/or sustain emissions. We hope that sharing the emissions estimate with the client allows them to access the GHG impact of the project in their own GHG emissions inventory. We plan to review our methodology annually.

¹⁴ A project includes the activities necessary to deliver a combination of professional services and/or information, communication, data and computing technology to a client. Project delivery activities also include Cognizant's organizational resources and supporting services that make project activity possible. The calculator seeks to include both emissions from resources directly involved in a specific project delivery as well as from supporting services provided through Cognizant's corporate structure.

“

Clients are increasingly interested in understanding the energy needs of our work with them. To address this demand, we have incorporated a proprietary carbon calculator into our Delivery Center of Excellence.”

Nisha Deshpande
Delivery - Carbon Footprint,
Center of Excellence



Governance

We believe good governance includes strong oversight from our Board and its committees, combined with robust ethics and compliance policies and programs. We govern ESG issues identified by our priority assessments, stakeholder engagement and enterprise risk management processes.

In this section, learn about:

- | | | | | | | | |
|---|--|---------------------------------------|---|------------------------------|-------------------------------|------------------------------|--|
| Our ESG governance strategy | Enterprise Risk Management | Ethics and compliance | Associate health and safety | Supply chain | Data security | Data privacy | Public policy and political activity |
|---|--|---------------------------------------|---|------------------------------|-------------------------------|------------------------------|--|



Our ESG governance strategy

Our ESG governance strategy focuses on transparency and accountability. We practice these principles by:

- Performing regular internal audits of the controls functions we use to validate ESG-related data
- Having strong Board oversight of our ESG strategy and reporting

- Considering scientific research and using stakeholder feedback and industry best practices to identify our most important ESG focus areas and connect them to our business purpose. This helps us calibrate in a fast-changing world

2021 Commitments

Supply chain: Expand tools and outreach to engage more suppliers in setting and meeting ESG standards and best practices

2022 Actions

Organized emissions reduction workshops for top 150 suppliers and worked with the top 20 of this group to help them understand their impact on our Scope 3 emissions

Worked with remaining top 130 suppliers to focus on their use of science-based targets and their annual submission of information to CDP

Formalized risk-based assessment criteria to identify suppliers most at risk and subject to modern slavery due diligence process

Supply chain: Continue to engage with diverse suppliers in our supply chain

NEW Target: Aspire to reach \$1 billion of annual spend in the US with diverse suppliers

NEW Target: Each Category Sourcing Head on our Procurement team will have specific spending goals

NEW Target: Aspire to add two African American-owned and one veteran-owned supplier each quarter from Q4

Ethics and compliance: Update governance-related policies to align with best practices

Updated Global Trade Compliance Policy and Environmental Health and Safety Policy

Every Executive Leadership Team member's 2022 performance profile included a metric on conveying tone at the top messaging

Risk management: Put data to work improving risk management around ESG topics

Received recognition from Gartner for risk assessment framework and use of analytics






ESG oversight and governance

Our Chief Sustainability Officer leads the Cognizant ESG program, which is reviewed by the Board through its committees.



Approach: Organize around our stakeholders

Integrating ESG considerations into our business strategy helps us meet client, investor and other stakeholder expectations and achieve our stated purpose—to engineer modern businesses to improve everyday life. Responsible operations and transparency around environmental and social efforts are increasingly important to our stakeholders. This is why our ESG program is designed to support the expectations of our stakeholders, surface new value and identify and mitigate risk. (See Strategy: Create sustainable value to see how input from our stakeholders informed our prioritization of ESG issues and their integration into our business strategy.)

| Stakeholder | Our approach | Engagement in 2022 |
|---|---|--|
| <div></div> <div>Clients</div> | We strive to enable our clients to create more sustainable business outcomes and help them meet their own ESG commitments | See Client Sustainability Solutions |
| <div></div> <div>Associates</div> | Our associate commitments and social impact programs aim to engage associates, contribute to our company culture and help associates amplify their personal impact in the world | See Employee engagement See Next: Preparing for the skills of the future with sustainability training |
| <div></div> <div>Investors</div> | We seek to actively demonstrate how ESG can be integrated to support our business and will seek to address their expectations, for example with diversity progress and time-bound climate commitments | Ongoing investor ESG engagement |
| <div></div> <div>Suppliers</div> | We partner with suppliers to set ESG expectations and encourage progress across our supply chain | See Supply chain: Supplier diversity program in the US and Human rights See Supply chain: net zero goal |
| <div></div> <div>Communities</div> | We aspire to leverage our technology expertise and local partnership programs to help strengthen the communities in which we operate | See Beyond Cognizant: Community engagement and philanthropy |

Cognizant governance policies

| |
|---|
| Anti-Corruption Policy |
| Code of Ethics |
| Environmental Health & Safety |
| Human Rights Policy |
| Modern Slavery Statement for Supply chain |
| Public Policy Engagement |
| Supplier Diversity Policy |
| Supplier Standards of Conduct |
| Whistleblower and Non-Retaliation Policy |

Enterprise Risk Management

Our ERM program seeks to ensure that our company is prioritizing on key risks, by:

- Identifying
- Assessing
- Facilitating

This includes facilitating the management of our most significant risks, including ESG-related risks such as: climate change and business resiliency, ethics and compliance, data and cybersecurity and data privacy. See our section on TCFD for how we manage our climate risks and opportunities.

In 2022, our cross-functional steering committee continued to address our third party risk management process. ERM continued reporting risk deep dives to the Audit Committee.

Our ERM program received recognition in the form of a case-study from Gartner in 2022 for the use of a structured risk framework for data analytics adoption.

Ethics and compliance

We seek to distinguish ourselves in the market by maintaining the highest standards of integrity.

Governance

Our Chief Ethics and Compliance Officer, responsible for the operation of the Ethics and Compliance organization, reports to our General Counsel, and is under the direct oversight of our Audit Committee. Our Global Compliance and Ethics Committee works across operating segments to support the compliance program. Cognizant leaders are responsible for driving ethical behavior and we expect our associates to uphold high standards of ethical conduct.

Tone at the top

Cognizant’s Board, CEO, Executive Committee and Executive Leadership Team (ELT) support a culture of ethics and compliance by setting the tone at the top. An ethical tone at the top requires us to provide associates with clear statements of our values, policies and processes. The ELT promulgates the tone at the top by sharing required ethics and compliance messaging with their respective teams.

Every executive leader’s performance measurement included a metric around tone at the top in 2022.

Ethics and compliance (E&C) risk management model

The E&C team uses policies and processes designed to require and support ethical behavior throughout our business. (See E&C risk management model.)

7 pillars: E&C risk management model

- Prevent
- Standards & Procedures
 - Training & Education
 - Oversight & Governance
- Detect
- Monitoring & Auditing
 - Reporting
- Respond
- Internal Enforcement & Discipline
 - Remediation, Response and Prevention

Code of ethics

Our Code of Ethics sets forth our guiding principles and values that establish a standard of conduct everyone in our organization is expected to uphold. The Code integrates Q&A scenarios and includes an interactive format aligned with Cognizant’s focus on digital. Our corporate policies, refreshed on a triennial basis with an emphasis on continuous simplification and learning from observations from the preceding three years, reinforce that standard. Among the policies refreshed in 2022 was our Global Trade Policy, with updates reflecting changes in the global sanctions landscape and risk environment. In addition to our Code and policies, all associates are

encouraged to follow our “Cognizant Agenda,” which articulates a set of values that promote a culture of integrity, collaboration and inclusion and reinforce relevant expectations and standards.

Cognizant’s Code of Ethics training course, which must be completed annually by all associates, includes a module on diversity and preventing discrimination and harassment. This training is supplemented with other diversity-focused training and leadership-development initiatives, such as country-specific training, inclusive leadership training, mentoring and sponsorship programs. Additionally, Cognizant associates in the US, India and Latin America must complete our Preventing Harassment and Discrimination Training each year. This training covers protected categories, gender identity and expression, accommodations and other significant topics related to harassment and discrimination. Our goal is 100% timely completion of mandatory ethics and compliance training for all associates. In addition to tenured associates, all new associates are required to complete our Code of Ethics course within 30 days of joining.

To further our culture of integrity, in 2022 we developed and piloted a scenario-based workshop designed to enhance ethical leadership and awareness among associates in middle management roles through discussion, case studies based on investigation activity and common situations, and communication of trends, observations and developments in the regulatory environment. This program will be a focal point of our ongoing initiative to supplement tone at the top with tone from culture setters in the middle of the organization.

“Working for a company with strong ethics is an integral part of our value proposition to our associates, our clients and partners, and the communities in which we operate.”

Marc Levin
Chief Ethics and
Compliance Officer



Anti-corruption

Our zero-tolerance approach to bribery and corruption in all of its forms is outlined in our Anti-Corruption Policy. The policy is accessible on our corporate website and available in eight languages. The document details our commitment to operating ethically and in compliance with relevant anti-corruption laws in the areas in which we operate.

Whistleblower and non-retaliation

In line with our mission to cultivate a culture in which it is safe to speak up, our Whistleblower and Non-Retaliation Policy encourages associates to report concerns or questions, without fear of retaliation, whenever they observe potential instances of unethical behavior in our operations.

Cognizant has publicly available methods for associates to report concerns or ask questions about our ethics and policies. Among them is our Compliance Helpline, available to all of our associates, vendors, clients and others, to anonymously report suspected violations of the law, our Code of Ethics or other policies. The Helpline is accessible via telephone, our intranet and online. Reports of suspected improper or unethical activity are investigated and treated with confidentiality in compliance with local laws.

For the third consecutive year, the ethics and compliance driver scored best in our annual Engagement Survey, increasing to its highest level yet – a reflection of our associates feeling comfortable speaking up and their confidence in the ethical behavior of management.

Associate health and safety

We integrate the principles and practices of our environmental, health and safety (EHS) management system across our organization to ensure a healthy and safe working environment for everyone, including associates, contractors, business associates, vendors and the community at large.

We revised our global EHS Policy in 2022 and expanded facilities covered by our EHS management system. New EHS e-learning courses were rolled out on our EHS intranet page, and we implemented a Hazard and Aspect Identification and Assessment of Risk and Opportunity program.

As of 2022, 92% of our workspace was covered by ISO 45001:2018 Occupational Health and Safety Management System and 90% was covered by ISO 14001:2015 Environmental Management System. We now track and report this metric based on workspace (e.g., offices) rather than associate count in a workspace. This allows us to accommodate the realities of hybrid work.

| Workspace coverage | 2022 |
|---|------|
| ISO 45001:2018 Occupational Health and Safety Management System | 92% |
| ISO 14001:2015 Environmental Management System | 90% |

Supply chain

We extend our ESG focus across our supply chain ecosystem. Suppliers must abide by our Supplier Standards of Conduct, Code of Ethics and Anti-Corruption Policy. We collaborate with our suppliers on due diligence, transparency and continuous improvement. Our suppliers can then in turn extend these principles to their own suppliers.

Supplier diversity

In 2021, we launched a Supplier Diversity Program in the US, and in 2022 we made significant progress. We increased our annual spend with diverse suppliers by 18%, year-over-year. In addition, we:

- Established a Steering Committee of Procurement, Diversity and Inclusion, Delivery Operations, Human Resources, Training and Development and Environmental, Social and Governance experts
- Convened a working group of Supplier Diversity Champions throughout the company to help us design and implement growth strategies
- Mandated the inclusion of diverse suppliers in all large sourcing engagements
- Began to provide diverse spend targets to our Procurement Category Heads

| Spend targets | 2021 | 2022 |
|---|------|------|
| % of domestic spend on diverse suppliers | 32% | 36% |
| Increase in annual run rate of spend with diverse suppliers | +33% | +18% |

In 2023, we aim to continue incremental increases in our spend in the US with diverse suppliers by increasing the participation of African American, Native American and veteran-owned suppliers in our program. In addition, we strive to achieve following goals during 2023:

- Modify our Request for Tender templates to specifically address diversity questions for suppliers
- Aspire to add an additional Native American-owned supplier by the end of 2023
- Implement a Tier- 2 supplier diversity program by the end of 2023
- Expand our supplier diversity program outside of the US, starting with the UK and Canada

“We continue to develop relationships with diverse suppliers and set targets to increase our spend with them. We believe this will enhance our ability to meet the needs of our clients.”

Michael Krinick
AVP, Procurement Services



Human rights

There is no place in our supply chain for human trafficking in any form. We do not make use of child labor or forced labor, and we seek to never work with third parties that engage in such practices.

We have implemented new risk-based Modern Slavery assessment criteria to ensure that our partners share our values and standards. These criteria help us identify which suppliers present the highest levels of risk of exposing Cognizant and our supply chain to slavery-related practices and therefore will be subject to our modern slavery due diligence process. Suppliers can specify which international human rights standards they follow and provide information on relevant topics such as health and safety, freedom of association and collective bargaining, child labor and modern slavery, and standards for vulnerable populations.

Data security

Our Corporate Security team is committed to delivering world-class security and risk-management capabilities to protect and enable our trusted global business while creating client value and competitive differentiation.

5 elements of data security management

| |
|----------------|
| Identification |
| Prevention |
| Detection |
| Response |
| Recovery |

During 2022, we began a process of proactively reassessing our high-risk suppliers.

Supplier net zero goals

We engaged with our suppliers to help them reduce their emissions as part of our net zero goals.

In 2022:

- We organized workshops for our top 150 suppliers that contribute the most to our emissions
- In this group of 150 we worked with the top 20 to help them understand their impact on our Scope 3 emissions. We specifically focused on the importance of committing to science-based targets and annual submission of data and information to help track progress

“With an ever-changing threat landscape and increased sophistication of cyber threats, we strive for operational excellence in our core cyber capabilities while continuing to mature and enhance our systems. Continuous vigilance, improvement and learning is the mantra I challenge our Corporate Security organization to live by.”

Anil Cheriyan
EVP, Strategy and Technology



Our approach adheres to third party standards, including the National Institute of Standards and Technology’s (NIST) Cybersecurity Framework and other applicable regulatory and client control standards requirements. In 2022, we began preparations for compliance with the ISO 27011:2022 standard. We have maintained our certificates for information security management systems such as ISO27001 certification since 2002 and are currently ISO27001:2013 certified through 2024.

Governance of data security

Our Corporate Security team reports to the Board with security presentations and cyber metrics. In addition, quarterly updates are presented to the Audit Committee on risk remediation, modernization programs and metrics.

The Security and Technology Risk Committee (S&T) is composed of management and meets regularly and includes S&T senior executives as well as relevant partners from ERM, Internal Audit, Legal, Privacy and Procurement. The S&T’s focus areas include cyber threat trends, insider threat concerns, security control testing results and key modernization activities.

Security policies and procedures

Our Global Security and Acceptable Use Policies set out the responsibility of our associates to follow security controls and requirements. These policies and standards are reviewed and updated as required but at a minimum on an annual cadence.

We continue to refine our risk assessment and management processes to support our ongoing security modernization and maturity enhancement efforts across the enterprise under the governance of our Security Integrated Risk Management group.

Culture and training

Training is part of creating a security aware culture. Mandatory security training for all associates is conducted annually, and new hires must complete the training within 30 days of hire. Our Business Information Security team also works with clients to conduct security training.

Our 2022 training highlights include:

-  Created a Secure Software Development Lifecycle Center of Excellence to manage mandatory training for our software developers
-  Incorporated insider threat training into all mandatory training
-  Expanded awareness and phishing training to certain role-based populations and are now initiating supplementary role-based training for higher-risk populations, including software developers, privileged administrators, senior executives and third party vendor sponsors

2022 data security highlights and 2023 focus areas

2023 Focus areas

Our task is never done and our focus for 2023 is to continue to build on our 2022 achievements and security maturity journey to date. Key focus areas include:

| 2022 Achievements | 2023 Focus areas |
|---|--|
| Conducted an external NIST CSF maturity assessment across Corporate Security and IT and working to close observed high priority gaps and opportunities | Continued enhancement of our governance and risk management capabilities and reviewing strategy to align our NIST processes to the MITRE ATT&CK framework |
| Expanded ongoing data collection and metric generation processes to track alignment of our activities with key performance indicators | Continued enhancement and expansion of program operational excellence via automation and improved operational metrics |
| Reduced identified vulnerabilities and security gaps while continuing to modernize our infrastructure and processes across all our security domains | Ongoing modernization of our cybersecurity and operations (e.g., firewall modernization and Identity and Access Management) and initiation of our Zero Trust journey |
| Enhanced security maturity in: <ul style="list-style-type: none">• Asset management• Endpoint protection• Vulnerability management• Global cyber intelligence and operations• Disaster recovery and business continuity | Further enhancement of our security culture through expanded security training of our general and higher-risk populations including software developers and functional high-risk areas such as accounts payable and sensitive general counsel activities |
| Increased our investment in deterring insider threat cyber-counterintelligence and counterespionage via the establishment of an Insider Threat Office | Accelerated integration of our acquired entities into our interim essential controls and transitioning to our standard Cognizant security model |

Data privacy

At Cognizant, we seek to handle personal information ethically and lawfully. Our Global Privacy leadership periodically reports to our Board, CEO, Executive Committee and Executive Leadership Team on risk mitigation and progress.

“Jurisdictions around the world have data privacy regulations. Our robust program is designed to protect our clients, associates and key stakeholders, and enables us to support our clients globally in an evolving regulatory landscape.”

Stephanie Higgins
Chief Privacy & Data Ethics Officer



Working with partners across the business, our Global Privacy Team assesses risks, defines standards, supports the implementation of privacy policies and compliance programs, and provides guidance across the company. Further, our Internal Audit team supports compliance and risk management through regular assessments of our privacy program.

National privacy policies and regulations impact our and our clients’ business. It can be critical for us to understand the political landscape in which they are made, and to know how to navigate these requirements. Therefore, in 2022 we have continued

to participate in industry groups such as the Information Technology Industry Council, the Information Accountability Foundation and the Data Security Council of India.

To effectively manage our privacy obligations, we deliver continuous training, including on critical topics like Privacy By Design and Privacy Impact Assessments. We also continued to build out our support of our company-wide Privacy Champion Network by hosting Privacy Champion Summits and Privacy Office hours.

In 2022, we enhanced corporate compliance processes through automation, including processes for managing new regulatory requirements. In response to new requirements around data transfers following the European Court of Justice ‘Schrems II’ decision, we have continued to evaluate the relevant European Union legislation, alongside our internal policies and controls, to ensure we are able to meet our contractual obligations.

In 2023, we will continue to review internal controls and security measures to help address privacy requirements and enhance company-wide privacy awareness by further integrating privacy modules into existing training programs.

Public policy and political activity

At Cognizant, we understand that the biggest issues facing our world require collaboration between state and federal policymakers, industries, organizations and individuals. Cognizant believes that by working alongside these stakeholders, we can find policy solutions that benefit our communities, our associates and our clients.

Cognizant, like others in our industry, actively engages in public policy advocacy on issues that are important to our business operations, customers and communities. These issues include skilled immigration, privacy, trade, tax and research and development.

In the US, Cognizant’s Political Action Committee strives to donate equally to major political parties.

Skilled immigration for a diverse and global talent pipeline

Studies show that creating jobs for high-skilled foreign workers increases employment opportunities and wages for US workers, in addition to harnessing innovation and entrepreneurship for the country. Building a diverse, global talent pipeline allows us to continue to innovate and drive growth for our clients and shareholders. This is especially a priority at a time when immigration to the US has fallen, exacerbating current workforce shortages¹⁵. Therefore, we maintain and rely on fair immigration to continue addressing the skills gap and meeting the needs of our clients. We are determined to recruit and develop a global workforce that fills skill gaps in the US and beyond.



¹⁵ US Chamber of Commerce. (February 28, 2023). “America Works Data Center.”

Appendix

About this Report

The information in this Report covers Cognizant's Fiscal Year 2022 (January 1 through December 31, 2022) unless stated otherwise. It also covers our facilities and associates globally unless stated otherwise.

We have reported the information cited in this Report and GRI content index for the period of our Fiscal Year 2022 with reference to the 2021 GRI Standards. In addition, we have used the Sustainability Accounting Standards Board (SASB) Software and IT Services standard and followed the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

To hold our ESG reporting to high standards, we:

- Commission an external third party to perform attestation procedures over our GHG emissions
- Leverage the COSO¹⁶ Framework to support our goal of transparent, accurate and complete reporting

Topics addressed and terms used in this Report may be different from those terms as used in the context of filings with the US Securities and Exchange Commission (SEC). Issues deemed relevant for the purpose of this Report or our ESG stakeholder assessment may not be deemed material for SEC filings.

¹⁶ The COSO Framework is a globally recognized system businesses use to establish internal controls to promote data accuracy and completeness. (COSO, as it is most commonly known, or the Committee of Sponsoring Organizations, was developed to help companies ensure accurate public financial reporting.)

GRI index

| | | |
|---------------------------------|--|--|
| Statement of use | Cognizant has reported the information cited in this GRI content index for the period January 1 through December 31, 2022 with reference to the GRI Standards. | |
| GRI 1 used | GRI 1: Foundation 2021 | |
| GRI 2: General Disclosures 2021 | GRI Standard | Disclosure |
| | | Location |
| | 2-1 Organizational details | Name of the organization: Cognizant Technology Solutions Corporation Ownership and legal form: 2022 Form 10-K Location of headquarters: Teaneck, New Jersey, United States Location of operations: About our business, page 7 2022 Form 10-K, page 24 2023 Proxy Statement, page 5 |
| | 2-2 Entities included in the organization’s sustainability reporting | About our business, page 7 2022 Form 10-K, pages 5-7 |
| | 2-3 Reporting period, frequency and contact point | Reporting period: Fiscal Year 2022 (January 1 through December 31, 2022) Reporting cycle: Annual Publication date: June 5, 2023 Contact: sustainability@cognizant.com |
| | 2-4 Restatements of information | The following were restated to confirm our ongoing commitment: <ul style="list-style-type: none">Sustainable Development Goals, page 15Affinity groups, page 30Climate-related risks and opportunities, pages 43-44Science-based targets, page 53Levers, pages 53-56 |
| | 2-5 External assurance | Commissioned an external third party to perform attestation procedures over our GHG emissions (see Report of Independent Accountants). |
| | 2-6 Activities, value chain and other business relationships | 2022 ESG Report, page 7 ; page 55 ; pages 71-72 2022 Form 10-K, pages 5-8 2023 Proxy Statement, page 5 |

| | | | |
|---------------------------------|--------------|--|--|
| GRI 2: General Disclosures 2021 | GRI Standard | Disclosure | Location |
| | | 2-7 Employees | Total number of employees: 355,300 as of December 31, 2022 2022 ESG Report, page 7 2022 Form 10-K, pages 9 - 11 We do not track gender in all regions by law Methodologies and assumptions: Applies to all Cognizant directors, officers, and employees worldwide as well as all Cognizant business units, subsidiaries, and joint ventures over which Cognizant has operational control (collectively “associates”). Significant fluctuations in the number of employees: High attrition in industry |
| | | 2-9 Governance structure and composition | 2022 ESG Report, page 65 2023 Proxy Statement, pages 7-8, 15-16, 17-33 |
| | | 2-10 Nomination and selection of the highest governance body | 2023 Proxy Statement, page 14 |
| | | 2-11 Chair of the highest governance body | Mr. Stephen J. Rohleder has served as independent Chairman of the Board since January 12, 2023. |
| | | 2-12 Role of the highest governance body in overseeing the management of impacts | 2022 ESG Report, page 65 2023 Proxy Statement, pages 32-33 |
| | | 2-13 Delegation of responsibility for managing impacts | 2022 ESG Report, page 41 2023 Proxy Statement, pages 35-38 |
| | | 2-14 Role of the highest governance body in sustainability reporting | Our Governance and Sustainability Committee formally reviews and approves our sustainability report. |
| | | 2-15 Conflicts of interest | Board of Director qualification standards 2023 Proxy Statement, page 40 |
| | | 2-16 Communication of critical concerns | 2023 Proxy Statement, page 98 |
| | | 2-17 Collective knowledge of the highest governance body | 2023 Proxy Statement, pages 15-16 Corporate Governance Guidelines, page 8 |
| | | 2-18 Evaluation of the performance of the highest governance body | 2023 Proxy Statement, pages 14, 44 Corporate Governance Guidelines, page 7-8; page 10 |
| | | 2-20 Process to determine remuneration | 2023 Proxy Statement, pages 44-47 Corporate Governance Guidelines, pages 7-8 |
| | | 2-21 Annual total compensation ratio | 2023 Proxy Statement, pages 14, 44 Corporate Governance Guidelines, page 7-8; page 10 |

| GRI Standard | Disclosure | Location |
|---------------------------------|---|--|
| GRI 2: General Disclosures 2021 | 2-22 Statement on sustainable development strategy | 2022 ESG Report, pages 2-3 |
| | 2-23 Policy commitments | 2022 ESG Report, pages 68-72 |
| | | 2023 Proxy Statement, page 37 |
| | | Code of Ethics |
| | | Supplier Standards of Conduct |
| | | Human Rights Policy |
| | | Anti-Corruption Policy |
| | | Environmental, Health and Safety Policy |
| | | Equal Employment Opportunity Policy Statement |
| | | Global Diversity and Inclusion Policy |
| | | Global Harassment, Discrimination & Workplace Bullying Prevention Policy |
| | | Political Activity Policy |
| | | Whistleblower and Non-Retaliation Policy |
| | 2-24 Embedding policy commitments | 2022 ESG Report, pages 68-72 |
| | | 2023 Proxy Statement, page 37 |
| | | Code of Ethics |
| | | Global Diversity and Inclusion Policy |
| | | Equal Employment Opportunity Policy Statement |
| | | Political Activity Policy |
| | 2-25 Processes to remediate negative impacts | 2022 ESG Report, pages 40-59 ; pages 68-70 |
| | | Reports of suspected improper or unethical activity are investigated and treated with confidentiality in compliance with local laws. |
| | 2-26 Mechanisms for seeking advice and raising concerns | 2022 ESG Report, page 70 |
| | | Code of Ethics |
| | | Supplier Standards of Conduct |
| | | Whistleblower and Non-Retaliation Policy |
| | | Cognizant’s Ethic & Compliance Helpline |

| GRI Standard | Disclosure | Location |
|---------------------------------|---|---|
| GRI 2: General Disclosures 2021 | 2-27 Compliance with laws and regulations | 2022 Form 10-K, page 22 We commit significant financial and managerial resources to comply with our internal control over financial reporting requirements, but we have in the past identified and may in the future identify material weaknesses or significant deficiencies in our internal control over financial reporting that cause us to incur incremental remediation costs in order to maintain adequate controls. |
| | 2-28 Membership associations | United Nations Global Compact (UNGC) |
| | 2-29 Approach to stakeholder engagement | 2022 ESG Report, pages 28 , 66 |
| | 2-30 Collective bargaining agreements | We are not party to any significant collective bargaining agreements. 2022 Form 10-K, page 9 |
| | 3-1 Process to determine material topics | 2022 ESG Report, page 14 In 2021, we worked with a third party to gauge which ESG issues various stakeholders thought were most relevant to our business. In 2022 we built on this work internally by reviewing client questions and requests in order to continue focusing on the topics that we believe are most impactful and relevant to our business. |
| GRI 3: Material Topics 2021 | 3-2 List of material topics | 2022 ESG Report, page 14 1. Social with an emphasis on engaging, training and hiring diverse talent in our workforce from our communities 2. Environment with an emphasis on reducing GHG emissions through technology, our culture and internal change-management 3. Governance with an emphasis on ESG oversight and transparency, including supply chain management, health and safety, ethics, data privacy and security |
| | | |

| GRI Standard | Disclosure | Location |
|-----------------------------|---|---|
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 2022 ESG Report <ul style="list-style-type: none">Social, pages 16-37Environment, pages 38- 61Governance, pages 62-76 2023 Proxy Statement, pages 35-38 2022 Form 10-K, pages 10-12 <p>In 2022, we looked across the Cognizant value chain and organized our thinking about how physical and transitional climate risks might manifest through the business. We focused on these risks and the geographies in which our associates live and work, with particular attention on the following major areas: property procurement and people.</p> <p>We believe addressing questions of sustainability can improve a traditional business model. Climate opportunities available to Cognizant include: reducing our emissions, reducing client emissions, offering sustainable services and continually engaging on sustainability.</p> <p>Other policies and reports such as:</p> <p>Code of Ethics</p> <p>Supplier Standards of Conduct</p> <p>Whistleblower and Non-Retaliation Policy</p> <p>Environmental, Health and Safety Policy</p> <p>Global Diversity and Inclusion Policy</p> <p>Global Harassment, Discrimination & Workplace Bullying Prevention Policy</p> |
| | 201-1 Direct economic value generated and distributed | Revenues: \$19.4B 2022 ESG Report, page 7 2023 Proxy Statement, page 5 |
| | 201-2 Financial implications and other risks and opportunities due to climate change | 2022 ESG Report, pages 42-51 2022 Form 10-K, pages 15-21 |
| | 201-3 Defined benefit plan obligations and other retirement plans | 2022 Form 10-K, page F-36 <p>Under the plans, employees contribute up to 12.0% of their eligible compensation, which is matched by an equal contribution by the Company 2023.</p> |
| | 201-4 Financial assistance received from government | 2022 Form 10-K, pages F-25 to F-28 |

| GRI Standard | Disclosure | Location |
|--|--|---|
| GRI 203: Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services supported | 2022 ESG Report, pages 32-36 <p>In 2022, we awarded over \$23.5 million in grants and gifts to 115 organizations around the world, furthering our mission to improve economic mobility and community resilience through strategic programmatic giving, local community support and disaster response.</p> <p>Grants and gifts through philanthropy as well as pro bono engagement through our Outreach volunteer program.</p> |
| | 203-2 Significant indirect economic impacts | 2022 ESG Report, pages 32-36 2023 Proxy Statement, page 38 |
| GRI 206: Anti-competitive Behavior 2016 | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | We comply with antitrust and competition laws of every country where we do business. |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | 2022 ESG Report, page 57 2021 ESG Report, page 90 UK Government GHG Conversion factors for Company Reporting (2021) Energy consumption disclosures, page 98 |
| | 303-1 Interactions with water as a shared resource | 2022 ESG Report, page 58 |
| GRI 303: Water and Effluents 2018 | 303-2 Management of water discharge-related impacts | 2022 ESG Report, page 58 <p>In 2022, we added risk prioritization to our global water risk management efforts, which sets the stage for engagement plans in high-risk areas.</p> |
| | 303-3 Water withdrawal | 2022 ESG Report, page 58 <p>In 2022, we harvested 16,838 kiloliters (4.4 million gallons) of rainwater through groundwater harvesting pumps, meeting around 9% of total water consumption needs in owned facilities.</p> |
| | 303-5 Water consumption | 2022 ESG Report, page 58 <p>In 2022, water storage capacity more than doubled in Chennai, India.</p> |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | 2022 ESG Report, page 57 GHG emissions disclosures, pages 96-100 |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 2022 ESG Report, page 57 GHG emissions disclosures, pages 96-100 |
| | 305-3 Other indirect (Scope 3) GHG emissions | 2022 ESG Report, page 57 GHG emissions disclosures, pages 96-100 |
| | 305-4 GHG emissions intensity | We do not directly disclose our intensity ratio. |
| | 305-5 Reduction of GHG emissions | We do not directly disclose our year-over-year reductions. |

| GRI Standard | Disclosure | Location |
|--|--|--|
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | 2022 ESG Report, page 59 Our focus for e-waste management is to maximize the reuse of our computers. In 2021, we committed to keeping 80,000 computers out of landfill. By the end of 2022, we kept over 62,000 computers out of landfills and remain focused on meeting this commitment in 2023. Our efforts apply to our own e-waste. |
| | 306-2 Management of significant waste-related impacts | 2022 ESG Report, page 59 |
| | 306-3 Waste generated | Cognizant is a services provider with a knowledge-based supply chain. We are not a large consumer of raw materials, nor do we produce a product or any related packaging. |
| | 306-4 Waste diverted from disposal | 2022 ESG Report, page 59 |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | 2022 ESG Report, page 19 2022 Form 10-K, page 10 For the three months ended December 31, 2022 and 2021, our annualized attrition rate, including both voluntary and involuntary, was 25.3% and 34.6%, respectively. Our attrition rate for the years ended December 31, 2022 and 2021, including both voluntary and involuntary, was 31.7% and 30.8%, respectively. |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 2022 ESG Report, page 27 2022 Form 10-K, page 12 2023 Proxy Statement, page 35 |
| | 403-1 Occupational health and safety management system | 2022 ESG Report, page 70 Environmental, Health and Safety Policy |
| | 403-2 Hazard identification, risk assessment, and incident investigation | Environmental, Health and Safety Policy Meet all applicable environmental, health and safety laws and regulation requirements. The Global EHS Center of Excellence team will evaluate EHS performance by monitoring ongoing performance results outlined in EHS objectives and targets framework documents and through periodic management reviews with key business leadership, including the CEO, CFO and CAO |
| GRI 403: Occupational Health and Safety 2018 | 403-3 Occupational health services | 2022 ESG Report, page 70 |

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 403: Occupational Health and Safety 2018 | 403-4 Worker participation, consultation, and communication on occupational health and safety | 2022 ESG Report, page 70 Communicate environmental, health and safety programs to Cognizant Associates and encourage them to report any environmental, health or safety concerns. |
| | 403-5 Worker training on occupational health and safety | New EHS e-learning courses were rolled out on our EHS intranet page, and we implemented a Hazard and Aspect Identification and Assessment of Risk and Opportunity program. |
| | 403-6 Promotion of worker health | 2022 ESG Report, page 27 2023 Proxy Statement, page 35 |
| GRI 403: Occupational Health and Safety 2018 | 403-8 Workers covered by an occupational health and safety management system | 2022 ESG Report, page 70 As of 2022, 92% of our workspace was covered by ISO 45001:2018 Occupational Health and Safety Management System and 90% was covered by ISO 14001:2015 Environmental Management System. We now track and report this metric based on workspace (e.g., offices) rather than associate count in a workspace. This allows us to accommodate the realities of hybrid work. |
| | 403-9 Work-related injuries | We do not disclose this information. |
| | 403-10 Work-related ill health | We do not disclose this information. |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | 25 M learning hours / 355,300 associates = average of >70hrs/FTE |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | In 2021, we launched the Cognizant Returnship Program for technology professionals looking to restart their careers. Participants with at least five years of relevant experience who have taken an extended career break of at least two years are supported as they transition back into the technology workforce. 2022 ESG Report, pages 21 , 24-27 , 37 , 56 2022 Form 10-K, page 11 2023 Proxy Statement, page 35 |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | Periodic talent processes such as talent reviews aim to help individuals develop in role and prepare for the future, while strengthening our leadership pipeline overall. 2022 Form 10-K, page 11 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | 2022 ESG Report, page 19-20 2023 Proxy Statement, pages 7-8; page 36 2022 Form 10-K, page 10 |

| GRI Standard | Disclosure | Location |
|--|--|---|
| GRI 408: Child Labor 2016 | 408-1 Operations and suppliers at significant risk for incidents of child labor | Our Company does not make use of child labor (i.e., a person under the minimum age provisions of applicable laws and regulations) or forced labor (i.e., prison labor, indentured labor, bonded labor, military labor, slave labor), does not condone any form of human trafficking, and will not work with third parties who engage in such practices. |
| GRI 409: Forced or Compulsory Labor 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | <p>Our Company does not make use of child labor (i.e., a person under the minimum age provisions of applicable laws and regulations) or forced labor (i.e., prison labor, indentured labor, bonded labor, military labor, slave labor), does not condone any form of human trafficking, and will not work with third parties who engage in such practices.</p> <p>Following a risk assessment we undertook across all aspects of our business and supply chain, we have updated our process to include targeted modern slavery due diligence within our global supply chain. Cognizant’s main focus has been ensuring that its standards and expectations are clearly communicated to existing and prospective suppliers. High risk suppliers are required to provide details of their own practices and their supply chain in relation to modern slavery. These suppliers are required to provide evidence that they have implemented modern slavery prevention mechanisms. See Modern Slavery Statement</p> |
| GRI 414: Supplier Social Assessment 2016 | 414-1 New suppliers that were screened using social criteria | <p>2022 ESG Report, page 71-72</p> <p>We have implemented new risk-based Modern Slavery assessment criteria to ensure that our partners share our values and standards. These criteria help us identify which suppliers present the highest levels of risk of exposing Cognizant and our supply chain to slavery-related practices and therefore will be subject to our modern slavery due diligence process. Suppliers can specify which international human rights standards they follow and provide information on relevant topics such as health and safety, freedom of association and collective bargaining, child labor and modern slavery, and standards for vulnerable populations. During 2022, we began a process of proactively reassessing our high-risk suppliers.</p> |
| | | |
| GRI 415: Public Policy 2016 | 415-1 Political contributions | 2022 Annual Political Spend Report |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | We do not disclose this information. |

SASB index

Industry: Software and IT Services

Table 1. Sustainability Disclosure Topics & Accounting Metrics

| Topic | Accounting Metric | Category | Unit of Measure | Code | Response | Location |
|--|--|-------------------------|--|--------------|--|--|
| Environmental Footprint of Hardware Infrastructure | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable | Quantitative | Gigajoules (GJ), Percentage (%) | TC-SI-130a.1 | (1) Total energy consumption (for Scope 1 and 2 activities): 622,378 (3) Percentage renewable (India geo-only): 44% | 2022 ESG Report, page 57 |
| | (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress | Quantitative | Thousand cubic meters (m³), Percentage (%) | TC-SI-130a.2 | In 2022, we harvested 16,838 kiloliters (4.4 million gallons) of rainwater through groundwater harvesting pumps, meeting around 9% of total water consumption needs in owned facilities. Additionally, recovering condensate from air handling units added another 1% to total water recovery for a total of 2,674 kiloliters (706,396 gallons). | 2022 ESG Report, page 58 |
| | Discussion of the integration of environmental considerations into strategic planning for data center needs | Discussion and Analysis | n/a | TC-SI-130a.3 | Integration of environmental considerations into strategic planning for data center needs is discussed in the “Environment” section. | 2022 ESG Report, pages 42-57 |

Table 1. Sustainability Disclosure Topics & Accounting Metrics

| | | | | | | |
|--------------------------------------|--|-------------------------|------------------------|--------------|---|--|
| Data Privacy & Freedom of Expression | Description of policies and practices relating to behavioral advertising and user privacy | Discussion and Analysis | n/a | TC-SI-220a.1 | Description of policies and practices relating to behavioral advertising and user privacy is discussed under “Data privacy” on page 75. | 2022 ESG Report, page 75 |
| | Number of users whose information is used for secondary purposes | Quantitative | Number | TC-SI-220a.2 | We do not disclose this information. | |
| | Total amount of monetary losses as a result of legal proceedings associated with user privacy | Quantitative | Reporting currency | TC-SI-220a.3 | We do not disclose this information. | |
| | (1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure | Quantitative | Number, Percentage (%) | TC-SI-220a.4 | We do not disclose this information. | |
| | List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring | Discussion and Analysis | n/a | TC-SI-220a.5 | We do not disclose this information. | |

Table 1. Sustainability Disclosure Topics & Accounting Metrics

| | | | | | | |
|---|--|-------------------------|------------------------|--------------|---|--|
| Data Security | (1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected | Quantitative | Number, Percentage (%) | TC-SI-220a.5 | We do not disclose this information. | |
| | Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards | Discussion and Analysis | n/a | TC-SI-230a.2 | Disclosures can be found under “Data security” on pages 72-74 of the ESG report. | 2022 ESG Report, pages 72-74 |
| Recruiting & Managing a Global, Diverse & Skilled Workforce | Percentage of employees that are (1) foreign nationals and (2) located offshore | Quantitative | Percentage (%) | TC-SI-330a.1 | We do not disclose this information. | 2022 Form 10-K, page 9 |
| | Employee engagement as a percentage | Quantitative | Percentage (%) | TC-SI-330a.2 | Our 2022 Cognizant People Engagement Survey, conducted via third party platform, had a nearly 60% participation rate. | 2022 ESG Report, page 28 |
| | Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees | Quantitative | Percentage (%) | TC-SI-330a.3 | | 2022 ESG Report, page 19 |

Table 1. Sustainability Disclosure Topics & Accounting Metrics

| | | | | | |
|---|---|-------------------------|--------------------|--------------|---|
| Intellectual Property Protection & Competitive Behavior | Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations | Quantitative | Reporting currency | TC-SI-520a.1 | We do not disclose this information. |
| Managing Systemic Risks from Technology Disruptions | Number of (1) performance issues and (2) service disruptions; (3) total customer downtime | Quantitative | Number, Days | TC-SI-550a.1 | We do not disclose this information. |
| | Description of business continuity risks related to disruptions of operations | Discussion and Analysis | n/a | TC-SI-550a.2 | Different risks are discussed in the “Environment” section of the ESG report and in the Form 10-K. 2022 ESG Report, pages 42-51 2022 Form 10-K, pages 15-21 |

Table 2. Activity Metrics

| Activity Metric | Category | Unit of Measure | Code | Response | Location |
|---|--------------|---------------------------|-------------|--------------------------------------|----------|
| (1) Number of licenses or subscriptions, (2) percentage cloud-based | Quantitative | Number, Percentage (%) | TC-SI-000.A | We do not disclose this information. | |
| (1) Data processing capacity, (2) percentage outsourced | Quantitative | See note | TC-SI-000.B | We do not disclose this information. | |
| (1) Amount of data storage, (2) percentage outsourced | Quantitative | Petabytes, Percentage (%) | TC-SI-000.C | We do not disclose this information. | |

TCFD index

| Topic | Recommended Disclosure | Response or location |
|--|--|--|
| Governance: Disclose the organization’s governance around climate-related risks and opportunities. | a. Describe the board’s oversight of climate-related risks and opportunities. | 2022 ESG Report: Environment, page 41 |
| | b. Describe management’s role in assessing and managing climate-related risks and opportunities. | 2022 ESG Report: Environment, page 41 |
| Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material. | a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. | 2022 ESG Report, pages 42-51 |
| | b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning. | 2022 ESG Report, pages 42-51 2022 Form 10-K, pages 15-21 |
| | c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. | 2022 ESG Report: Environment, page 42-45 In 2021 and 2022, we conducted a scenario analysis of potential climate-related risks and opportunities that might occur between 2021 and 2050. In this analysis, we considered the significance of identified climate risks and opportunities and prioritized them based on risk likelihood, impact and velocity. This allowed us to put structure to a range of possible future states under various degrees of climate disruption, with the objective of integrating these considerations into the realm of potential risks we consider and analyze. In this Cognizant-specific scenario analysis, we cataloged risk and opportunity time frames: short term (up to 5 years), medium term (6-15 years) and long term (16-30 years). For each time frame, we considered possible impacts to Cognizant under varying degrees of heating and the global responses to the impacts of that heating, including and up to a “Hothouse World” at 3°C. |

| Topic | Recommended Disclosure | Response or location |
|--|---|--|
| Risk Management: Disclose how the organization identifies, assesses, and manages climate-related risks. | a. Describe the organization’s processes for identifying and assessing climate-related risks. | 2022 ESG Report: Environment, pages 42-45 |
| | b. Describe the organization’s processes for managing climate-related risks. | 2022 ESG Report: Environment, pages 42-50 |
| | c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management. | 2022 ESG Report: Environment, pages 42-45 |
| Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. | a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. | 2022 ESG Report, pages 52-57 |
| | b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. | 2022 ESG Report, page 57 |
| | c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. | 2022 ESG Report, pages 52-57 2022 Form 10-K, page 12 2023 Proxy Statement, page 37 |

GHG methodologies and verification

GHG emissions disclosures

- Cognizant considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development’s (WBCSD) *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised* and the *Corporate Value Chain (Scope 3) Accounting and Reporting Standard* (together the “GHG Protocol”), to guide the criteria to assess, calculate and report GHG emissions, including energy consumption.
- Organizational boundary relates to Cognizant’s sites over which it had operational control during the reporting year.
- Emissions associated with the following sites are not included: those under construction, not operational, on short-term leases, co-working sites, or non-integrated companies (those in process of being or recently acquired).
- Carbon dioxide equivalents (CO₂e) emissions are inclusive of carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄), and industrial gasses, which include hydrofluorocarbons (HFCs). The other GHGs of sulfur hexafluoride (SF₆), perfluorocarbons (PFCs) and nitrogen trifluoride (NF₃) are not emitted by Cognizant’s sites. Emissions data by individual gas is not disclosed as a majority of CO₂e relates to CO₂. These CO₂e emissions utilize Global Warming Potentials (GWPs) defined by the Intergovernmental Panel on Climate Change’s (IPCC) Fourth Assessment Report (AR4 - 100 year), unless a different Assessment Report is already embedded in the emission factor source. CO₂e emissions are calculated by multiplying actual or estimated energy, fuel and refrigerant usage by relevant emission factors and GWP. All emission factors are updated annually where applicable.
- GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG

emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

6. MTCO₂e = Metric tons of carbon dioxide equivalent, GJ = Gigajoules.
7. Related to Scope 1 GHG emissions:
 - Scope 1 stationary fuels include diesel fuel used for backup generators, liquid petroleum gas, and natural gas used by Cognizant sites.
 - Diesel powered backup generators are in use at certain sites in Brazil, France, Hungary, India, Ireland, Lithuania, the Philippines, Poland, and the United States (U.S.). Diesel consumption (volume) was obtained from third-party invoices or property owners’ reports. Stationary diesel is adjusted for stockpiling for sites in India. Where diesel consumption was not available, Cognizant estimated diesel consumption using the intensity method (liters/square foot) based on comparable Cognizant sites for facilities that did not report actual data in 2022, but had diesel generator(s) in service in 2021.
 - Food vendors on-site at fully leased or owned sites in India consume liquid petroleum gas. Actual consumption data was obtained from third-party invoices or vendors’ reports. No estimates were made.
 - U.S. and Canadian sites, and certain European sites consume natural gas. Natural gas consumption was obtained from third-party invoices or property owners’ reports. For sites where consumption data was not available for certain months, an average monthly consumption was calculated based on the invoices received for that site. For sites where consumption data was available for less than six months of the year, Cognizant estimated natural gas consumption for the missing period using the 2018 Commercial Buildings Energy

- Consumption Survey (CBECS) intensity factors for United States offices for sites in the U.S. or Canada, or based on comparable sites for locations outside of the U.S. or Canada.
- Scope 1 mobile fuels include diesel or gasoline fuels used for the Cognizant vehicle fleet in Belgium, Brazil, Germany, Hungary, India, Portugal, and the Netherlands.
 - Cognizant used third-party invoices or vendors' reports where available to measure mobile fuel consumption. For vehicle fleets where mobile fuel consumption data was not available for certain months, an average consumption was calculated based on the invoices received for that vehicle fleet.
 - Where invoice data was not available, Cognizant estimated mobile fuel consumption using the intensity method which was based on the annual average liters from other Cognizant vehicles.
 - Scope 1 emissions from refrigerants apply to Kyoto Protocol refrigerants used in the operation of sites in India and the Philippines. All other refrigerant emissions are outside of Cognizant's operational control and are excluded from reporting. Refrigerant top ups were obtained from third-party invoices.
 - Energy associated with on-site solar panels (not connected to a third-party grid) is generated and consumed on-site at sites in India. Cognizant categorized emissions from on-site solar panels within its Scope 1 GHG emissions with zero emissions.
 - Emission factors:
 - United Kingdom (UK) Government GHG Conversion factors for Company Reporting (2022).
 - Estimated emissions from the sources above account for approximately 14% of the reported Scope 1 GHG emissions.
8. Related to Scope 2 GHG emissions:
- Scope 2 purchased electricity applies to electricity used at Cognizant sites and purchased a) from the grid, or b) from the property-owner for Cognizant's direct use on-site.
 - Cognizant captured actual electricity usage from the grid, including renewable power, from third-party invoices or property owners' reports. For sites where consumption data was not available for certain months, an average monthly consumption was calculated based on the invoices received for that site. For all other sites (except the U.S. and Canada) where electricity consumption was not available, Cognizant estimated electricity usage using the intensity method (kWh/square foot) based on comparable Cognizant sites. For sites in the U.S. and Canada, Cognizant used the 2018 CBECS intensity factors for U.S. offices.
 - Electricity purchased from a property owner and generated through captive diesel generators in India is based on invoice data and categorized under Scope 2 as purchased electricity.
 - In certain countries, Cognizant has sites that house on-site data centers or Cognizant operated (infra-managed) data centers. Electricity used by these data centers is included in Scope 2. Consumption was obtained from third-party invoices or vendors' reports. When consumption data was not available, Cognizant calculated its data center electricity use based on contracted power, the share of power utilization provided by the partner data centers and operating hours per year. Data centers operate 24 hours per day, 7 days per week, 365 days per year. Where information was not available, previous year consumption data was used as a proxy.
 - Scope 2 district heating and cooling is used for one site in Hungary. Consumption was obtained from third-party invoices or for months where data was not available, an average monthly consumption was calculated based on the invoices received for that site.
 - Scope 2 electricity consumption by electric vehicles charged off site for Cognizant's vehicle fleet in Belgium and the Netherlands. Consumption data was obtained from third-party invoices or vendors' reports. No estimates were made.
 - Emission factors: Location-based:
 - Grid electricity and electric vehicles charged off-site:

- India: Government of India Ministry of Power Central Electricity Authority CO₂ baseline database for the Indian Power Sector (2022).
 - U.S.: U.S. Environmental Protection Agency (EPA) Emissions & Generated Resource Integrated Database (eGrid) 2021 factors by sub-region (2023).
 - All other countries: International Energy Agency (IEA) CO₂ equivalent emissions – total for electricity and heat (2022).
- Electricity purchased from property owners:
 - UK Government GHG Conversion factors for Company Reporting (2022) for 100% mineral diesel.
 - District heating and cooling: UK Government GHG Conversion factors for Company Reporting (2022).
- Emission factors: Market-based:
 - Grid electricity:
 - Solar and wind energy purchased through power purchase agreements (PPAs) or energy contracts or through the property owner: Treated as zero emissions.
 - After application of solar and wind energy purchases:
 - European sites: Association of Issuing Bodies (AIB) European Residual Mix 2021 v1.0 (last updated 2022).
 - All other countries: Same as location-based factors.
 - Electricity purchased from property owners, district heating and cooling, and electric vehicles charged offsite:
 - Same as location-based factors.
- Estimated emissions from the sources above account for approximately 3% of reported Scope 2 GHG emissions (location-based) and approximately 5% of reported Scope 2 GHG emissions (market-based and referencing market-based).
9. Related to GHG emissions from Scope 3, category 1: purchased goods and services, category 2: capital

goods, and category 4: upstream transportation and distribution:

- Calculated based on annual spend data obtained from Cognizant's Enterprise Resource Planning (ERP) system.
- Emission factors:
 - For forty-three (43) of Cognizant's top suppliers by emissions in 2022 (calculated using 2016 Quantis emission factors), Cognizant used publicly available data as most recently reported to CDP Climate Change (as of May 2023) or sustainability (or equivalent) and corresponding Annual Report, to create supplier-specific emission factors.
 - For all other suppliers and spend categories, Cognizant applied the 2016 Quantis emission factors available from the GHG Protocol Scope 3 evaluator tool (cited May 2023).

10. Related to GHG emissions from Scope 3, category 3: fuel- and energy-related activities:

- Calculated based on activity data (diesel, district heating and cooling, electricity, electric vehicles charged off site, gasoline, LPG, and natural gas consumption) from Scope 1 and 2 emissions.
- Emission factors:
 - WTT for diesel, district heating and cooling, gasoline, liquid petroleum gas, and natural gas: UK Government GHG Conversion factors for Company Reporting (2022).
 - WTT for electricity:
 - UK: UK Government GHG Conversion factors for Company Reporting (2022).
 - All other countries: The UK government stopped publishing WTT electricity emission factors for geographies outside of the UK in 2021. Using UK Government GHG Conversion factors for Company Reporting (2021) as a proxy.
 - T&D losses for electricity: IEA T&D Losses Emission Factors 2022.

11. Related to GHG emissions from Scope 3, category 5: waste generated in operations:

- Calculated using an average intensity factor estimated based on publicly available data as

reported in their most recent sustainability (or equivalent) report (as of May 2023), for Infosys and WiPro, as peer benchmarks and the number of employees obtained from the HR system as of December 31, 2022.

12. Related to GHG emissions from Scope 3, category 6: business travel:

- Air and rail travel: The data used in the calculation is obtained from reports provided by a third-party commercial travel manager, which includes total distance per trip for business travel booked:
 - Air travel covers domestic and international travel by Cognizant employees globally.
 - Rail travel covers commuter train, national rail and international by Cognizant employees globally.
- Other business travel categories: Calculated based on annual spend data (accommodation, car lease, relocation services, transportation, travel management, and visa & immigration services) obtained from Cognizant’s ERP system.
- Emission factors:
 - UK Government GHG Conversion factors for Company Reporting (2022).

13. Related to GHG emissions from Scope 3, category 7: employee commuting:

- Calculated using an average intensity factor estimated based on publicly available data as reported in their most recent sustainability (or equivalent) report (as of May 2023), for IBM, Infosys, WiPro, as peer benchmarks and the number of employees obtained from the HR system as of December 31, 2022.

14. Related to GHG emissions from Scope 3, category 8: upstream leased assets:

- Third party data centers: Consumption was obtained from third-party invoices or vendors’ reports. When consumption data was not available, calculated energy use based on contracted power, its share of power utilization provided by the partner data centers and operating hours per year. Data centers operate 24 hours per day, 7 days per week, 365 days per year. For data centers where information was not available, usage was estimated using the average

consumption of all other data center sites where this information was available.

- Common areas: Actual common area share of electricity and captive diesel generators usage obtained from landlords for certain sites in India. Cognizant used the India data to develop an average intensity benchmark for the common areas for all other sites, which was then multiplied by the site’s floor area.
- Emission factors:
 - Electricity:
 - India: Government of India Ministry of Power Central Electricity Authority CO₂ baseline database for the Indian Power (2022).
 - U.S.: U.S. EPA eGrid 2021 factors by sub-region (2023).
 - All other countries: IEA CO₂ equivalent emissions – total for electricity and heat (2022).
 - T&D losses for electricity: IEA Emission Factors 2022.
 - WTT for electricity:
 - UK: UK Government GHG Conversion factors for Company Reporting (2022).
 - All other countries: The UK government stopped publishing WTT electricity emission factors for geographies outside of the UK in 2021. Using UK Government GHG Conversion factors for Company Reporting (2021) as a proxy.

15. Related to GHG emissions from Scope 3, category 15: investments:

- Includes all minority investments where Cognizant has (1) less than 50% of ownership, and (2) either have voting rights or a seat on the board (that is not merely an observer position), but (3) does not have operational control of the entity.
- As investment portfolios are dynamic and change frequently throughout the reporting year, Cognizant uses December 31 as the fixed point in the reporting year to determine which investments to include in its emissions for the reporting year (i.e., minority investments owned as of December 31 are included in reporting). In the event that an

investment was acquired or divested during the year, a pro rata share for the year has been applied.

- Subsequent to the end of the year and during Q1 2023 on February 13, 2023, Cognizant divested from an investment representing approximately 94% of the GHG emissions from investments.
- Calculated using a GHG emissions factor by dollar estimated based on peer benchmarks, the revenue of the minority investment, and Cognizant’s percentage ownership as of December 31, 2022.
- Emission factors:
 - Dollar invested intensity emission factor calculated from an average emissions per dollar of revenue for IT & software development companies most recently reported to CDP Climate Change (as of May 2023). Cognizant collected the 2022 Scope 1, 2 (market-based, where available) and 3 emissions for twenty-three (23) companies in the IT & software services industry, divided by the 2022 revenue for these companies to form the average emissions factor per dollar of revenue.

Energy consumption disclosures

16. Direct and indirect energy include gigajoules of direct on-site renewable energy consumption, direct energy purchased, which is comprised of diesel, gasoline, liquid petroleum gas, and natural gas, and indirect energy purchased which is comprised of purchased electricity, district heating and cooling generated offsite, as well as electricity consumption by electric vehicles charged off site, as applicable.

17. The preparation of the energy consumption metric requires management to establish the criteria, make determinations as to the relevancy of information to be included, and make assumptions that affect reported information. The selection by management of different but acceptable measurement techniques could have resulted in a materially different amount or metric being reported.

18. Renewable electricity includes solar and wind purchases made by Cognizant for use at sites in India.

19. Estimated energy consumption from the sources above account for approximately 10% of the reported energy consumption for Scope 1 and 2 activities.

