



2024 Sustainability and Corporate Citizenship Report

Forward-looking statements

This report includes statements that 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 is 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 Synapse initiative and other skilling efforts; Shakti; climate strategy and other climate-related goals, including efforts to change the climate behaviors of our suppliers and provision of solutions to help clients advance their sustainability goals; the effectiveness of our governance structures; our efforts to help clients utilize artificial intelligence (AI) in a flexible, secure, scalable and responsible way; data privacy and security; and the impact of our sustainability offerings and efforts on our business, future financial results, clients, associates and communities. These statements are neither promises nor guarantees, and are not intended to create legal rights or obligations, 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, the competitive and rapidly changing nature of the markets we compete in, changes in the regulatory environment, including with respect to climate matters, immigration and taxes; use of AI-based technologies in client offerings and internal operations and ability to keep up with evolving technological innovations; legal, reputational and financial risks resulting from cyberattacks, the effectiveness of business continuity plans, energy prices; climate-related conditions and weather events, and the other factors discussed in our most recent Annual Report on Form 10-K and other filings with the U.S. Securities and Exchange Commission (“SEC”). Further, these statements may be based on standards for measuring progress that are still developing, data and internal controls that are still evolving or provided by third-parties 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 or maintained. 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 and regardless of any historical practice of doing so. The

information included in, and any issues identified as material for purposes of, this document should not be construed as being material to the SEC or other mandatory reporting purposes. This report may include or incorporate by reference information from third-parties that we have not separately reviewed, approved, or endorsed. We make no representation, undertaking, or warranty as to the accuracy, completeness, or reasonableness of such information. 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, 2024.

Table of contents

Overview	Our people and communities	Environmental sustainability	Corporate governance	Our content indices
About this report5	Skilling for the future13	Our strategy25	Governance structure34	About our reported information48
Message from our Chief Executive Officer6	People development and management15	Climate risk28	Stakeholder engagement36	GRI index49
Awards and recognition7	Social impact18	Nature impacts30	Policies and guidelines37	SASB index54
Alignment with the UN SDGs8	People and culture23	Client sustainability solutions31	Ethics and compliance38	TCFD index57
Our commitments and actions9			Supply chain40	GHG methodologies and verification59
			Workplace health and safety41	
			Responsible AI42	
			Data security and privacy45	

Overview

As one of the world’s leading professional services companies, Cognizant helps our clients modernize technology, reimagine processes and transform experiences to stay ahead in our fast-changing world. By incorporating advanced AI technologies, we drive innovation and efficiency, enabling our clients to achieve their goals more effectively.

Snapshot of Cognizant

Serving our clients for more than

30 years

Approximately

336,800

employees¹

\$19.7B

revenue in 2024

Operations in nearly

50 countries

Four business segments

Health sciences

Financial services

Products and resources

Communications, media and technology

Three strategic pillars

Accelerate growth

Amplify talent

Scale innovation

Trusted expertise²

Recognized as one of the World’s Most Ethical Companies by Ethisphere

Recognized as one of America’s Most Innovative Companies by Fortune

Named one of America’s Most Responsible Companies by Newsweek

Named one of the World’s Best Companies by Time

¹ We had approximately 336,800 employees at the end of 2024, with 241,500 in India, 42,800 in North America, 15,700 in Continental Europe, 8,200 in the United Kingdom and 28,600 in various other locations throughout the rest of the world. As of December 31, 2024, approximately 62% of our workforce was composed of men, while women made up around 38%.

² Refer to page 7 for awards and recognition.

About this report

The information in this report is intended to highlight certain aspects of Cognizant’s performance in Fiscal Year 2024 from January 1 to December 31 and our global sites, offices and associates, unless stated otherwise. It is not a comprehensive description or representation of all of Cognizant's sustainability activities during that time.

We have reported the information cited in this report with reference to the 2021 Global Reporting Initiative (GRI) Standards, used the Sustainability Accounting Standards Board’s (SASB) Software and IT Services standard and followed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). See our content indices in this report.

As a global company and participant of the United Nations Global Compact (UNGC), our approach to sustainability supports a number of the United Nations Sustainable Development Goals (UN SDGs).

Topics addressed and terms used in this report may be different from those terms as used in the context of our filings with the US Securities and Exchange Commission (SEC). Issues and topics deemed relevant for the purpose of this report or our referenced stakeholder assessment should not be construed as being material for purposes of SEC filings, financial statements or other mandatory reporting.

Sustainability priorities

In 2024, we updated our priority assessment in conjunction with a qualified third party. We regularly review our assessment by examining stakeholder input and relevant market shifts, risks and opportunities. The Board of Directors and our senior management review the priority assessment on an annual basis as part of the report validation process.

Below are our priority topics for this report:

People and communities

- People and culture
- Employee health, safety and wellbeing
- Talent and associate skilling expectations
- Charitable giving and community development
- Responsible sourcing

Environment and climate action

- Energy, greenhouse gas (GHG) emissions and climate
- Natural resources and biodiversity, including electronic waste
- Opportunities in clean tech

Corporate governance

- Systematic risk management
- Ethical business practice
- Responsible sourcing
- Innovative and responsible AI
- Data security and privacy

Assurance and controls

- To hold our sustainability reporting to high standards, we:
- Utilize the COSO¹ Framework to support our objective of delivering complete, accurate and reliable reporting for our stakeholders
 - Conduct validation procedures for reported data, utilizing documented governance and control processes created in cooperation with our Finance team
 - Utilizing our internal audit team, perform an independent assessment to test the effectiveness of management’s controls over the reported data
 - Commission an external third party to perform attestation procedures for certain of our GHG emissions and energy consumption metrics
 - Enhance our reporting by implementing internal controls for our disclosure to comply with regulatory requirements in reporting

¹ The Committee of Sponsoring Organizations (COSO) Framework is a globally recognized system businesses use to establish internal controls to promote data accuracy and completeness. COSO was developed to help companies provide accurate public financial reporting.

Message from our Chief Executive Officer

For three decades, Cognizant’s ability to sense, adapt and lead has helped clients thrive amid waves of technological change. Today, we continue to build on this legacy as our approximately 336,800 talented professionals help enterprises navigate digital transformation while driving long-term value for our stakeholders.

Today we are entering the next wave of technological change: The AI era. We believe AI is a defining force, reshaping industries, unlocking new efficiencies and opening opportunities for innovation at an unprecedented scale. We see AI as a generational opportunity, and are embracing its potential with confidence. At the same time, we remain committed to developing and deploying AI responsibly—advancing both business and society while managing risk.

To be a leader in responsible AI means pursuing initiatives that make our technologies fair, transparent and aligned with evolving regulations. A good example of our commitment is the 2024 launch of our advanced AI Lab. Based in San Francisco and staffed by world-class computer scientists, our Cognizant AI Lab, with more than 50 issued US patents, is dedicated to advancing responsible AI frameworks and solutions. We help clients build trust and accountability in their AI implementations. Another example from 2024: We were the first in our industry to receive the ISO/IEC 42001:2023 accreditation for responsible AI management, reinforcing our leadership in ethical AI deployment.

I believe AI has the power to be an equalizer, creating new opportunities for those without access to traditional education pathways. Through purposeful initiatives, such as Project Resilience—an AI-driven

support system—we are empowering our associates to use trustworthy AI to address complex societal challenges. We also believe that maximizing AI’s potential requires a future-ready workforce. That’s why we launched Synapse, our commitment to equipping one million people with digital and technology skills by 2026, in collaboration with governments, academic institutions and industry partners. To date, more than 400,000 people have participated in our program, creating new pathways to employment in the digital economy.

At Cognizant, innovation is fueled by our people. We are committed to creating an environment where our associates can grow, collaborate and drive meaningful impact. Our Bluebolt grassroots innovation engine taps into the creativity of our global teams to generate tangible ideas for clients. In 2024, our associates doubled the number of ideas through this initiative. Our associates have submitted approximately 240,000 ideas, of which 47,000 ideas were implemented.

We are focused on developing talent globally in places that have historically been overlooked. We are providing opportunities to all our associates through initiatives that accelerate their careers. We have expanded our footprint in India to Tier 2 and Tier 3 cities such as Ahmedabad, Coimbatore, Kochi and Gandhinagar. Outreach, our global volunteering program, saw more than 47,000 associates volunteering over 220,000 hours to their communities.

We believe that no business can thrive over the long term without sustainable practices. Cognizant remains committed to addressing climate change, with a net zero goal to reduce emissions by 50% from our 2019 baseline by 2030, and 90% by 2040. We are

making steady progress toward these milestones. In addition, we’re using what we’re learning to benefit our clients and increase our impact through our client sustainability services. In 2024, we nearly doubled our offerings to provide clients with an expanded range of services tailored to their needs.

Governance remains a key element to our success. We strive to uphold the highest standards of board oversight, ethics and compliance to help us operate with openness and accountability. This commitment enables us to drive sustainable growth, enhance stakeholder trust and maintain the resilience required to navigate an evolving global landscape.

At Cognizant, “Do the Right Thing” is one of our core values. We focus on sustainability and corporate citizenship to strengthen our long-term opportunities. As you explore this report, you’ll see how sustainability is deeply embedded in our business strategy. These efforts reinforce our ambition to accelerate growth, amplify talent and scale innovation—which together fuel our ability to continue serving our clients with excellence while improving the communities where we live and work.

Best regards,



Ravi Kumar
Chief Executive Officer
June 2, 2025



Awards and recognition

At Cognizant we work hard to advance our sustainability programs and provide our associates with a great place to work. We are honored to be recognized for our efforts to build a sustainable and thriving environment. For information on our awards and recognitions, visit our website, www.cognizant.com.

One of America’s Most Innovative Companies by Fortune	One of the World’s Best Employers by Forbes	One of the 250 Best Managed Companies by The Wall Street Journal
One of the World’s Best Companies by Time	One of America’s Most Responsible Companies by Newsweek	One of America’s Most Reliable Companies by Newsweek
Number seven on Fortune’s Change the World list for our Synapse initiative	2024 SustainableIT Impact Award (Social Category) from SustainableIT	One of America’s Greatest Workplaces by Newsweek
One of America’s Greenest Companies by Newsweek	Best Employers: Excellence in Health and Well-being 2024 from Business Group on Health	One of the World’s Most Ethical Companies by Ethisphere
National Awards for Excellence in CSR & Sustainability by the Institute of Directors, India, for Best Environment Friendly Project	National Awards for Excellence in CSR & Sustainability by the Institute of Directors, India, for Best Environmental Responsibility Initiatives	Recognized by the Ministry of Education, Government of India , for its commitment to nurturing talent and supporting the National Apprenticeship Training Scheme



Alignment with the United Nations Sustainable Development Goals



We provide STEM education and help to fill the technology skills gap by investing in training for talented individuals from underserved and underrepresented communities globally.

Page 20, 21, 22 ▶



Our people and culture efforts extend from our associates to our suppliers and aim at better understanding how we can support equal opportunities for our associates.

Page 23 ▶



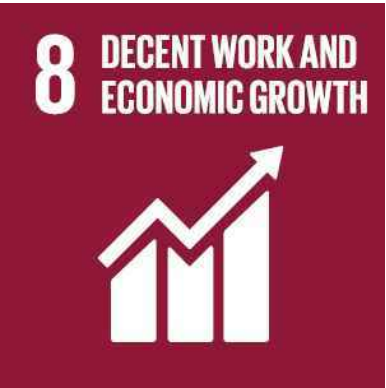
Our climate approach seeks to reduce our emissions by aligning our actions to our net zero goal and related targets, while helping our clients and suppliers reduce their emissions through lower-carbon technology and enhanced skilling.

Page 26, 28 ▶



Through strategic alliances and innovative solutions, we are working to promote global partnerships by collaborating with international organizations, governments, and local communities. Our goal is to leverage our technological expertise to drive sustainable development and create lasting change.

Page 20, 21 ▶



We employ people around the globe, and we develop our programs for training and development, and wellbeing to become an employer of choice. Providing strong economic growth for the communities in the regions where we operate is a byproduct of our business strategy.

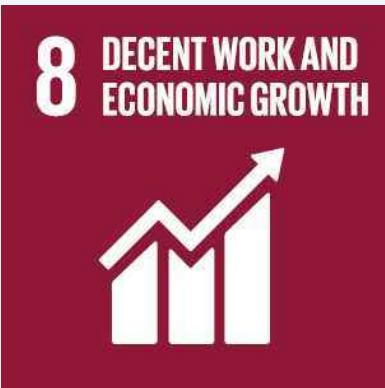
Page 13, 14, 15, 16, 17 ▶

Our commitments and actions

Progress on our commitments

Our commitments align with our business strategy of growing responsibly and serving the needs of our clients, associates and the communities where we conduct business. Throughout 2024, we continued to progress towards our goals.

People and Communities



Commitments and goals

People and culture

Continue our people-centric approach with a distinct culture that is highly collaborative, innovative and supportive

PROGRESS ONGOING

2024 actions

- We continue to support programs and policies in India to accelerate careers and boost leadership in technology
- As of December 31, 2024, approximately 62% of our workforce was composed of men, while women made up around 38%

Page 23 ►

People development and talent management

Train one million people over three years in digital competency with our Synapse initiative through skill acceleration, technology partnerships, apprenticeships, community engagement and upskilling our existing workforce

PROGRESS ONGOING

- Over 164,000 associates trained in at least one digital skill
- Supported more than 277,000 associates in acquiring at least one skill through our learning ecosystem
- We delivered over 40% of our goal, providing over 400,000 impactful experiences across our Synapse five pillars

Page 13, 14, 15, 17 ►

Outreach and philanthropy

Continue to address the skills gap between what people can do today and expectations for the jobs of tomorrow through internal associate training. Facilitate volunteer opportunities for our associates to provide technology skills training

PROGRESS ONGOING

- More than 47,000 Cognizant volunteers devoted more than 220,000 hours to volunteering and supporting our communities
- Total corporate philanthropy, including through the company's donor advised funds, was nearly \$15 million in 2024. This benefited leading global organizations and nonprofits that help individuals transition into technology careers
- Used gen AI to develop training programs, enhance processes and drive innovation. Our Synapse initiative helps prepare our workforce and communities for future challenges by leveraging generative AI skills

Page 13, 18, 19, 20, 21, 22 ►

[About this report](#)

[Message from our Chief Executive Officer](#)

[Awards and recognition](#)

[Alignment with the UN SDGs](#)

[Our commitments and actions](#)

Environment and Climate Action



Commitments and goals

Emissions reduction

- Reduce our absolute emissions by 50% by 2030 and 90% by 2040
- Obtain 100% of our electricity from renewable sources by 2026

PROGRESS: ONGOING

2024 actions

- Reduced our total emissions by 52% since our baseline year of 2019
- Globally sourced 46% of our electricity from renewable sources

Page 25, 26, 27, 28 ▶

Supply Chain

Engage direct suppliers to set emissions reduction targets

- Approximately 53% of our top 150 direct suppliers representing the highest emissions-generating areas of procurement, have set science-based emissions reduction targets

Page 27 ▶

Corporate Governance



Commitments and goals

Stakeholder engagement	Compliance training	Risk management	Supply chain	Data security and privacy
Continually engage our stakeholders on a wide range of sustainability issues	Achieve 100% timely completion of mandatory ethics and compliance training for all associates	Put data to work improving risk management around sustainability topics	Expand tools and outreach to engage more suppliers in setting sustainability standards and best practices	Improve policies and practices to stay current with regulations and best practices
PROGRESS: ONGOING	PROGRESS: ONGOING	PROGRESS: ONGOING	PROGRESS: ONGOING	PROGRESS: ONGOING

2024 actions

<ul style="list-style-type: none">Conducted our annual People Engagement Survey and received responses from more than 231,000 associatesLaunched our first-ever cultural values employee survey to enable richer assessment of our ethics and compliance program and culture of integrity	<ul style="list-style-type: none">Nearly 100% timely completion of mandatory ethics and compliance training for all tenured associatesAll new associates required to complete our Code of Ethics course within 30 days of joining	<ul style="list-style-type: none">Our Global Business Resilience (GBR) group uses a Facilities All Hazards Risk Assessment (FAHRA) process to determine the potential impact of climate risk on the business	<ul style="list-style-type: none">Formalized and operationalized global risk-based assessment criteria to identify direct suppliers that should be subject to our modern slavery due diligence processOperationalized annual modern slavery risk reassessments of qualified suppliersIncluded expectations on emissions target setting and data provision in new contracts signed with suppliers	<ul style="list-style-type: none">Achieved successful accreditation of ISO/IEC 270001:2013 for cloud servicesUpdated training and guidance on data transfer management provided to key stakeholders across the organizationExpanded our portfolio of training and guidance materials to include more role-based trainings for key stakeholders on topics like supplier risk management and security incidentsReviewed and continued to update existing privacy controls on topics like data privacy by design and AI
--	--	--	--	---

Our people and communities

Cognizant is dedicated to building stronger futures for our people and the communities where we operate

In this section:

- Skilling for the future
- People development and management
- Social impact
- People and culture

Skilling for the future

Synapse: Impacting one million lives by the end of 2026

We believe our ability to unleash opportunity and fully realize the potential of generative AI (gen AI) hinges on a workforce that is equipped with the skills to adapt to a new way of working. Cognizant’s “New Work, New World” study with Oxford Economics, published in 2024, predicted that in the next ten years, 90% of jobs will be disrupted by gen AI. Synapse aims to address this disruption by empowering more than one million people with cutting-edge technology skills for the digital age. The Synapse initiative plays a critical role in our associates' learning and development, as well as in our philanthropy and outreach activities.

Skilling highlights

In our first year, we've achieved over

40%
of our goal and delivered more than

400,000
impactful experiences across our five pillars and more than

164,000
of our associates were trained in at least one digital skill in 2024

Our Synapse initiative is a collaborative effort across Cognizant. The program centers on five pillars, aiming to equip participants with the essential skills needed to succeed in the digital age.



Skills accelerator

The Synapse skills accelerator aims to build a high-quality skilled workforce proficient in emerging technologies like gen AI. We intend to equip **200,000 job seekers** with in-demand tech skills through innovative, sponsored upskilling programs, as well as build a pipeline of experienced and emerging talent that meets today's hiring demands from Cognizant and its Synapse partners. To date, more than 3,700 individuals have participated globally, and the program has successfully provided training across multiple technology stacks.



Apprenticeships & internships

Cognizant's apprenticeship program is designed as an earn-while-you-learn experience that provides structured learning and on-the-job training to build skills and advance careers across Cognizant's service lines. Through partnerships with universities, community colleges and workforce development groups, our apprenticeships aim to train thousands of entry-level associates and mid-career professionals with IT and AI skills. The apprenticeship program has impacted about 530 individuals globally, with more than 450 residing in the United States.



Employee skilling

As part of the employee skilling initiative, since its inception, we have trained more than 173,000 associates worldwide on cutting-edge digital skills. Our digital skills program includes gen AI training delivered through learning pathways and technology partnerships with Google, Microsoft, Amazon Web Services, Salesforce, SAP and Oracle, amongst others. The gen AI program offers advanced technical skills for both employees and individuals outside of Cognizant. More than 2,000 of Cognizant's leaders have completed a curated learning path focused on gen AI awareness and leading the change. We have reached more than 85% of our goal and are on track to achieve our target ahead of schedule. Our aim to upskill **200,000 associates** is well within reach, helping our workforce be prepared for the AI era.



Technology partnerships

Cognizant is partnering with companies like Microsoft and Google to expand Synapse's reach. Through a global partnership with Microsoft, more than 70,000 Cognizant developers have been trained on Github Copilot. Cognizant has also adopted Gemini for Google Cloud to enhance the productivity of its software developers. This initiative aims to enable more than 70,000 associates to leverage Google Cloud's latest AI technologies. Additionally, Cognizant has opened collaboration centers worldwide, with more than 3,200 associates completing training on Google AI technology. Building on this momentum, Cognizant remains dedicated to training **200,000 professionals** in digital skills AI and cloud technologies.

Associate skilling testimonial

"The course was a great way to gain a foundational understanding of Azure Cloud. What truly stood out for me was the hands-on work in the sandbox environment. It made a significant difference in grasping the concepts and applying them practically. I plan to build on this knowledge by taking more courses and participate in related discussions."



Community education

Through philanthropic grants, volunteerism, mentoring, and education partnerships, Synapse's community education programs have impacted more than 164,000 individuals worldwide. Through grants to community organizations, we have upskilled more than 145,000 individuals. Through these grants, Cognizant aims to upskill **230,000 individuals** by the end of 2026. Additionally, more than 2,000 Cognizant associates have dedicated approximately 20,000 hours to skilling-based volunteering projects since Synapse launched.

Accelerating our associates’ skills

Learning is at the core of our business. Our success relies in part on investing in learning and development for our associates. From campus hire training for entry-level workforce to providing capability assurance programs for professional practitioners, our skilling ecosystem offers growth for employees across the business. Training our talent in new digital skills supports career growth and internal talent movement, while helping to build capabilities in new and emerging technologies and subject areas.

We also look to empower our associates with the expertise needed to excel beyond their current roles. We offer growth opportunities throughout their careers to encourage advancement and fulfillment. By fostering leadership skills through ongoing assessment and impactful development, we empower employees—from first-time managers to executive leaders. For additional information on our talent development efforts, please see our most recent Annual Report on Form 10-K.

We use generative AI to elevate our Learning and Development initiatives, enhancing both training and evaluation processes. By implementing advanced AI tools, we have developed effective methods to support virtual engagement and significantly reduce manual effort. Our usage of gen AI has helped us improve learner experience, reduce time and effort, and deliver learning solutions faster.

Our Bluebolt innovation engine

Employees are encouraged to embrace a spirit of innovation and entrepreneurship: our grassroots Bluebolt program enables any employee to submit ideas for implementation with clients or internally.

The Bluebolt program is a grassroots innovation initiative powered by generative AI, designed to harness ideas from associates and foster co-innovation with clients Through Bluebolt tutorials and the Bluebolt Garage, we support agile experimentation and rapid prototyping. The gen-AI-powered assistant engages our associates, fostering innovative solutions and collaboration. Hackathons and ideathons throughout the year have generated numerous ideas, many of which have been implemented and recognized by clients for delivering financial benefits. This effort enhances our services, boosts revenue and supports various strategic initiatives.

Building momentum

Approximately
240,000
ideas were generated, of which more than
47,000
were implemented

Workforce development in 2024:

- **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

Associate development

In 2024, supported over
277,000
associates in acquiring at least one skill through our learning ecosystem, and more than 6,100 associates completed one or more modules in sales- and consulting-focused programs to empower client-facing commercial teams and

more than
168,000
associates have completed gen AI skills training

On average, we provided approximately 45 hours of training and development per full-time equivalent (FTE).

Leadership development

Over
12,000
leaders at the senior manager level and above leveraged learning and development opportunities to elevate their leadership capabilities

More than
40,000
associates completed career milestone programs

People development and management

We value our associates’ perspectives on what matters most to them in the workplace and routinely engage with them to deliver on our promise to be an employer of choice.

Developing our workforce

As a professional services company, our continued success depends in part on our ability to attract, develop and retain top talent. Our focus on talent management and development stretches from the Board level to our associates through programs designed to identify, train and grow future leaders. These programs are overseen by management and reported on to the Board.

We aim to create a work environment where every person is inspired to achieve, driven to perform, and rewarded for their contributions. Our culture of meritocracy fosters individual and team high-performance to fuel our growth. We support our associates' growth in line with our company's growth through open, agile and transparent processes that focus on career advancement and capability development. Our periodic talent processes, such as talent reviews and development planning, aim to help individuals develop in their roles and prepare for the future, while strengthening our leadership pipeline.

These efforts are supported by:

- Customized career development processes, including career-growth opportunities for entry levels, internal job moves for mid-management levels and bi-annual leadership promotions

- All eligible full-time employees participate in a performance management cycle, which determines their annual bonuses, as well as performance-based promotions and salary increases
- Role rotation and leadership job boards offer lateral or promotion-eligible associates and leaders opportunities to make strategic horizontal moves, which helps them build capabilities, better their skills, understand our business, establish new relationships and advance their careers
- Recognition programs reward various levels of employees through both monetary recognition as well as peer-driven non-monetary recognition

In addition, our long-term incentive program includes Restricted Stock Units (RSUs) for Director and above levels and Performance Stock Units (PSUs) for Senior Vice President and above levels. RSUs and PSUs are closely tied to the organization’s performance. For additional information on our executive compensation program, please see our proxy statement.

In 2024, we initiated the Impact Awards to honor the significant contributions of our associates and to recognize the remarkable efforts of our teams across various levels and geographies.



2024 Spirit Award winner, Sumita Biswal, accepts Cognizant’s highest honor for outstanding performance and being a valued role model

Wellbeing of our people

We care about our people and seek to help them stay at their best throughout life’s many journeys. Designed with flexibility in mind, our global Be Well program addresses the holistic needs of our associates and their families, providing the physical, mental and financial support needed to navigate life and work.

Wellbeing program highlights

Over
400 events
with more than

90,000 participants
spanning four wellbeing dimensions

Wellbeing challenge highlights

Over **41,000 participants**
around the globe took part in a variety of engaging wellbeing challenges that focused on improving physical and mental wellbeing

Mental Health Ally program

The program is designed to support a culture of mental health, reduce stigma, and promote the overall health and wellbeing of Cognizant associates. The program provides associates with meaningful support and an opportunity to have a trusted, confidential conversation.

So far, over
200 mental health allies
across
29 countries
and
26 languages spoken
support associates’ mental wellbeing

Through the program, we support associates with concerns related to work and personal stress and have already made an immeasurable impact by offering potentially life-saving support to associates in crisis situations.

Four wellbeing dimensions



Physical wellbeing

- Preventive health promotion
- Virtual health and telehealth
- Country-applicable health plans
- Maternity programs
- Cancer awareness and prevention
- Nicotine cessation support
- Menopause-in-the-workplace guidelines
- Physical activity challenges and in-person/ virtual classes such as yoga



Financial wellbeing

- Financial education resources related to budgeting, saving, investing, estate planning and more
- Retirement programs
- Access to consultations with financial coaches and planners
- Discount programs
- Banking partnerships



Mental wellbeing

- Employee Assistance Program
- Mental health resources for depression, anxiety, grief and loss, burnout, stress management and more
- Mindfulness program
- Virtual behavioral coaching
- Mental Health Ally program
- Mental health awareness and suicide prevention campaigns
- Mental health awareness trainings



Life and work wellbeing

- Flexible work program
- Time-off policies that encourage associates to make time for themselves and the things that matter outside of work
- Recognition programs
- Affinity groups
- Family and parenting support
- Work/life resources and referrals

Associate attraction, engagement and retention

In a market where competition for skilled IT professionals in particular is intense, we continue to focus on listening to, engaging with and investing in our people through our talent approach.

In 2024, we hired more than

57,400 associates

We value and respect the views of our associates, and routinely engage them on important issues. When associates feel seen and heard, we believe it leads to positive results such as stronger client outcomes, talent retention, improved work performance and organization-wide growth.

Our focus on engagement

How we engage

	Annual people engagement survey
	Community, volunteer and mentoring engagement programs
	Year-round employee engagement through training, support groups, external partnerships and sponsorships
	Small group listening sessions led by top leadership with Q&As and feedback review

People engagement survey

We measure associate engagement through our yearly people engagement survey. On an annual basis, after each engagement survey, we develop action plans designed to continue to build on our strengths and address improvement areas. People managers also assess their scores and build action plans for their teams.

People engagement survey highlights

over 231,000

associate responses

Our employee engagement scores stayed strong. Year on year, our scores are higher than global and IT industry benchmarks across most drivers.

At Cognizant, we focus on employee growth through training programs, including general training and development, climate-focused training, as well as ethics and compliance education.

Our focus on retention

We regularly assess retention levels, including monitoring attrition trends by focusing on the metric we believe is most relevant to our business, which we refer to as Voluntary Attrition–Tech Services. For additional information on attrition, please see our Annual Report on Form 10-K.



Inauguration of the new state-of-the-art center at Hyderabad



Aston Martin F1 team's Fernando Alonso engaging with associates and experiencing our culture

Social impact

Our award-winning programs are designed to empower people to succeed in tomorrow’s jobs and improve the communities where we live and work. Our social impact programs not only engage employees

and contribute to our company culture, they strengthen the communities in which we operate, through philanthropic grants, volunteerism, mentoring and education partnerships.

The social impact programs also make meaningful contributions to Cognizant’s Synapse initiative. In 2024, our philanthropic nonprofit partners served over 143,000 people globally.

Our Synapse initiative focuses on digital skills training aimed at empowering more than one million individuals with cutting-edge technology skills—like generative AI—for the digital age.



Cognizant employees volunteering with Soles4Souls, a nonprofit organization



2024 Synapse Aston Martin Formula 1 Ideathon

Outreach

Devoting our time, talents and technology to uplift our communities.

Cognizant associates across the globe dedicate their time to volunteering through virtual and in-person programming. Our volunteering focuses on two core themes:



Skilling for the future



Increasing community impact

- Our gen AI skills program and prompt engineering workshop upskilled more than 5,300 learners
- During our global impact month, more than 11,700 associates in India volunteered over 26,900 hours, participating in various activities such as a coding hackathon, mentoring, career guidance, women in science and technology, blood donation, disability support, tree planting and beach cleanups
- Over 22,000 associates supported nature and biodiversity conservation projects around the world



Volunteering at an Atlanta food bank



Gen AI skills program in Singapore



Cleanup activity at Shanghai and Dalian coastal areas

Our initiatives help individuals gain the skills needed for future careers while also enhancing the communities where we live and work.

Support opportunities in tech



Digital literacy volunteering in India



Enterprise day event in the UK



Global gen AI skilling initiative

Community impact



Beach cleanup in the Philippines



Food bank volunteering in the US

Core theme	Skilling			Increasing community impact	
Programs	Digital enabler (K-12)	Future accelerator	Digital capacity building	Conservation awareness	Community and people engagement
Vehicles	<ul style="list-style-type: none">Science, technology, engineering, mathematics (STEM) workshops and programsSchool career talks, learning journeysScholarship programs	<ul style="list-style-type: none">Technology boot camps, hackathons1:1 skills mentoring programsCareer readiness workshops and boot camps	<ul style="list-style-type: none">Digital skilling workshops, clinicsMentoring programsTechnology advisory and consulting services	<ul style="list-style-type: none">Volunteering and advocating for local environmental organizations	<ul style="list-style-type: none">Volunteering and fundraising support for local community organizationsAI for health volunteering
Supported communities	<ul style="list-style-type: none">Students and teachers from public and under-funded schools and communities	<ul style="list-style-type: none">YouthMid-career job seekersWomenPersons with disabilitiesVeterans	<ul style="list-style-type: none">NGOsCharitiesPublic sector	<ul style="list-style-type: none">Local and global environmental organizations	<ul style="list-style-type: none">Local and global community impact organizations

Global philanthropy

Through donor-advised funds and direct initiatives, Cognizant engages in philanthropy to improve economic mobility and community resilience through strategic programmatic giving, local community support and disaster relief. We partner with our grantees to rethink the pathways into and through the technology sector. While our work is far from over, we are proud of the positive impact our investments have made. Since 2018, we have invested in global organizations and nonprofits, equipping individuals with technology skills to build resilient communities and expand economic opportunities in the digital economy.

In 2024, we awarded

\$15 million

in grants and gifts to more than 130 organizations around the world

Partner organizations

We are proud to support organizations that inspire, educate, and equip communities and people for success in today’s and tomorrow’s workforce:



Cognizant Foundation India

Cognizant Foundation India helps Cognizant to channel its corporate social responsibility initiatives in India. At the Foundation, we are building an ecosystem at the intersection of inclusion, technology and collaboration.

Our Foundation aims to support a better future for all, enabling participation and access to resources and opportunities across various sections of society.

Themes and programs:

Health4All

Enhancing accessibility to quality healthcare

Our programs bring quality healthcare within reach of the underserved.



Sight4All

Enabling lives through timely eyecare



Care4All

Advancing care for mother and child



Support4All

Improving care for the underserved

Future4All

Creating a better tomorrow through education and skilling

Our programs make learning accessible and support beneficiaries in acquiring 21st-century skills for a better future.



STEAM4ALL

Enabling 21st-century learning



Excellence4All

Nurturing aspirations through higher learning



Tech4All

Inclusive growth, powered by technology

Our projects are now increasingly focused on enabling access to quality healthcare services in eye care, mother and child care, adolescent girls care, screening and treatment of congenital heart diseases, early intervention for children with special needs and support for persons with mental illness. Our projects also aim to provide techno-centric skilling, foster gainful employment, facilitate access to higher learning and promote STEAM and digital learning in schools.

In 2024, Cognizant Foundation India supported over 90 projects with 45 not-for-profit organizations reaching numerous thousands of individual beneficiaries. A few examples of multi-year philanthropic programs initiated this year across India include:

Sight4All

Preventing avoidable blindness with the objective of making quality eye care services accessible and affordable to underserved communities. The program aims to prevent degenerative vision conditions and help children and adults lead better lives.

Support4All

Promoting accessible learning environments in governmental resources centers and early intervention and rehabilitation services to nearly 1,600 children with special needs.

STEAM4All

Furthering the learning outcomes of more than 6,700 students in government schools by introducing “Mindspark,” a personalized adaptive learning software, and empowering 12,600 students across more than 110 government schools to excel in mathematics through innovative tech-enabled solutions.

Tech4All

Equipping 1,300 youth with disabilities with core employability skills and access to a business process outsourcing curriculum that will enable them to lead independent lives, and providing more than 1,700 women with training in science and technology that will open doors to better employment opportunities.



Sight4All: early sight detection and treatment at government schools for better learning outcomes



Tech4All: empowering people with disabilities by helping them gain employability skills

People and culture

As a trusted partner to organizations around the world, our clients count on us to bring a global point of view, deeply understand their customer bases and deliver cutting-edge innovations that meet the needs of the world. We take pride in our talented global workforce and vibrant culture as key differentiators. We work intentionally to create a global community that is collaborative, innovative, supportive and ethical.

Each one of our approximately 336,800 associates brings different thoughts, experiences and skills that fuel innovation, enrich our organization and contribute to meeting our clients’ needs.

Cultivating an innovative workforce

At Cognizant, we work every day to attract, develop and retain the best people, and create a supportive environment where they can thrive. To do this, we prioritize:

- Sourcing from broad talent pools that deeply understand the distinct needs of our global clients and communities
- Creating an innovative culture where employees feel comfortable sharing their unique point of view
- Providing opportunity and access to career and learning programs
- Offering thorough training for people managers on how to create thriving, high-performing teams
- Supporting associate involvement in special interests, such as affinity groups or volunteerism

These priorities are tailored by region to local dynamics and priorities.

Supporting accessibility

The increasing need to address accessibility influences how we work, build community, expand our knowledge and expertise, increase advocacy, and design our services.

We provide our associates who have disabilities or medical conditions with reasonable accommodations or adjustments. Our Accessibility Concierge Services include a dedicated phone line and live chat that helps associates in India who have disabilities access accommodating applications and assistive technologies.

We have also extended our focus on accessibility to our clients by offering services such as initial gap analysis, which identifies accessibility defects and is followed by remediation and revalidation. Additionally, we empower our clients by helping them establish their own centers of excellence, making them self-sufficient in accessibility practices.

Attracting and supporting incoming leadership

We build our leadership pipeline and capability at various levels through leadership development initiatives, assessments based on our leadership competencies, multi-stakeholder feedback, coaching, accelerated programs, partnerships with leading universities and more. Our training programs for leaders aim to enhance skills that support a balanced environment.



Our Chief Executive Officer, Ravi Kumar, participating in an event with associates in India

Environmental sustainability

Cognizant is focused on managing its biggest environmental impacts and providing clients with services that support the growth of the green economy.

In this section:

- Our strategy
- Climate risk
- Nature impacts
- Client sustainability solutions

Our strategy

Cognizant’s environmental sustainability strategy focuses on reducing our greenhouse gas (GHG) emissions and managing climate-related risks and opportunities.

We focus our GHG emissions reduction efforts on increasing the use of renewable electricity and energy efficient technologies across our operations, optimizing business travel undertaken by our associates and engaging our suppliers to reduce their emissions. We are also concentrating on protecting our people and operations against risks posed by extreme weather events, particularly severe heat and flooding.

Our carbon reduction levers


To drive toward our net zero goal, we are focused on the following levers:



Sourcing renewable electricity




Optimizing associates’ business travel and employee commuting



Engaging our suppliers to set emissions reduction targets



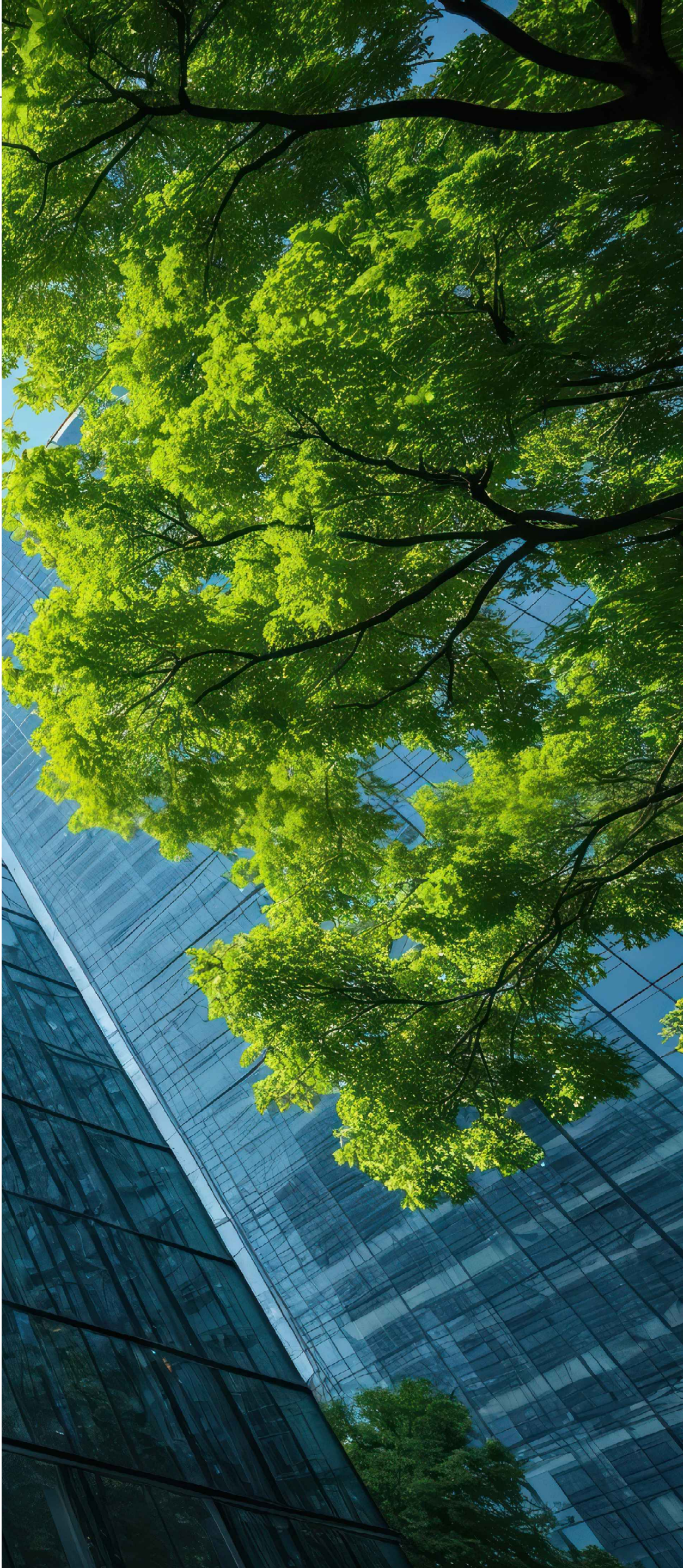
Incorporating energy efficiency into buildings



Sourcing high-quality, credibly certified carbon offsets



Creating a climate-competent workforce



Emissions reduction

Cognizant has set a goal of achieving net zero GHG emissions. This entails reducing our total emissions by 50% by 2030, using our 2019 emissions as a baseline. This will require a reduction of 77% in our Scope 1 and 2 (market-based) emissions and 47% for Scope 3 emissions. By 2040, we will seek to reduce our total emissions by 90% compared to 2019. We intend to offset unabated emissions from 2030. Our near- and long-term science-based reduction targets have been validated by the Science Based Targets initiative (SBTi). We report annually on progress made towards meeting these targets to CDP (formerly the Carbon Disclosure Project). In 2024 our total emissions decreased by 52% compared to 2019. Our emissions intensity for 2024 was 24.89 MtCO₂e per million \$ of revenue, 59% lower than 2019.

Carbon dioxide equivalent (metric tons) reporting year 2024 for Cognizant globally

	2019	2020	2021	2022	2023	2024	Increase / (decrease) in 2024 compared to 2019 baseline
Scope 1							
Scope 1	15,789	10,542	10,600	9,999	9,420	8,639	(45)%
Scope 2							
Location-based	315,544	149,209	97,882	101,402	119,364	115,630	(63)%
Market-based	249,773	101,756	62,903	66,624	67,146	59,536	(76)%
Scope 2 (referencing market-based)	249,773	101,756	62,903	66,624	67,146	59,536	(76)%
Scope 3							
Purchased goods and services	181,179	170,778	171,200	156,113	190,530	174,199	(4)%
Capital goods	73,729	78,720	65,626	61,164	69,726	68,859	(7)%
Fuel- and energy-related activities (FERA)	74,334	51,508	40,533	40,498	49,105	40,196	(46)%
Business travel	251,346	66,121	28,371	72,925	95,230	86,270	(66)%
Employee commuting	103,139	50,117	57,232	14,635	28,967	35,482	(66)%
Upstream leased assets	61,838	26,577	26,998	24,491	21,888	17,204	(72)%
Upstream transportation and distribution	1,563	1,417	1,253	688	527	368	(76)%
Waste generated in operations	242	242	162	232	203	356	47 %
Investments	1,351	1,296	1,235	1,068	312	92	(93)%
Total Scope 1, 2 (referencing market-based) and 3	1,014,283	559,074	466,113	448,437	533,054	491,200	(52)%
Outside of scopes (R22 refrigerant)	2,033	907	1,589	1,045	340	60	(97)%

Renewable electricity

Cognizant has committed to achieving 100% renewable electricity sourcing for its operations by 2026. In 2024, 46% of the electricity we consumed globally came from renewable sources. Our renewable electricity sourcing plan is based on:

- Power Purchase Agreements (PPAs) with developers to source solar and wind-generated electricity for the properties that we own in Tamil Nadu and Maharashtra, in India
- Onsite solar power generation for our properties in Tamil Nadu and Kerala
- Procuring electricity on a green tariff
- Engaging landlords to source renewable electricity where we lease property
- Purchasing Energy Attribute Certificates (EACs)

We commissioned an external third party to perform attestation procedures for all emissions data contained in this table for the years ended December 31, 2019, to December 31, 2024 (excluding the percentage change from the 2019 baseline). Full details and data methodology are available in the [Report of Independent Accountants and Management Assertion](#).

Energy efficiency

We are working to improve the energy performance of our facilities, prioritizing our operations in India.

Our focus has been on upgrading our heating, ventilation and air conditioning (HVAC) systems. This includes the pilot implementation of an AI-based chiller plant operation automation at a facility in Chennai. This initiative is now being expanded and scaled across additional owned facilities.

Over 60% of the office space we own in India is Leadership in Energy and Environmental Design (LEED) certified for new construction by the India Green Building Council (IGBC).

We are also driving energy efficiency across Cognizant’s IT infrastructure. Our focus is on:

- Moving from physical to virtual servers, which reduces energy demand. By 2024, 79% of our servers have been virtualized
- Continuing the migration of workloads from Cognizant’s internal data centers to cloud service providers
- Upgrading hardware in our data centers. We achieved a weighted average Power Use Effectiveness (PUE) of 1.84 for our two largest data centers in Chennai and Pune

Energy consumption table

Metric reported in gigajoules	2019	2023	2024	Increase / (decrease) in 2024 compared to 2019 baseline
Diesel/gas oil	40,435	17,602	19,933	(51)%
Liquid Petroleum Gas (LPG)	9,192	5,413	9,471	3 %
Natural gas	59,451	34,791	25,516	(57)%
Gasoline (Mobile fuels)	36,518	9,472	14,107	(61)%
Captive diesel generators	68,094	8,651	1,716	(97)%
Non-renewable electricity	1,192,601	354,723	339,424	(72)%
Renewable electricity (onsite)	10,069	5,386	4,561	(55)%
Renewable electricity (purchased)	291,138	235,407	283,543	(3)%
District heating and cooling ¹	-	-	4,575	-
Total energy use	1,707,498	671,445	702,847	(59)%
% electricity from renewable sources	20 %	40 %	46 %	-
Energy intensity (gigajoules/m ²)	0.62	0.30	0.33	(47)%

¹ District heating and cooling was not reported prior to 2024 as it was considered immaterial.

² In 2024, due to consistent change with our active supplier population, we sunset our goal to engage 90% of our top 150 suppliers to set a science-based emissions reduction target by 2026. Achieving this goal was not tied to any other contractual requirements or commitments. Cognizant will continue to work with its suppliers to support the delivery of its net zero goal where measurable.

Supply chain

In 2024, 50% of Cognizant’s emissions footprint was attributable to our purchasing of goods and services and capital goods. Emissions from this sourcing decreased by 7% in 2024 compared to 2023.

Our focus has been on those areas of procurement generating the highest emissions. When applicable, we include a clause in new contracts with these suppliers that requests them to report their emissions data to us through CDP (formerly the Carbon Disclosure Project) and set science-based emissions reduction targets within prescribed time periods. By the end of 2024, 53% of suppliers representing the 150 highest emission-generating areas of procurement set these targets.²

Travel

18% of our 2024 emissions were attributable to our associates’ business travel. We reduced this total by 9% compared to 2023. The main source of these emissions is air travel.

The implementation of a new approach to managing our associate travel data enabled us to better identify inefficient travel practices.

We are also focused on encouraging efficient associate work commuting. We maintain a fleet of more than 600 electric vehicles for associate commuting.

We also continue to monitor emissions generated through associates working remotely. These totaled 154,108 MtCO₂e, which represented an 9% reduction compared to 2023.

AI and sustainability

The growth of AI presents risks and opportunities that Cognizant needs to manage carefully. To fully utilize the power of AI, significant data storage and computing power are needed. As data center capacity increases to meet this demand, more energy and water are consumed. Cognizant is working closely with its data center partners to help support the adoption of green engineering practices, including through the use of AI itself, that prioritize the need for renewable energy sourcing, energy efficiency, responsible water stewardship and e-waste management.

Carbon offsetting

We aim to offset all unabated emissions by 2030. We have developed a set of principles to guide our purchases of offsets that’s aligned with credible standards. We are continuing to monitor the availability of specific projects that fit these criteria.

Climate training

Equipping our associates with climate skills is a critical component of our net zero goal delivery. By the end of 2024, more than 15,800 associates from over 35 countries had undertaken climate training provided through our learning and development platform. This training provides associates with an introduction to climate and biodiversity science in addition to role-specific training for those seeking more advanced learning.

Climate risk

This report explains our approach to governance, strategy, management and measurement, relating to:

- Physical risks generated by the increased frequency and intensity of extreme weather
- Transition risks and opportunities generated through the global shift towards lower carbon economies

Governance

Climate risk governance is incorporated into Cognizant’s global Enterprise Risk Management (ERM) program. The impact of climate risk on Cognizant’s delivery capability is assessed and given a risk rating on a quarterly basis. This rating is incorporated into an overall rating for sustainability risk management and is documented via a risk scorecard that also contains an update on the status of key mitigation actions. Risks identified to be high are reported to the Audit Committee.

The oversight role of the Board of Directors and responsibilities of management in relation to these risks are explained in the corporate governance section of this report.

Strategy

Cognizant first assessed and identified its priority climate risks and opportunities in 2021. This encompassed risks and opportunities across Cognizant’s operations, supply chain and services to clients. In 2024, we revisited this priority list to understand whether our risk profile had changed. To do this, we utilized outputs from two processes introduced since our priority list was first established:

- Our annual Facilities All Hazards Risk Assessment (FAHRA) process, which is managed by our Global Business Resilience (GBR) team. The FAHRA is designed to assess actual and potential threats impacting our business operations, including those related to climate-change-generated extreme weather.

The Sustainability team sources data obtained through external sources on a range of physical climate hazards, which is fed into the FAHRA process. These sources include the Intergovernmental Panel on Climate Change’s (IPCC) Advanced Interactive Atlas and the World Resources Institute’s (WRI) Water Risk Atlas.
- Scenario analysis¹ conducted in 2022 and 2023, which involved assessing our priority risks and their financial impact on the business according to varying degrees of global heating and global responses to the impact of that heating.

From this we have concluded that the risks and opportunities originally identified remain a priority with some new areas of emphasis emerging. This includes the risk to associates of poor air quality in India and the benefits of leveraging AI solutions for energy efficiency in our buildings.¹

Risk type	Original risk and opportunity priorities		Updated assessment (2024)
Physical	Acute	Extreme weather events causing damage to property that renders it unusable	Damage through flooding in India remains a risk
	Acute/chronic	Extreme weather events and trends affecting delivery capability	Extreme heat and poor air quality remain risks to associates’ wellbeing
		Rising sea levels leading to disruption in operations	Coastal flooding in India (Chennai and Kolkata) remains a risk
Transitional	Technology	Power outages leading to disruption in operations	No major outages have been experienced but the risk remains relevant
	Market	Increased costs of transitioning to lower-emission technology	No major changes in costs but the risk remains relevant
		Changing client behavior demanding greater commitment to climate strategy	Client demand for Cognizant to report emissions data and decarbonize is increasing
		Increasing energy costs	The risk of energy cost increases remains relevant
	Reputation	Poor sustainability reputation leading to inability to attract/retain talent	No major changes have been experienced but the risk remains relevant
		Failure to meet climate commitments leading to negative media coverage and reputational damage	
	Services	New and increasing client demand for climate solutions	Opportunities for Cognizant’s carbon reduction services are increasing
	Resource efficiency	Use of new climate technologies	Opportunities for using AI to generate energy efficiency are increasing
		More efficient facilities	

¹ For more information, please refer to the TCFD index within our content indices section.

Risk management

Our Global Business Resilience team uses the Facilities All Hazards Risk Assessment to identify and monitor appropriate mitigations for climate risk. It also manages our incident response planning, which is designed to increase the resilience of our infrastructure.

The focus for climate risk management in 2024 has been on:

- Healthy air quality in our buildings in India, including Noida and Gurgaon
- Back-up power provision for sites to mitigate the risk of power outages
- Flood defense and drainage measures in our Chennai facilities

The focus for capitalizing on climate opportunities has been on:

- Engaging associates through the provision of climate training
- Reducing operating costs in our buildings through investments into energy efficiency
- Helping our clients reduce their emissions and meet their climate goals

Environmental risk management

Cognizant has implemented an ISO 14001-certified Environmental Management System (EMS) to support continued improvement in our management of environmental risks. In 2024, more than 92%¹ of our global facilities were covered by an EMS.

¹ As we continue to grow and adapt, the coverage percentage may vary with the addition and discontinuation of facilities.



Nature impacts

Cognizant’s nature-based impacts generally fall into two categories: water consumption and waste generation. Our impacts are highest in India where the majority of our operations are located. Our focus is on incorporating sustainable practices across the sites we own while also engaging our landlords to adopt the same approach across the sites we lease.

Water

By using the WRI’s Water Risk Atlas, we have provided the water data table below:

Water data ¹	2023	2024
Total water withdrawal across all Cognizant sites ² (in million liters)	741	890
Total water withdrawal (in liters per square meter)	344	430
Percentage of water withdrawal in high or extremely high baseline water stressed regions	62%	70%

We have undertaken initiatives at our owned facilities to help reduce water withdrawal, including:

- Harvesting of rainwater, which met approximately 5.6% of our water withdrawal requirements
- Recovery of condensate from Air Handling Units (AHUs), which contributed 1.2% to our water withdrawal need
- Reuse of all treated water for horticulture, toilets and cooling towers across some of our owned sites

Waste

Given that Cognizant is an IT company, our primary focus for waste management is on e-waste. We strive to adhere to relevant international guidelines on responsible e-waste management and have set a goal of zero e-waste to landfill by 2030. In 2024, we generated 453 tonnes of e-waste across various regions³, of which 96% was diverted from landfill. This included a donation of more than 80,000 laptops to local communities in India.

A breakdown of waste in India by categories is provided in the table below:

Waste data	2023 (tonnes)	2024 (tonnes)
Battery waste	348.44	218.55
Biomedical waste	0.28	0.23
Hazardous waste ⁴	29.03	30.11
Non-hazardous waste ⁵	587.62	784.15
E-waste (Operational) ⁶	73.58	19.64
Total waste ⁷	1,038.95	1,052.68
Waste reused or recycled ⁸	97%	95%

¹ Actual data is used for calculation for owned facilities in India; for leased facilities globally, estimates are used.

² Refers to the water sourced through local water supply authorities, tankers, AHU condensate recovery, rainwater and drinking water.

³ This covers all global operations, including India, but excludes those in the APAC (Asia Pacific) region.

⁴ Hazardous waste includes used oil, coolant, oil filter, and oil-soaked cotton.

⁵ Non-hazardous waste includes paper, packaging material, plastics, sanitary waste and mixed waste containing wood, glass, metal, etc.

⁶ Operational e-waste includes used lamps, chokes, electronic ballast, used UPS (Uninterruptible Power Supply), projectors, air conditioning, refrigerators etc.

⁷ Does not include waste collected from bins in our facilities, construction and demolition waste, and organic waste. This is disposed of through an authorized local vendor. Organic waste in some of our owned campuses was converted to manure for use in landscaping.

⁸ The waste reused or recycled refers to the percentage of waste by weight that is disposed to authorized recyclers. In 2024, an increase in sanitary waste resulted in a reduction in percentage of waste reused/recycled.



Client sustainability solutions

Our sustainability solutions, which include cloud-based and software offerings as well as Data and AI, IoT, and enterprise platform and other sustainability services, help organizations reduce their environmental footprint and turn sustainability goals into achievable milestones.

Solving for sustainability in business

Our clients seek solutions to assist them in their climate- and sustainability-linked transition efforts, including sustainability data management and analytical tools, as well as low carbon, circular operating models. To meet this demand, Cognizant continually refines and develops sustainability solutions that help address these evolving needs. From insights to implementation, our Solving for Sustainability Services offer our clients advisory services and innovative solutions that empower them to move toward effectively operationalizing sustainability in their businesses.

In 2024, we enhanced our client sustainability solutions, offering a diverse array of tailored services. These include sustainable finance, sustainability data reporting, sustainability consulting, and sustainable buildings and infrastructure, which are designed to meet their unique needs. Complementing our existing services, the new offerings are designed to help our clients more effectively meet their sustainability goals and regulatory requirements.

Empowering sustainability

Cognizant enables organizations to drive positive change through our nine capabilities:



Net zero energy management:

Takes the necessary steps to achieve net zero targets by leveraging data, IoT, AI and automation for real-time energy monitoring and advanced analytics



Sustainable manufacturing and operations:

Enhances operational transparency and sustainability in manufacturing and operations by leveraging technology to gain insights from environmental and energy KPIs



Sustainability reporting and data management:

Enhances sustainability performance and meets regulatory compliance using tools that streamline data management, enabling automated reporting and providing accurate carbon calculations



Sustainable finance:

Mitigates financial risks associated with sustainability, steering portfolios toward net zero and managing climate and environmental risks through sustainability risk finance advisory, compliance and audit-readiness services



Sustainable supply chain:

Prioritizes risk mitigation, transparency and ethical practices across the value chain through risk assessments, technology-enabled transparency and a focus on human rights due diligence



Sustainable IT:

Reduce environmental impact across the entire IT lifecycle via green cloud adoption, sustainable data centers and green IT initiatives



Sustainable products and circular economy:

Builds data-driven circular economy initiatives and develops future-ready products through automation and scaling as part of our Streamlining Life Cycle Assessment



Sustainability strategy & consulting:

Guides clients' sustainability efforts, helping to define long-term goals, identify material issues, set measurable targets and develop detailed sustainability reports



Sustainable buildings & infrastructure:

Supports efforts to enhance building efficiency by integrating systems and sensor data for actionable insights, optimizing energy consumption and managing building assets

To support our clients in navigating the evolving sustainability landscape, our sustainability teams continued to enhance and grow our solutions and services in 2024, including:

Advisory

We offer sustainability advisory services and solutions. Providing expertise in sustainability, technology and business, we guide organizations in their sustainability efforts. Services include strategy development, risk management and stakeholder engagement.

Partnerships

We expanded partnerships with Microsoft, IBM, Salesforce, Tidal, CoolPlanet and RS Metrics, building upon our sustainability data management, climate risk quantification, decarbonization strategies and sustainable energy solutions.

Innovation initiatives

We continued to advance innovations such as the Bluebolt initiative and AI for sustainability, which since 2023 have generated thousands of ideas and prototypes through hackathons and ideathons. Our AI solutions, including Cognizant Neuro®, enhance sustainability processes and sustainability reporting.

Climate resilience and adaptation

Our partnership with RS Metrics and Google Cloud enabled Cognizant to leverage geospatial analytics and AI to help quantify and manage climate risk. Our solutions, including the Sustainability Accelerator and Scope 3 Scenario Planning Tool, support sustainability reporting and help clients achieve decarbonization goals.

We empower clients to achieve their sustainability goals through AI-driven innovation and solutions:

AI-driven Life Cycle Assessment for sustainable pharmaceutical practices

We developed a Generative AI-based Life Cycle Assessment (LCA) tool to help users track the environmental impact of their pharmaceutical products. This tool provides natural language responses to questions about a product’s environmental footprint, supporting the optimization of manufacturing processes. The result is a better understanding of the environmental impact, which can inform more sustainable pharmaceutical practices.

AI-powered environmental expertise for dynamic LCA

We built a Minimum Viable Product (MVP) of an intuitive, generative AI-based environmental data experience to meet the growing demand for environmental expertise. This solution features an AI-supported interface that answers complex questions, generates scenarios to improve environmental performance and produces reports. The impact includes lower costs per product footprint, democratized sustainable innovation, and reduced reliance on highly demanded LCA experts.

Cognizant’s carbon footprint calculator

Cognizant’s proprietary carbon footprint calculator enables clients to avoid spend-based estimates of emissions totals and use more accurate data in their decarbonization plans. Cognizant uses this to measure emissions generated by Cognizant operations when delivering projects and services to our clients.

The carbon footprint calculator is equipped to compute emissions using Cognizant’s corporate data and is aligned to the GHG Protocol, providing relevant and specific emissions calculation at a project, account or proposal level. In 2024, Cognizant used the platform to calculate GHG emissions for various accounts, enabling quarterly or annual reporting at the account level based on specific needs or client requests.

In addition, the carbon footprint calculator has undergone a successful independent assessment by third-party experts to evaluate the accuracy and reliability of both the calculation model and application.

We strive for ongoing improvement and update the calculator methodology periodically to help us stay at the forefront of leading practices.



Corporate governance

Cognizant upholds strong corporate governance values, policies and practices to support our professional talent and protect our clients.

In this section:

- Governance structure
- Stakeholder engagement
- Policies and guidelines
- Ethics and compliance
- Supply chain
- Workplace health and safety
- Responsible AI
- Data security and privacy

[Governance structure](#)

[Stakeholder engagement](#)

[Policies and guidelines](#)

[Ethics and compliance](#)

[Supply chain](#)

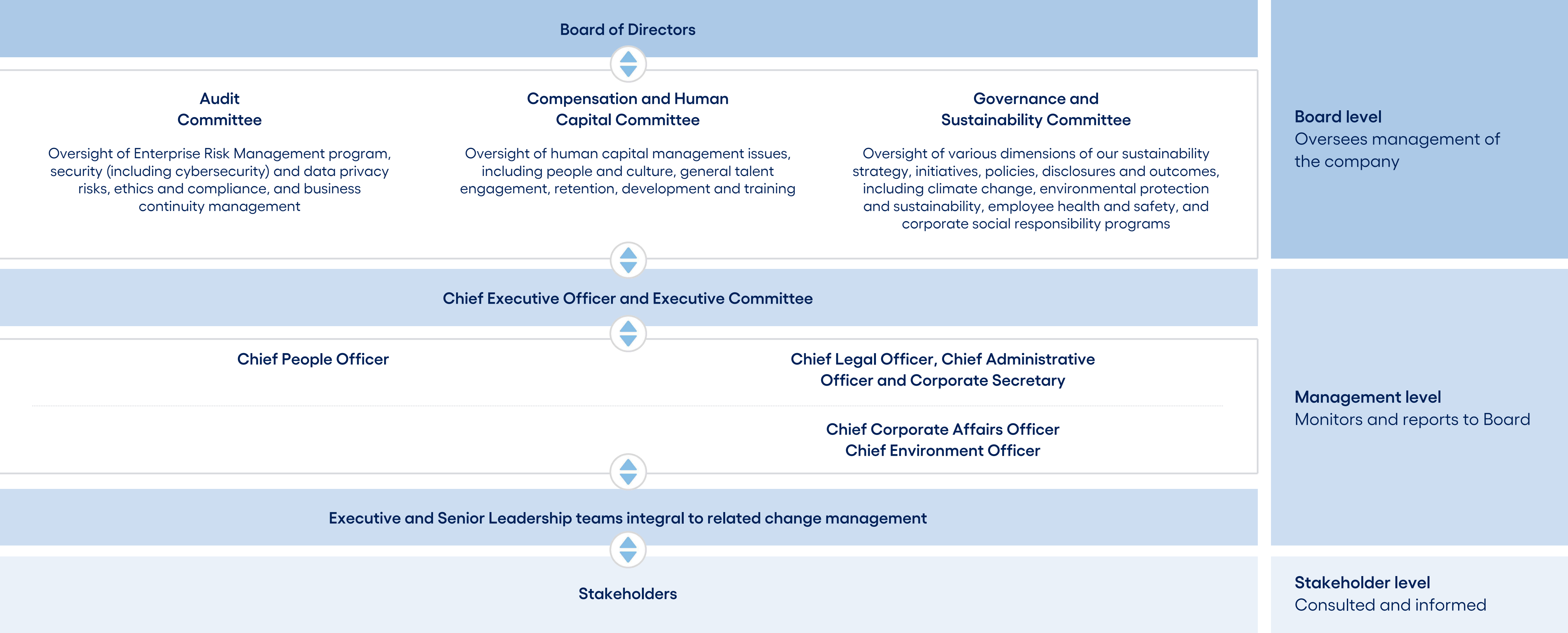
[Workplace health and safety](#)

[Responsible AI](#)

[Data security and privacy](#)

Governance structure

The following summarizes the engagement of our Board of Directors, management and other stakeholders with respect to the key sustainability priorities discussed in this report.



Sustainability governance

Our Chief Corporate Affairs Officer (CCAO) and Chief Environment Officer (CENVO) have primary responsibility for our sustainability programs, with periodic reviews and input from our Chief Executive Officer (CEO) and other senior leaders, as well as regular independent reviews by applicable Board committees. Our management promotes and monitors implementation of such initiatives and provides regular progress reports to the applicable committees of the Board. Together, our management and Board of Directors (including through its committees) seek to protect the resilience of our strategy and business operations through understanding key potential sustainability-related impacts and risks that may arise while also capitalizing on evolving areas of related opportunity. We regularly assess our governance practices, which are fundamental to achieving our longer-term sustainability and business objectives.

Board of Directors

Our Board, through its committees, takes an active role in the oversight of our social and sustainability initiatives, ethics and compliance, and risk management and how these elements interact to impact our business. The Board of Directors’ Governance and Sustainability Committee is responsible for the oversight of our sustainability program strategy, initiatives and policies and the overall progress towards our commitments. The committee contains members with sustainability- and climate-related risk experience to provide more informed and strategic guidance. A copy of the committee’s charter is available on the Cognizant investor relations section of our website. In 2024, members of this committee met to review progress on our efforts towards mitigating physical climate risks and reducing greenhouse gas emissions, including progress on the targets determined by our net zero goal.

Our Audit Committee is responsible for overseeing the company’s enterprise risk assessment and management framework, including the company’s processes for identifying, assessing, monitoring and mitigating climate risks. In addition,

the Audit Committee monitors Cognizant’s Global Business Resilience (GBR) program, which determines our response to extreme weather events.

The Compensation and Human Capital Committee is actively involved in overseeing our talent management and development, including the company’s people and culture efforts, as an integral part of its oversight of our business and strategy.

See the Climate Risk section and the TCFD index included in the appendices of this report for additional information on our climate risk management process and GBR program.

Management

Cognizant has dedicated resources for overseeing climate and sustainability at the leadership and operational levels. Our CENVO has overall responsibility for these matters. This includes responsibility for alignment between climate risk management and development of the company’s wider business strategy as well as overseeing any trade-offs. Day-to-day responsibility sits with our CCAO, who works closely with the CENVO and reports to the Chief Legal Officer, Chief Administrative Officer and Corporate Secretary.

The CCAO and Sustainability team are responsible for integrating sustainability considerations throughout Cognizant’s business by facilitating the execution of our climate and net zero programs. They are also responsible for monitoring developments in sustainability-related disclosure requirements. To accomplish these objectives, the CCAO works cross-functionally with operational leads, including our CENVO, who is responsible for implementing our climate action plans.

For additional information on how the Board and management focus on our programs that are designed to identify, train and grow future leaders, see our proxy statement.



[Governance structure](#)

[Stakeholder engagement](#)

[Policies and guidelines](#)

[Ethics and compliance](#)

[Supply chain](#)

[Workplace health and safety](#)

[Responsible AI](#)

[Data security and privacy](#)

Stakeholder engagement

We are dedicated to serving the needs of our clients, associates, investors, suppliers and communities to create enduring partnerships that drive shared success and progress. Prioritizing support and awareness among our stakeholders is integral to our business.

Stakeholder group

 Client

 Associates

 Investors

 Suppliers

 Communities

Our approach

We strive to empower our clients in achieving sustainable business outcomes and fulfilling their sustainability goals	We work to involve our associates, fostering their contributions to both the company and its culture, and amplifying their individual influence on the world	We seek to meet investor expectations by actively demonstrating the relationship between sustainability and our business	We collaborate with our suppliers to establish sustainability expectations, drive progress across the value chain, and communicate requirements via our Supplier Standards of Conduct	We aim to equip associates and communities for the future of work by sharing resources and leveraging technology to foster resilience and growth
---	--	--	---	--

How we engage

<ul style="list-style-type: none">Regular interactions with clients in the ordinary course of businessClient satisfaction surveysClient information requests	<ul style="list-style-type: none">Annual engagement surveyEmployee training and development programsNetworking groupsCommunity volunteering and mentoring opportunitiesSmall-group listening sessions and Q&As led by top leadership	<ul style="list-style-type: none">Quarterly earnings calls with investorsAnnual shareholder meetingPeriodic investor engagement throughout the year. In March 2025, Cognizant hosted an in-person Investor DayAnnual form 10-K report and other SEC filings	<ul style="list-style-type: none">Pre-qualification, due diligence and risk assessmentNet zero emissions engagementTraining and resources	<ul style="list-style-type: none">Associate volunteeringTraining and developmentFunding NGO partners and program deployment
--	--	--	---	---

Stakeholder engagement in 2024

See our Synapse initiative on page 13, people and culture section on page 23, client sustainability solutions on page 31, and responsible AI on page 42.	See our Synapse initiative on page 13, our Bluebolt program on page 14, and the people development and management section on page 15.	See our 2025 proxy statement. We also have periodic engagement with investors on sustainability matters.	See our supplier engagement surrounding our net zero goal in the supply chain section on page 27 and governance around supply chain on page 40.	See our Synapse initiatives on page 13 and our social impact section on page 18.
--	---	--	---	--

Policies and guidelines

The policies and guidelines mentioned below are publicly available on our website and intranet. These and our other corporate policies are reviewed periodically.

<div>Code of Ethics</div> <div>Our Code of Ethics sets forth our guiding principles and values, which establish a standard of conduct everyone in our organization is expected to uphold. Our Code of Ethics training course, which must be completed annually by all associates, includes modules on human rights, anti-corruption and preventing discrimination and harassment, among other principles in the Code of Ethics.</div>	<div>Anti-Corruption Policy</div> <div>We have a zero-tolerance approach to bribery and corruption in all of its forms. Cognizant commits to operating ethically and in compliance with relevant anti-corruption laws in the areas in which we operate. Our policy is accessible on our corporate website and available in nine languages.</div>	<div>Environmental Health & Safety (EHS) Policy</div> <div>Cognizant is committed to protecting the environment, health and safety of our associates, vendors, visitors, clients and the global communities where we live and work. Our policy outlines five main commitments: (1) meeting applicable environmental, health and safety, legal and regulatory requirements; (2) adopting our own standards where laws and regulations do not provide adequate controls; (3) operating our facilities and continuing conservation efforts in a manner to reduce our environmental footprint and adhere to our environmental (energy, water and climate change) policies; (4) encouraging our contractors, vendors, suppliers and partners to adopt EHS best practices; and (5) communicating EHS programs to Cognizant associates and encouraging them to report any environmental, health or safety concerns.</div>	<div>Global Security and Acceptable Use Policies</div> <div>Cognizant’s Acceptable Use Policy sets forth guidelines for the appropriate use of data from our and our clients’ organizations within our information technology services. Our policy is designed to enable us to comply with legal and contractual obligations, provide for the delivery of services, protect confidential information and safeguard the integrity of data. It applies to all Cognizant information users, including our associates, consultants, partners, suppliers, service providers, interns, volunteers and clients, who work at Cognizant facilities, Cognizant client sites and/or any other locations where the technology is accessed.</div>	<div>Human Rights Policy</div> <div>There is no place in our supply chain for human trafficking in any form. It is our policy to not make use of child labor or forced labor, and we seek to never work with third parties that engage in such practices.</div>
<div>Modern Slavery Statement</div> <div>We have implemented risk-based modern slavery assessment criteria to help confirm 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 heightened modern slavery due diligence process.</div>	<div>Public Policy Engagement</div> <div>Cognizant actively engages in public policy advocacy on issues that are important to our business operations, clients and communities. In the US, Cognizant’s Political Action Committee strives to donate equally to major political parties. For information on our corporate contributions that may be used for political purposes, see our Semi-Annual Political Spend Reports.</div>	<div>Whistleblower and Non-Retaliation Policy</div> <div>We encourage associates to report concerns or questions, without fear of retaliation, whenever they observe potential instances of unethical behavior in our operations. Our associates have multiple channels to report concerns or ask questions about our ethics and policies. Reports of suspected improper or unethical activity are to be investigated and treated with confidentiality in compliance with local laws. Subject to local laws and regulations, a violation of our policies could result in disciplinary action, up to and including termination.</div>	<div>Supplier Standards of Conduct</div> <div>We extend our policies across our supply chain ecosystem. Our direct 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 continued improvement. Our suppliers can then in turn extend these principles to their own suppliers.</div>	<div>Supplier Policies</div> <div>Cognizant provides opportunities for qualified businesses to participate as suppliers of products and services to our company.</div>

Ethics and compliance

Our promise to clients, associates, investors and communities is that we strive to act with integrity. This guides everything we do—the way we serve our clients and the work we do to help them build better businesses. We believe it is critical that we maintain the highest ethical standards.

Our Chief Ethics and Compliance (E&C) Officer spearheads the day-to-day operation of the E&C organization while maintaining a direct reporting line to our Chief Legal Officer, Chief Administrative Officer and Corporate Secretary. To strengthen our dedication to compliance, we have implemented the following measures:

Ethics and compliance risk management model

The E&C team leverages policies and processes that are specifically designed to reinforce ethical behavior throughout our business operations. Our Code of Ethics embodies our core values and empowers our associates to make principled choices, even and especially when confronted with complex challenges.

Reporting unethical behavior

Cognizant has established an ethics hotline for anonymous reporting, managed by an independent third-party provider, that is available by phone or online 24 hours a day, 7 days a week. This whistleblowing hotline, part of our corporate culture and business conduct framework, encourages employees to report unethical behavior without fear of retaliation, so that compliance concerns can be reported and addressed in a timely and appropriate manner.

Compliance training

- Our mandatory annual training includes:
- Cognizant’s Code of Ethics and data security training, designed to help associates understand and adhere to the company's values, ethical standards and data security practices
 - The Preventing Harassment and Discrimination Training for associates to encourage an environment that is free of any behavior that could be interpreted or perceived as harassment, discrimination or bullying

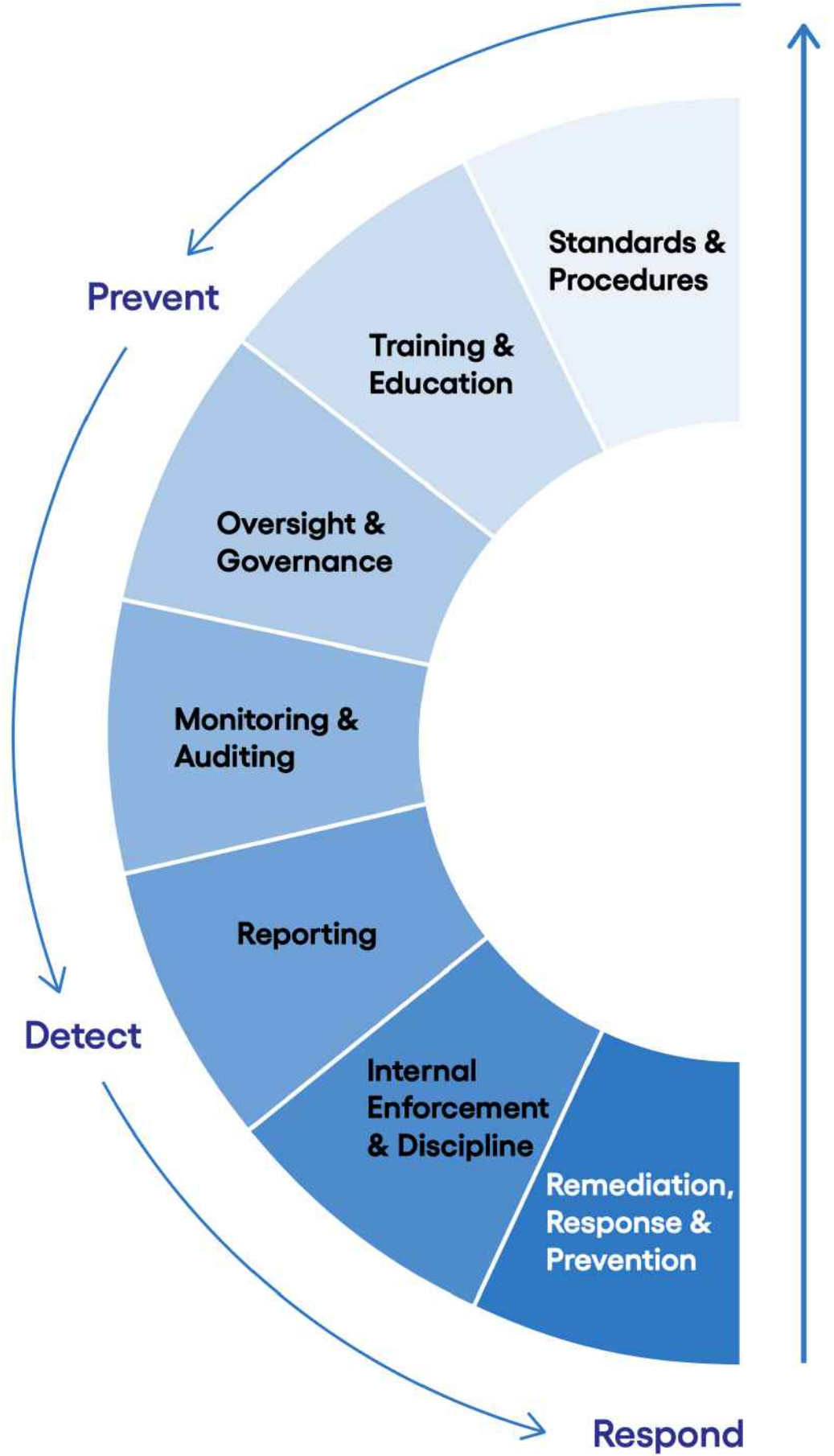
E&C program highlights

- Our Code of Ethics applies to all of our directors, officers and employees
- Achieved virtually 100% timely completion of annual mandatory ethics and compliance training for all tenured associates
- All new associates are required to complete our Code of Ethics course within 30 days of joining
- Introduced a responsible AI course, furthering our ongoing efforts to maintain high ethical standards

Human rights

We are committed to respecting human rights. Our human rights policy applies to our directors, officers and employees. We consider, integrate and promote internationally recognized human rights principles, in addition to our efforts to comply with applicable local laws and regulations. Cognizant also has a zero-tolerance approach to modern slavery and works to integrate ethical practices within its business and supply chains, and to comply with local laws. We currently publish an Australian and a UK modern slavery statement, alongside our human rights policy. Please refer to our public human rights policy for further details.

Ethics and compliance risk management model



Tone at the top and middle

Running a business in accordance with our stated ethics and company values starts with our Board and management setting a cultural “tone at the top.” In doing, so our leadership provides a great example for our associates who are expected to follow the same high standards we set for our leaders. Setting an ethical tone at the top requires us to provide associates with clear statements of our values, policies and processes. This begins with the Executive Leadership team sharing required ethics and compliance messaging with their respective teams.

In 2024, we introduced our “tone at the middle” program geared toward our middle management to more widely promote our values and ethical culture to do the right thing, the right way. We believe that making the principles of our Code of Ethics more accessible to our associates has helped maintain high standards of legal compliance and assisted in improving workplace culture and outcomes. The program is part of a broader multi-year E&C initiative to enhance ethical tone and leadership from the middle of the organization.

To demonstrate tone at the top:

- Our Chief Executive Officer, Chief Ethics and Compliance Officer and Chief People Officer held a fireside chat entitled “Ethics in Action: Doing the Right Thing.” They emphasized the expectation that both leaders and associates should model ethical behavior and lead by example to build trust and consistency in relationships with stakeholders, clients and employees
- Ethics & Compliance was featured at our growth summit with a presentation by our Chief Legal Officer, Chief Administrative Officer, and Corporate Secretary on “Doing the Right Thing, the Right Way”

As part of our tone at the middle program, we:

- Introduced an Ethics & Compliance Toolkit for leaders to provide them with practical ways to talk to their teams about integrity, compliance, ethical dilemmas and good decision-making
- Continued to build our Ambassador Program, training associates across the company to promote an ethical culture and raise awareness about ethics
- Coordinated Ethics & Compliance Awareness Week, which featured a panel discussion on ethical decision-making and leadership and provided information on important resources
- Expanded the leadership section of the Code of Ethics training to include additional leaders to provide broader guidance and reinforce ethical standards
- Organized interactive ethical workshops during market visits to various countries in Asia to help nurture our culture of integrity



A fireside chat featuring our Chief Executive Officer, Ravi Kumar; Chief People Officer, Kathy Diaz; and Chief Ethics and Compliance Officer, Marc Levin, discussing “Ethics in Action: Doing the Right Thing”

[Governance structure](#)

[Stakeholder engagement](#)

[Policies and guidelines](#)

[Ethics and compliance](#)

[Supply chain](#)

[Workplace health and safety](#)

[Responsible AI](#)

[Data security and privacy](#)

Supply chain

Our suppliers are pivotal to our sustainability strategy. As part of our approach to strong corporate governance, and to assist us in meeting our sustainability goals, we expect our suppliers to meet the requirements of Cognizant’s Supplier Standards of Conduct, Code of Ethics and Anti-Corruption Policy. Through due diligence, transparency and continued improvement, we support their alignment with Cognizant’s policies and enable them to uphold the same principles with their own vendors.

Cognizant is dedicated to providing unbiased opportunities for qualified businesses to supply products and services.


Our net zero goal calls for us to engage with suppliers to reduce their emissions. Read about our engagement activities in our environmental sustainability section.

In 2024, we implemented several initiatives aimed at expanding supplier diversification within our value chain. These initiatives include:



Implementation of NectariQ

NectariQ is a portal that allows prospective suppliers to register for opportunities by creating a profile highlighting their skill sets and capabilities and provides a global search function for our procurement buyer teams.



Continued training sessions in our supply chain

Recognizing the importance of ongoing learning and development, we provide associates with valuable insights, skills and supply chain management knowledge to enhance their professional growth and success.



Extending the reach of our supplier diversification program

We have extended our program into India and Australia, enabling us to expand our supplier pool, enhancing our supply chain resilience and adding valuable perspectives.



Workplace health and safety

Supporting the health and safety of everyone involved with our organization—our associates, contractors, business partners, vendors and the community at large—is a top priority at Cognizant. We work to integrate the principles and practices of our Environmental, Health and Safety (EHS) management system across our value chain. Through our efforts, we aim to create a healthy and safe working environment in order to improve productivity, promote sustainability and protect the wellbeing of our stakeholders.

Our global EHS Policy was last updated in 2023 to strengthen our Cognizant leadership inputs. Our Chief Legal Officer, Chief Administrative Officer and Corporate Secretary is responsible for the overall formulation, implementation and review of the EHS policy and performance. Specifically, we enhanced periodic management reviews of performance against objectives and targets by including reviews by senior management. This approach enables our top executives to actively contribute to driving Cognizant’s EHS performance and overall success, and it echoes our efforts to set the tone at the top.

Our global guidelines provide a framework that is to be followed for the reporting, classification and investigation of EHS-related incidents. As a result, in 2024, Cognizant assessed through these risk assessments that our facilities are ISO certified using ISO 14001 and ISO 45001:2018.

We believe everyone at Cognizant has a responsibility to help create a healthy and safe working environment. Employees and stakeholders are expected to take ownership of their safety and are encouraged to report any EHS concerns. We launched a portal for incident reporting across most regions, with the Associate Care team available 24/7 to manage and track incidents.

Associates are also encouraged to share feedback on EHS via the Global EHS Site, fostering continued improvement and engagement in safety practices. This initiative underscores our dedication to maintaining a safe and compliant work environment globally.

In addition, as part of our global implementation of EHS Management Systems, we launched a series of e-learning modules, including role-based and awareness modules, to support associates with their ongoing learning and development.

Workspace coverage

By the end of 2024, more than 93%¹ of our facilities were covered by ISO 45001:2018 certification for Occupational Health and Safety Management Systems. This underscores our desire to maintain the highest standards of health and safety across our operations.

¹ As we continue to grow and adapt, the coverage percentage may vary with the addition or discontinuation of facilities.



[Governance structure](#)

[Stakeholder engagement](#)

[Policies and guidelines](#)

[Ethics and compliance](#)

[Supply chain](#)

[Workplace health and safety](#)

[Responsible AI](#)

[Data security and privacy](#)

Responsible AI

Trusted intelligence can help businesses make smarter decisions and better anticipate change, leading to faster growth. Guided by complex data-driven strategies and effective AI integration, we are able to enhance our speed, scale and insights to get ahead of the curve.



Chief AI and Data Officer sharing insights on data & AI transformation

Trustworthy AI

In a time when artificial intelligence is increasingly shaping our world, it is crucial to establish a clear framework, providing that the products and services we deliver use AI in a way that benefits businesses and society while mitigating potential risks and negative consequences.

Our framework for trustworthy AI focuses on building a safe, transparent and user-oriented foundation for responsible AI, prioritizing reliability, trustworthiness and ethical growth. Our guiding principles have evolved to place greater emphasis on user empowerment and the reliability of AI systems, enabling the development of trustworthy AI solutions that enhance business agility.

Effective AI governance helps guide the use of AI technology in accordance with global laws, policies and frameworks. It sets the boundaries so that AI tools and systems are developed and deployed safely and ethically, while managing risks appropriately.

In 2024, we appointed a Chief Responsible AI Officer to lead the charge of confirming that the AI systems developed and deployed by the company are ethical, transparent, safe and accountable.

Cognizant’s responsible AI principles

Our responsible AI principles aim to promote trust and respect for people and the environment across the AI lifecycle, including the acquisition, design, development, use, monitoring and decommissioning of AI systems. The principles are designed to uphold the standards set out in our Code of Ethics policy and build upon leading practices and standards.

Balanced and all-encompassing <ul style="list-style-type: none">Engage various perspectivesPromote fairnessRespect human rightsAvoid discrimination	Governance <ul style="list-style-type: none">Be comprehensive and integratedManage AI-related obligations and risksMeasure and manage impacts	Accountable <ul style="list-style-type: none">Establish an end-to-end AI lifecycle strategyKeep a human in the loopDefine roles and responsibilitiesDocument, monitor and update the AI system as appropriate
Safe, secure and privacy-enhanced <ul style="list-style-type: none">Design for safety, security and privacyIdentify potential threats to the AI systemDevelop an approach to combat threats to the AI systemCollect and use personal data in a lawful and ethical manner	Transparent and explainable <ul style="list-style-type: none">Promote open communicationDesign for transparencyDesign the model to be interpretableEncourage monitoring and feedback	Technology <ul style="list-style-type: none">ResilientReliable and accurateRobustSupported by documentation (technical and use case)

We are dedicated to our strategic partnership and our goal of helping clients adopt and scale new technologies effectively, leveraging our cloud platforms like Cognizant Skygrade and Cognizant Flowsource.

Partner Success with AI across Industries





Cognizant leader shares insights on strategic partnerships and AI-driven technology scaling

Cognizant is the first large global IT services company to receive ISO/IEC 42001:2023 certification, which we believe demonstrates our maturity in the AI domain and significantly sets us apart. This certification showcases our development of well-developed responsible AI principles, processes, and frameworks, designed to provide for AI systems that are ethical, secure, and sustainable. We also believe it underscores Cognizant’s leadership in the AI domain and positions compliance as a strategic advantage. Adherence to a global standard like ISO can help assure clients that they can trust Cognizant to develop and implement AI systems and agents for generative problem-solving and decision-making.



AI for Good

Empowering better, faster decision-making with data and AI

Future-ready means AI-ready

Cognizant’s AI for Good initiatives exemplify our focus on responsible innovation by leveraging artificial intelligence to address complex societal challenges. Through Project Resilience, which was initiated and designed by Cognizant volunteers and developed in partnership with the International Telecommunication Union (ITU), we provide AI-driven public decision-support frameworks to help organizations respond effectively to environmental, social, human and economic risks. This project reflects our belief in using AI to build resilience and promote wellbeing across diverse contexts.

Additionally, we are launching a platform for Cognizant employees to contribute to AI for Good projects, which are aligned with the Sustainable Development Goals (SDGs). By connecting internal expertise with global challenges, we can help innovation remain purposeful and holistic.

These efforts, which are rooted in our Responsible AI principles, demonstrate Cognizant’s vision of combining technological advancement with ethical practices to create scalable, sustainable and impactful solutions for communities worldwide.

To drive business growth, making informed decisions is crucial. Leveraging trusted intelligence through data and AI allows businesses to stay ahead in dynamic markets and anticipate changes. In 2024, we believe generative AI transitioned from being a mere buzzword to a business necessity, with large organizations globally making significant investments in this technology. No matter where our clients are on their journey or which industry they belong to—whether they are aggregating vast amounts of data or building sophisticated AI models—Cognizant will be there to support them. With our innovative offerings, they can harness the power of data and AI to drive faster, predictive and proactive decision-making, while educating their organization on the path forward.

Highlighting some of our key AI developments in 2024:

Cognizant WorkNEXT™

We launched our enhanced Cognizant WorkNEXT digital workplace services with generative AI powered by ServiceNow. By combining Cognizant WorkNEXT experience engagement solutions with ServiceNow's Now Assist and employee endpoint experience technology, clients can benefit from significantly reduced lead time for deploying and training AI systems.

Cognizant Flowsource™

We announced Cognizant Flowsource, a generative AI-enabled platform for powering modern engineering. Cognizant Flowsource integrates all stages of the software development lifecycle and incorporates digital assets and tools to help cross-functional engineering teams deliver high-quality code faster, with increased control and transparency.

Cognizant Neuro® Cybersecurity

We introduced Cognizant Neuro Cybersecurity: an AI-powered cybersecurity platform designed to enhance enterprise security by integrating and orchestrating various cybersecurity solutions. Designed for the cybersecurity challenges of the AI era, Cognizant Neuro Cybersecurity offers AI-enabled enterprise security orchestration for enhanced cyber resilience and risk management.

Innovation Assistant – Bluebolt

We unveiled our gen AI-powered Innovation Assistant, empowering Cognizant's employees to innovate. Innovation Assistant is a generative AI-powered tool built on Microsoft Azure OpenAI Service, which augmented Cognizant's internal innovation program, Bluebolt.

Advanced Artificial Intelligence Lab to accelerate AI research and innovation

The lab was established with a team of dedicated AI researchers and developers to focus on research, innovation and the production of cutting-edge AI systems.

Multi-agent orchestration for Neuro® AI Platform

We integrated powerful new features as part of the enhancements to Cognizant Neuro AI, including a multi-agent powered discovery tool called Opportunity Finder to identify use cases, as well as a suite of large language model (LLM) assistants that form a powerful AI decisioning engine.

We prioritize opportunities for growth by developing AI solutions for our clients and skilling opportunities that incorporate our ethical approach.

In 2023, we launched an enterprise-wide platform, Cognizant Neuro® AI, to help our clients harness the business value of this technology in a flexible, secure, scalable and responsible way. Cognizant was among the first to launch an enterprise-wide generative AI platform designed to help clients better understand, consume and customize AI models that drive better business outcomes.

We expanded our partnership with Google Cloud to launch our Cognizant Google Cloud AI University, a new program available to both Cognizant associates and clients.

We plan to train 70,000 Cognizant professionals on Google Cloud AI technologies through this initiative.

Data security and privacy

Cognizant maintains strong cybersecurity and data privacy risk management practices on behalf of our clients, associates and other stakeholders. Our data security and privacy governance, policies and modernization initiatives not only help reduce risk exposure, they also create opportunities for enhancing value for our clients.

Privacy by design

Existing privacy controls have been reviewed and will continue to be updated as the global regulatory landscape evolves. Our privacy team plays a key role in our responsible AI initiatives to confirm our alignment with privacy obligations throughout the AI lifecycle, including the implementation of the principles of data protection and privacy by design, transparency and individual rights.

We remain dedicated to understanding and complying with applicable national privacy laws and regulations. To effectively engage on emerging issues, we continue to participate in industry groups such as the Information Technology Industry Council, the Information Accountability Foundation and the Data Security Council of India.

Protecting company and customer data

Cybersecurity risk management is an integral part of our overall enterprise risk management program. Our cybersecurity risk management program, which is managed by Cognizant’s Corporate Security team, is designed to identify, assess and manage risks from cybersecurity threats and provides a framework for handling cybersecurity threats and incidents. For additional information regarding our approach to cybersecurity, see our Annual Report on Form 10-K.

Recent highlights

- We completed the modernization of our end user access management and governance platforms and enhanced our identity controls by deploying adaptive authentication capabilities to combat pervasive attacks on identities and passwords
- We continually review our security posture against the National Institute of Standards and Technology, which we have fully adopted, and other security frameworks to address gaps and opportunities for improvement. During 2024, we enhanced technology and process controls in key security domains, including network, endpoint and vulnerability management
- We continue to review our internal controls and security measures to help address global data transfer requirements and guidance by national regulators

- In 2024, we reorganized, centralized and better optimized teams, technology and processes to accelerate and enhance our incident management processes. We also implemented processes and procedures to comply with impending regulations

Governance and oversight

Our Board of Directors oversees risk management, and delegates cybersecurity oversight to the Audit Committee, which confirms that management has processes in place to identify, evaluate, manage and mitigate cybersecurity risks and incidents.

Our cross-functional teams work to provide rigorous reviews and ongoing controls of our cybersecurity and privacy compliance processes. The Board’s Audit Committee has oversight responsibility for the activities of our data security and privacy teams, which also routinely report to senior leadership. We continue to refine our risk assessment and management processes to support ongoing security modernization and maturity enhancement efforts across the enterprise under the governance of our Security Integrated Risk Management group, which oversees and drives our organization’s security practices

Team	Responsibilities
Corporate Security Team	<ul style="list-style-type: none">Defends Cognizant and its clients by identifying, assessing, responding to and managing cybersecurity threats and incidentsTracks and report metrics related to cybersecurity risks, risk remediation plans, infrastructure modernization and security maturation programsEngages third-party cybersecurity experts to assist with risk assessment and conduct penetration testing
Security and Technology Risk Committee (STRC) composed of management	<ul style="list-style-type: none">Responsible for assessing the materiality of cybersecurity threats and incidentsRoutinely monitors cybersecurity trends, key modernization activities and residual risk posture for key security controls domainsHolds cross-functional meetings between Security and IT senior executives and relevant partners from Enterprise Risk Management, Internal Audit, Legal, Privacy and Procurement
Global Privacy Team	<ul style="list-style-type: none">Helps the company's data privacy practices comply with relevant regulations and standardsWorks with partners across the business to assess risks, define standards, support the implementation of privacy policies and compliance programs and provide company-wide guidance
Internal Audit Team	<ul style="list-style-type: none">Supports compliance and risk management through assessments of our privacy program
Corporate Security Integrated Risk Management Team	<ul style="list-style-type: none">Conducts audits across the enterprise, including control testing to evaluate the design and operating effectiveness of controls to help maintain and strengthen our cybersecurity posture across control domainsAligns audits with Cognizant policies, standards and processesTracks and reports key findings through the issue management system

Engaging our associates

Our associates must adhere to our Global Security and Acceptable Use Policies for security controls and other requirements. We review and update these policies and standards at least once a year.

Privacy training for associates covers critical topics like Privacy By Design and Privacy Impact Assessments. To further strengthen our privacy initiatives, we continue to build out support of our company-wide Privacy Champion Network through ongoing guidance, resources and training.

We also exercise our teams and processes by conducting numerous tabletop simulations relating to potential cyber crises across the organization.

Training and awareness

We conduct mandatory privacy and security training for all associates annually, and new hires must complete this training within 30 days of joining Cognizant. Additionally, our Business Information Security team collaborates with clients to deliver security training programs. We continue to expand our portfolio of training and guidance materials and, in 2024, expanded the rollout of our secure code development training curriculum to promote secure developer best practices and a secure Software Development Lifecycle (SDLC) culture.

External audits and certifications

We seek to uphold high standards for managing privacy and the security of our digital systems through regular audits and certifications. Cognizant has designed and implemented its Information Security Management System in accordance with standard industry security frameworks such as ISO/IEC 27001 and the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF). These frameworks and standards provide the guidelines and requirements for establishing, implementing, maintaining and continually improving our information security management system.

- Cognizant has been ISO/IEC 27001 certified since 2002, and we are currently certified for ISO27001:2022 through July 2027. Additionally, Cognizant is certified for ISO22301:2019 through June 2027

- In 2024, Cognizant successfully obtained ISO/IEC 27701:2019 certification for the Privacy Information Management System for Managed Services under Cloud, Infrastructure and Security (CIS) with the role as Personal Identifiable Information (PII) processor and aims to expand the scope of this certification in 2025
- Cognizant successfully obtained ISO42001 Artificial Intelligence Management System (AIMS) certification. Cognizant is the first global IT service company to receive this accredited certification
- Our enterprise certification program is not limited to ISO. Multiple geography requirements are met, e.g., Spain National Security Framework (ENS), Trusted Information Security Assessment Exchange (TISAX), Cyber Essentials Plus and HITRUST, as examples

Our content indices

About our reported information

The information in our content indices covers Cognizant’s Fiscal Year 2024 (January 1 through December 31, 2024) unless stated otherwise. It also covers our facilities and associates globally unless stated otherwise. We reference publicly available information found in our Cognizant 2023 Sustainability and Corporate Citizenship Report (2023 Sustainability Report), 2023 Cognizant Annual Report, Proxy Statement 2024, 10-K, and relevant policy and statement documents.

We provide our GRI content index for the period of our Fiscal Year 2024 with reference to the 2021 GRI Standards. In addition, we have used the Sustainability Accounting Standards Board (SASB) Software and IT Services standard and considered the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

- To hold our sustainability reporting to high standards, we:
- Commission an external third party to perform attestation procedures over our GHG emissions
 - Leverage the COSO¹ Framework to support our goal of transparent, accurate and complete reporting
- Topics addressed and terms used in our reported information and content indices may be different from those terms as used in the context of filings with the US Securities and Exchange Commission (SEC) or other regulators. Issues deemed relevant for the purpose of this report or our sustainability stakeholder assessment may not be deemed material for SEC filings or other mandatory purposes.

¹ 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 provide 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, 2024, with reference to the GRI Standards, notably GRI 1: Foundation 2021.

GRI Standard	Disclosure	Response and Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Name of the organization: Cognizant Technology Solutions Corporation Ownership and legal form: 2024 Form 10-K Location of headquarters: Teaneck, New Jersey, United States Location of operations: 2024 Sustainability Report, Overview, page 4 2024 Form 10-K, page 25 2025 Proxy Statement, pages 4–5
	2-2 Entities included in the organization’s sustainability reporting	2024 Sustainability Report, About this report, page 5 2024 Form 10-K, pages 5–7
	2-3 Reporting period, frequency and contact point	Reporting period: Fiscal Year 2024 (January 1 through December 31, 2024) Reporting cycle: Annual Publication date: June 2, 2025 Contact: sustainability@cognizant.com
	2-4 Restatements of information	Not applicable
	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	2024 Sustainability Report, pages 4, 27, 40 2024 Form 10-K, pages 5–8 2025 Proxy Statement, page 5

GRI Standard	Disclosure	Response and Location
GRI 2: General Disclosures 2021	2-7 Employees	Total number of employees: approximately 336,800 as of December 31, 2024 2024 Sustainability Report, page 4 2024 Form 10-K, pages 10–11 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”).
	2-8 Workers who are not employees	2024 Form 10-K, page 10
	2-9 Governance structure and composition	2024 Sustainability Report, pages 34–35 2025 Proxy Statement, pages 7–8, 11–36
	2-10 Nomination and selection of the highest governance body	2025 Proxy Statement, pages 18–19
	2-11 Chair of the highest governance body	Mr. Stephen J. Rohleder has served as independent Chairman of the Board since 2022.
	2-12 Role of the highest governance body in overseeing the management of impacts	2024 Sustainability Report, pages 34–35 2025 Proxy Statement, pages 31–35
	2-13 Delegation of responsibility for managing impacts	2024 Sustainability Report, page 34 2025 Proxy Statement, pages 35–39
	2-14 Role of the highest governance body in sustainability reporting	Our Governance and Sustainability Committee formally reviews and approves our sustainability report

GRI Standard	Disclosure	Response and Location
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Corporate Governance Guidelines, page 5 2025 Proxy Statement, pages 12, 43, 50
	2-16 Communication of critical concerns	2025 Proxy Statement, pages 95–99
	2-17 Collective knowledge of the highest governance body	2025 Proxy Statement, pages 15–16 Corporate Governance Guidelines, page 8
	2-18 Evaluation of the performance of the highest governance body	2025 Proxy Statement, pages 14, 43–45 Corporate Governance Guidelines, page 8
	2-19 Remuneration policies	2025 Proxy Statement, pages 47–86
	2-20 Process to determine remuneration	2025 Proxy Statement, pages 43–45 Corporate Governance Guidelines, pages 7–8
	2-21 Annual total compensation ratio	2025 Proxy Statement, page 83 Corporate Governance Guidelines, pages 7–8
	2-22 Statement on sustainable development strategy	2024 Sustainability Report, pages 25, 28
	2-23 Policy commitments	2024 Sustainability Report, page 37 2025 Proxy Statement, page 102
	2-24 Embedding policy commitments	2024 Sustainability Report, page 37 2025 Proxy Statement, pages 38–39
	2-25 Processes to remediate negative impacts	2024 Sustainability Report, pages 38–39 Reports of suspected improper or unethical activity are expected to be investigated and treated with confidentiality in compliance with local laws.
	2-26 Mechanisms for seeking advice and raising concerns	2024 Sustainability Report, pages 37–39
		Code of Ethics
		Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Cognizant’s Ethic & Compliance Helpline

GRI Standard	Disclosure	Response and Location
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	2024 Form 10-K, pages 15–16, 20–22 2025 Proxy Statement, pages 18, 35, 39 2024 Sustainability Report, pages 37–38, 45–46
	2-28 Membership associations	2024 Sustainability Report, page 8
	2-29 Approach to stakeholder engagement	2024 Sustainability Report, pages 17, 23, 36, 38, 39 2025 Proxy Statement, page 36
	2-30 Collective bargaining agreements	2024 Form 10-K, page 10
	3-1 Process to determine material topics	2024 Sustainability Report, page 5
GRI 3: Material Topics 2021	3-2 List of material topics	2024 Sustainability Report, page 5
	3-3 Management of material topics	2024 Sustainability Report • Social, pages 13–23 • Environment, pages 25–32 • Governance, pages 34–46 2025 Proxy Statement, pages 37–40 2024 Form 10-K, pages 10–12 Other policies and reports such as: Code of Ethics Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Environmental, Health and Safety Policy Global Harassment, Discrimination & Workplace Bullying Prevention Policy

GRI Standard	Disclosure	Response and Location
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2025 Proxy Statement, page 5
	201-2 Financial implications and other risks and opportunities due to climate change	2024 Sustainability Report, pages 28–30 2025 Proxy Statement, page 38 2024 Form 10-K, pages 20–22
	201-3 Defined benefit plan obligations and other retirement plans	2024 Form 10-K, pages F-36–37 2025 Proxy Statement, page 65
	201-4 Financial assistance received from government	2024 Form 10-K, pages F-27–29
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	2024 Sustainability Report, pages 21–22
	203-2 Significant indirect economic impacts	2024 Sustainability Report, pages 13, 21–22 2025 Proxy Statement, page 38
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	2024 Sustainability Report, pages 37 and 39 Other policies and reports such as: Anti-corruption compliance policy Vendor anti-corruption compliance
	205-2 Communication and training about anti-corruption policies and procedures	2024 Sustainability Report, page 39
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Code of Ethics

GRI Standard	Disclosure	Response and Location
GRI 207: Tax 2019	207-1 Approach to tax	2024 Form 10-K, pages 23, 29, 30, 34–38, F-4–5, F-8, F-14–15, F-19–20, F-25–28. F-32, F-37 Cognizant UK Tax Strategy
	207-2 Tax governance, control, and risk management	2024 Form 10-K, pages 23, 29, 30, 34–38, F-4–5, F-8, F-14–15, F-19–20, F-25–28. F-32, F-37 Cognizant UK Tax Strategy
	207-3 Stakeholder engagement and management of concerns related to tax	2024 Form 10-K, pages 23, 29, 30, 34–38, F-4–5, F-8, F-14–15, F-19–20, F-25–28. F-32, F-37 Cognizant UK Tax Strategy
	207-4 Country-by-country reporting	Public Country by Country Report—2024 version to be published in 2025
GRI 302: Energy 2016	302-1 Energy consumption within the organization	2024 Sustainability Report, page 26 UK Government GHG Conversion factors for Company Reporting (2024) 2024 Content Indices, GHG methodologies and verification, pages 59–75
	302-2 Energy consumption outside of the organization	2024 Sustainability Report, pages 26–27
	302-3 Energy intensity	2024 Sustainability Report, pages 26–27
	302-4 Reduction of energy consumption	2024 Sustainability Report, pages 26–27
GRI 303: Water and Effluents 2018	302-5 Reductions in energy requirements of products and services	2024 Sustainability Report, pages 26–27
	303-1 Interactions with water as a shared resource	2024 Sustainability Report, page 30
	303-2 Management of water discharge-related impacts	2024 Sustainability Report, page 30
	303-3 Water withdrawal	2024 Sustainability Report, page 30
	303-5 Water consumption	2024 Sustainability Report, page 30

GRI Standard	Disclosure	Response and Location
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	2024 Sustainability Report, page 26 2024 Content Indices, GHG methodologies and verification, pages 59–75
	305-2 Energy indirect (Scope 2) GHG emissions	2024 Sustainability Report, page 26 2024 Content Indices, GHG methodologies and verification, pages 59–75
	305-3 Other indirect (Scope 3) GHG emissions	2024 Sustainability Report, page 26 2024 Content Indices, GHG methodologies and verification, pages 59–75
	305-4 GHG emissions intensity	2024 Sustainability Report, page 26
	305-5 Reduction of GHG emissions	2024 Sustainability Report, page 26
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	2024 Sustainability Report, page 30
	306-2 Management of significant waste-related impacts	2024 Sustainability Report, page 30
	306-3 Waste generated	2024 Sustainability Report, page 30
	306-4 Waste diverted from disposal	2024 Sustainability Report, page 30
	306-5 Waste directed to disposal	2024 Sustainability Report, page 30
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2024 Sustainability Report, page 17 2024 Form 10-K, page 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2024 Sustainability Report, page 16 2024 Form 10-K, page 11 2025 Proxy Statement, pages 37–38
	401-3 Parental leave	2024 Sustainability Report, page 16

GRI Standard	Disclosure	Response and Location
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	2024 Sustainability Report, page 41 Environmental, Health and Safety Policy
	403-2 Hazard identification, risk assessment, and incident investigation	2024 Sustainability Report, page 41
	403-3 Occupational health services	2024 Sustainability Report, page 41
	403-4 Worker participation, consultation, and communication on occupational health and safety	2024 Sustainability Report, page 41
	403-5 Worker training on occupational health and safety	Environmental, Health and Safety Policy
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	2024 Sustainability Report, page 16 2025 Proxy Statement, page 38
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2024 Sustainability Report, page 41 Environmental, Health and Safety Policy
	403-8 Workers covered by an occupational health and safety management system	2024 Sustainability Report, page 41
	403-9 Work-related injuries	We do not disclose this information.
	403-10 Work-related ill health	We do not disclose this information.

GRI Standard	Disclosure	Response and Location
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	2024 Sustainability Report, page 14
	404-2 Programs for upgrading employee skills and transition assistance programs	2024 Sustainability Report, pages 9, 13–15, 17–18, 23 2024 Form 10-K, pages 10–11 2025 Proxy Statement, pages 37–38
	404-3 Percentage of employees receiving regular performance and career development reviews	2024 Sustainability Report, page 15 2024 Form 10-K, page 11
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2024 Sustainability Report, page 23 2025 Proxy Statement, pages 7–8, 12, 19, 37 2024 Form 10-K, page 10
	405-2 Ratio of basic salary and remuneration of women to men	UK gender pay gap report
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	2024 Sustainability Report, page 38 Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Australia Modern Slavery Statement UK Modern Slavery Statement
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	2024 Sustainability Report, page 38 Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Australia Modern Slavery Statement UK Modern Slavery Statement

GRI Standard	Disclosure	Response and Location
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	2024 Sustainability Report, pages 38, 40 Supplier Standards of Conduct
	414-2 Negative social impacts in the supply chain and actions taken	2024 Sustainability Report, page 38 Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Australia Modern Slavery Statement UK Modern Slavery Statement
GRI 415: Public Policy 2016	415-1 Political contributions	2024 Annual Political Spend Report Political Activity Policy
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 and Location
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed,	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1	2024 Sustainability Report, pages 26–27
	(2) percentage grid electricity				
	(3) percentage renewable				
	(1) Total water withdrawn,	Quantitative	Thousand cubic meters (m³), Percentage (%)	TC-SI-130a.2	2024 Sustainability Report, page 30
	(2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress				
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	n/a	TC-SI-130a.3	2024 Sustainability Report, pages 27–28
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	2024 Sustainability Report, page 45 Description of policies and practices relating to behavioral advertising and user privacy is discussed under “Data privacy” on page 45.
	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	Presentation currency	TC-SI-220a.3	We do not disclose this information.
	(1) Number of law enforcement requests for user information,	Quantitative	Number, Percentage (%)	TC-SI-220a.4	We do not disclose this information.
	(2) number of users whose information was requested,				
	(3) percentage resulting in disclosure				
	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	Not Applicable

Topic	Accounting Metric	Category	Unit of Measure	Code	Response and Location		
Data Security	(1) Number of data breaches,	Quantitative	Number, Percentage (%)	TC-SI-220a.5	2024 Form 10-K, page 24		
	(2) percentage involving personally identifiable information (PII),						
	(3) number of users affected						
	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	2024 Sustainability Report, page 45 2024 Form 10-K, page 9		
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that require a work visa	Quantitative	Percentage (%)	TC-SI-330a.1	We do not disclose this information.		
	Employee engagement as a percentage	Quantitative	Percentage (%)	TC-SI-330a.2	2024 Sustainability Report, page 17		
	Percentage of	Quantitative	Percentage (%)	TC-SI-330a.3	Available data:		
	(1) gender and,					Senior Vice President+	Senior Manager+
	(2) diversity group representation for				Male	82.4%	82.1%
	(a) executive management,				Female	17.6%	17.9%
	(b) non-executive management,						
	(c) technical employees,						
(d) all other employees							
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	Presentation currency	TC-SI-520a.1	We do not disclose this information.		
Managing Systemic Risks from Technology Disruptions	Number of	Quantitative	Number, Days	TC-SI-550a.1	We do not disclose this information.		
	(1) performance issues and						
	(2) service disruptions;						
	(3) total customer downtime						
	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	n/a	TC-SI-550a.2	2024 Sustainability Report, pages 28–29 2024 Form 10-K, page 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	Unknown	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

Climate risk and opportunity scenario analysis

In 2021 and 2022, we conducted a scenario analysis of potential climate-related risks and opportunities that might occur between 2021 and 2050. For this analysis, we assessed the impact of climate risks and opportunities already identified as priorities according to three 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. Three response scenarios were considered:

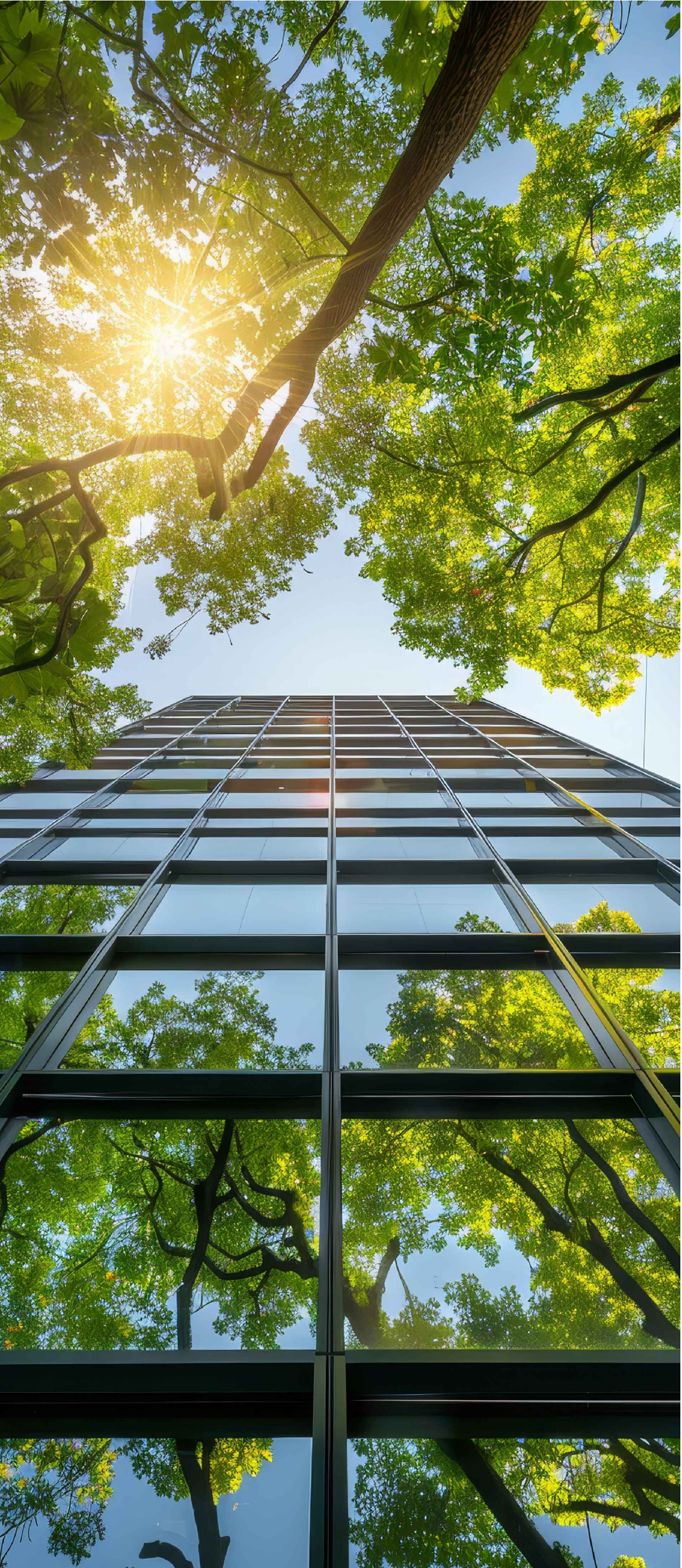
- Orderly transition to net zero 2050 (1.5°C): a high degree of policy ambition and implementation of the Paris Agreement
- Disorderly and delayed transition (1.8°C): rapid, disruptive transition over a short time horizon
- Hothouse World (3°C): limited or no action taken to transition, thereby presenting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

This analysis enabled us to consider how our priority risks and opportunities could evolve over time and to design adaptation plans accordingly.

In 2022, we developed our 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. This reinforced the potential significance of two physical hazards: 1) flooding from extreme rainfall and storm surge; 2) extreme heat and humidity.

In 2024, we refined our scenario analysis to determine the potential financial impact of climate risks. This involved converting our risk priorities into a set of hypotheses that we tested according to different timeframes and global response scenarios. From this, we were able to estimate the financial impact of future climate risks likely to impact the business. Three risks emerged as having a potential financial impact:

1. Extreme heat and flooding impacting associates’ wellbeing and the likelihood of electricity grid outages in Chennai, Bangalore and Pune
2. Coastal flooding in Chennai through rising sea levels, storm surges, high tides and oceanic events
3. The increased global cost of carbon due to the transition to renewable energy and the continued generation of emissions.



Topic	Recommended Disclosure	Response and 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.	2024 Sustainability Report: Climate risk, pages 28, 34–35
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.	2024 Sustainability Report: Climate risk, page 28
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.	2024 Sustainability Report: Climate risk, page 28
	b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	2024 Sustainability Report, page 28 2025 Proxy Statement, page 38
	c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2024 Sustainability Report, page 28
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.	2024 Sustainability Report: Climate risk, pages 28–30
	b. Describe the organization’s processes for managing climate-related risks.	2024 Sustainability Report: Climate risk, page 28
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	2024 Sustainability Report: Climate risk, pages 28–29
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.	2024 Sustainability Report: Climate risk, pages 28–29
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2024 Sustainability Report, page 26
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2024 Sustainability Report, pages 26, 28 2025 Proxy Statement, page 38

GHG methodologies and verification



Report of Independent Accountants

To the Board of Directors of Cognizant Technology Solutions Corporation

We have reviewed the accompanying Cognizant Technology Solutions Corporation (Cognizant) management assertion that the greenhouse gas (GHG) emissions and energy consumption metrics (metrics) for the years ended December 31, 2024, 2023, 2022, 2021, 2020, and 2019 in management’s assertion, are presented in accordance with the assessment criteria set forth in management’s assertion. Cognizant’s management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics. Our responsibility is to express a conclusion on management’s assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management’s assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether management’s assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

The firm applies the Statements on Quality Control Standards established by the AICPA.

The procedures we performed were based on our professional judgment. In performing our review, we performed inquiries, performed tests of mathematical accuracy of computations on a sample basis, read relevant policies to understand terms related to relevant information about the metrics, reviewed supporting documentation in regard to the completeness and accuracy of the data in the metrics on a sample basis, and performed analytical procedures.

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.

The preparation of the energy consumption metrics 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 materially different amounts or metrics being reported.

As discussed in management’s assertion, Cognizant has estimated GHG emissions for certain emissions sources and consumption for certain energy sources for which no primary usage data is available.

As discussed in management’s assertion, Cognizant changed the criteria, measurement method or reporting boundary in calculating certain GHG emissions metrics.

Based on our review, we are not aware of any material modifications that should be made to Cognizant’s management assertion in order for it to be fairly stated.

Princeton
PricewaterhouseCoopers LLP

New York, NY
May 16, 2025

Management Assertion

With respect to the greenhouse gas (GHG) emissions and energy consumption metrics (metrics) presented in the table below and reported by Cognizant Technology Solutions Corporation (Cognizant) on a global basis for the years ended December 31, 2019, 2020, 2021, 2022, 2023, and 2024 (reporting years), management of Cognizant asserts that such metrics are presented in accordance with the assessment criteria set forth below. Management is responsible for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics, and for the completeness, accuracy, and validity of the metrics.

Scope	GHG Emissions and Energy Consumption Metric	Definition of Metric ^{1,2,3,17}	Metric Quantity for Reporting Year 2019 ⁶	Metric Quantity for Reporting Year 2020 ⁶	Metric Quantity for Reporting Year 2021 ⁶	Metric Quantity for Reporting Year 2022 ⁶	Metric Quantity for Reporting Year 2023 ⁶	Metric Quantity for Reporting Year 2024 ⁶
Scope 1	Scope 1	Direct emissions from stationary and mobile fuels, refrigerants, and on-site solar panels. ^{4,5,7}	15,789 MTCO ₂ e	10,542 MTCO ₂ e	10,600 MTCO ₂ e	9,999 MTCO ₂ e	9,420 MTCO ₂ e	8,639 MTCO ₂ e
Scope 2	Location-based	Indirect emissions from purchased electricity (Location-based), district heating and cooling, and electric vehicles charged offsite. ^{4,5,8}	315,544 MTCO ₂ e	149,209 MTCO ₂ e	97,882 MTCO ₂ e	101,402 MTCO ₂ e	119,364 MTCO ₂ e	115,630 MTCO ₂ e
	Market-based; Scope 2 (referencing market-based)	Indirect emissions from purchased electricity (Market-based), district heating and cooling, and electric vehicles charged offsite. ^{4,5,8}	249,773 MTCO ₂ e	101,756 MTCO ₂ e	62,903 MTCO ₂ e	66,624 MTCO ₂ e	67,146 MTCO ₂ e	59,536 MTCO ₂ e
Scope 3	Category 1: Purchased goods and services	Indirect emissions associated with goods and services purchased by Cognizant. ^{4,5,9}	181,179 MTCO ₂ e	170,778 MTCO ₂ e	171,200 MTCO ₂ e	156,113 MTCO ₂ e	190,530 MTCO ₂ e	174,199 MTCO ₂ e
	Category 2: Capital goods	Indirect emissions associated with capital goods purchased by Cognizant. ^{4,5,9}	73,729 MTCO ₂ e	78,720 MTCO ₂ e	65,626 MTCO ₂ e	61,164 MTCO ₂ e	69,726 MTCO ₂ e	68,859 MTCO ₂ e
	Category 3: Fuel and energy related activities (FERA)	Indirect upstream well-to-tank (WTT) emissions and transmission & distribution (T&D) losses associated with the following: <ul style="list-style-type: none">• Stationary fuels (WTT)• Mobile fuels (WTT)• Electricity (T&D losses and WTT)• District heating and cooling (WTT)• Electric vehicles charged offsite (T&D losses)^{4,5,10}	74,334 MTCO ₂ e	51,508 MTCO ₂ e	40,533 MTCO ₂ e	40,498 MTCO ₂ e	49,105 MTCO ₂ e	40,196 MTCO ₂ e
	Category 4: Upstream transportation and distribution	Indirect emissions from upstream logistics purchased by Cognizant, including items such as the transportation of documents, files, or other miscellaneous items, from Cognizant sites to elsewhere and vice versa. ^{4,5,9}	1,563 MTCO ₂ e	1,417 MTCO ₂ e	1,253 MTCO ₂ e	688 MTCO ₂ e	527 MTCO ₂ e	368 MTCO ₂ e
	Category 5: Waste generated in operations	Indirect emissions associated with waste generated by Cognizant. ^{4,5,11}	242 MTCO ₂ e	242 MTCO ₂ e	162 MTCO ₂ e	232 MTCO ₂ e	203 MTCO ₂ e	356 MTCO ₂ e
	Category 6: Business travel	Indirect emissions from business travel and associated WTT emissions. ^{4,5,12}	251,346 MTCO ₂ e	66,121 MTCO ₂ e	28,371 MTCO ₂ e	72,925 MTCO ₂ e	95,230 MTCO ₂ e	86,270 MTCO ₂ e

Scope	GHG Emissions and Energy Consumption Metric	Definition of Metric ^{1,2,3,17}	Metric Quantity for Reporting Year 2019 ⁶	Metric Quantity for Reporting Year 2020 ⁶	Metric Quantity for Reporting Year 2021 ⁶	Metric Quantity for Reporting Year 2022 ⁶	Metric Quantity for Reporting Year 2023 ⁶	Metric Quantity for Reporting Year 2024 ⁶
	Category 7: Employee commuting	Indirect emissions from employee commuting and associated WTT emissions. ^{4,5,13}	103,139 MTCO ₂ e	50,117 MTCO ₂ e	57,232 MTCO ₂ e	14,635 MTCO ₂ e	28,967 MTCO ₂ e	35,482 MTCO ₂ e
	Category 8: Upstream leased assets	Indirect emissions from the operation of assets leased by Cognizant (lessee) not included in Scope 1 and Scope 2, and associated WTT emissions and T&D losses. ^{4,5,14}	61,838 MTCO ₂ e	26,577 MTCO ₂ e	26,998 MTCO ₂ e	24,491 MTCO ₂ e	21,888 MTCO ₂ e	17,204 MTCO ₂ e
	Category 15: Investments	Indirect emissions from minority investments that are not under operational control. ^{4,5,15}	1,351 MTCO ₂ e	1,296 MTCO ₂ e	1,235 MTCO ₂ e	1,068 MTCO ₂ e	312 MTCO ₂ e	92 MTCO ₂ e
Scope 3 (optional category)	Category 7: Work from home	Indirect emissions from employees working from home (telecommuting). ^{4,5,16}	N/A	N/A	N/A	N/A	168,757 MTCO ₂ e	154,108 MTCO ₂ e
Energy consumption	Energy consumption for Scope 1 and Scope 2 activities	Direct and indirect energy consumed from fuel and energy consumption (diesel, liquid petroleum gas, natural gas, gasoline, electricity, district heating and cooling, and electric vehicles charged offsite). ^{18,19,21}	1,707,498 GJ	901,620 GJ	645,162 GJ	623,351 GJ	671,445 GJ	702,847 GJ
	Percentage (%) electricity from renewable sources (India)	Purchased electricity generated from renewable sources for consumption at sites in India as a percentage of total electricity (renewable and non-renewable) consumed in India. ^{19,20}	24%	42%	47%	44%	52%	56%
	Percentage (%) electricity from renewable sources (Global)	Purchased electricity generated from renewable sources as a percentage of total electricity (renewable and non-renewable) consumed. ^{19,20}						46%

GHG emissions assessment criteria (unless otherwise indicated, the assessment criteria are applicable to all reporting years presented)

1.

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*, *GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard*, and *Corporate Value Chain (Scope 3) Accounting and Reporting Standard: Supplement to the GHG Protocol Corporate Accounting and Reporting Standard* (together the “GHG Protocol”), to guide the criteria to assess, calculate and report GHG emissions and energy consumption.

2. Organizational boundary relates to Cognizant’s sites over which it had operational control during the reporting year.

3. 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). Emissions associated with the companies acquired in 2021, 2022, 2023, and 2024 are incorporated prospectively in the reporting year following integration.

4. As it relates to reported Scope 1 and Scope 2 emissions, carbon dioxide equivalent (CO₂e) emissions are inclusive of carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄), and industrial gases, 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. CO₂e emissions utilize Global Warming Potentials (GWPs) defined by the Intergovernmental Panel on Climate Change’s (IPCC) Fourth Assessment Report (AR4 – 100 year) (2019, 2020, 2021, and 2022 reporting years) or the IPCC’s Fifth Assessment Report (AR5 – 100 year) (2023 and 2024 reporting years), unless a different Assessment Report is already embedded in the emission factor source. CO₂e emissions are calculated by multiplying actual or estimated activity data (e.g., energy, fuel, refrigerant usage) by the relevant emission factor and/or GWP. All emission factors are updated annually where applicable.

5. 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 emissions:

 - Scope 1 stationary fuels include diesel fuel used for backup generators and liquid petroleum gas (LPG) and natural gas used by Cognizant sites.
 - > Diesel powered backup generators are in use at certain sites in Argentina (beginning in the 2023 reporting year), Brazil (beginning in the 2021 reporting year), France, Hungary, Ireland (beginning in the 2022 reporting year), India, Lithuania, Mexico (2019, 2020, and 2021 reporting years), the Philippines, Poland, and the United States (U.S.). Diesel consumption (volume) was obtained from third-party invoices or property owners’ reports, where available. Stationary diesel is adjusted for stockpiling for sites in India.
 - Where diesel consumption was not available:
 - + For 2019, 2021, 2022, 2023, and 2024: Consumption was estimated using the intensity method (liters/square foot) based on actual consumption for comparable Cognizant sites.
 - + For 2020 (excluding Hungary): Consumption was estimated using the intensity method (liters/square foot) based on actual consumption for comparable Cognizant sites. For Mexico and the countries in Europe, Cognizant assumed the same number of diesel powered backup generators were in service during 2020 as in 2021 as a proxy.
 - + For 2020 (Hungary): Estimated using 2021 emissions from diesel generators as a proxy.
 - + Food vendors on-site at fully leased or owned sites in India consume LPG.
 - For 2019: Consumption was estimated using Q1 2020 consumption as a proxy.
 - For 2020, 2021, 2022, 2023, and 2024: Actual consumption data was obtained from third-party invoices or vendors’ reports. No estimates were necessary as actual data was available.
 - > 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, where available.
 - Where natural gas consumption was not available:
 - + For 2019 and 2020: For sites where consumption data was not available for certain months of the reporting year or the full reporting year, natural gas consumption was estimated using the U.S. Energy Information Administration (EIA) 2012 Commercial Buildings Energy Consumption Survey (CBECS) intensity factor for U.S. “Office”.
 - + For 2021: For sites where consumption data was not available for certain months of the reporting year, natural gas consumption for the missing month(s) was estimated using an average monthly consumption that was calculated based on the third-party invoices received for that site. For sites where consumption data was not available for the full reporting year, natural gas consumption was estimated using the U.S. EIA 2012 CBECS intensity factor for U.S. “Office”.

- + For 2022 and 2023: For all sites where consumption data was available for at least six months of the reporting year, natural gas consumption for the missing month(s) was estimated using an average monthly consumption that was calculated based on the third-party invoices received for that site. For sites where consumption data was available for less than six months of the reporting year, natural gas consumption was estimated using the U.S. EIA 2018 CBECS intensity factor for U.S. “Office” for sites in the U.S. or Canada, or was estimated based on actual consumption for comparable Cognizant sites for sites outside the U.S. or Canada.
- + For 2024:
 - For all sites where consumption data was available for both the preceding and subsequent months, the natural gas consumption for the missing month was estimated as the average of the surrounding months (shoulder months).
 - For all sites where consumption data was not available for shoulder months, 2023 estimation methodology was used.
- Scope 1 mobile fuels include diesel and gasoline fuels used for the Cognizant vehicle fleet in Belgium, Brazil, Germany, Hungary, India, the Netherlands, and Portugal.
 - > Mobile fuel consumption was obtained from third-party invoices or vendors’ reports, where available.
 - Where mobile fuel consumption data was not available:
 - + For 2019 and 2022: Consumption was estimated using the intensity method which was based on the annual average liters from other Cognizant vehicles.
 - + For 2020: Estimated using the 2021 average annual emissions by vehicle as a proxy.
 - + For 2021: For vehicle fleets where consumption data was not available for certain months of the reporting year, consumption for the missing month(s) was estimated using an average monthly consumption that was calculated based on the third-party invoices received for that vehicle fleet. For vehicle fleets where consumption data was not available for the full reporting year, consumption was estimated using the intensity method which was based on the annual average liters from other Cognizant vehicles.
 - + For 2023 and 2024: For all countries (excluding Brazil), consumption was estimated using 2022 actual or estimated consumption as a proxy. For Brazil, consumption was estimated using the intensity method which was based on the annual average liters from other Cognizant vehicles in 2023.
- 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 emissions with zero emissions.
- Estimated emissions from the sources above account for approximately 37%, 36%, 21%, 14%, 11%, and 15% of reported Scope 1 emissions for the 2019, 2020, 2021, 2022, 2023, and 2024 reporting year, respectively.
- 8. Related to Scope 2 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 consumption from the grid, including renewable power, from third-party invoices or property owners’ reports, where available.
 - Where consumption data was not available:
 - + For 2019, 2020, 2021, 2022, and 2023:
 - For sites where consumption data was not available for certain months of the reporting year, consumption for the missing month(s) was estimated using an average monthly consumption that was calculated based on the third-party invoices received for that site.
 - For all other sites (except the U.S. and Canada) where consumption data was not available for the full reporting year, consumption was estimated using the intensity method (kWh/square foot) based on actual consumption for comparable Cognizant sites.
 - For sites in the U.S. and Canada where consumption data was not available for the full reporting year:
 - > For 2019, 2020, and 2021: Consumption was estimated using the U.S. EIA 2012 CBECS intensity factor for U.S. “Office”.
 - > For 2022 and 2023: Consumption was estimated using the U.S. EIA 2018 CBECS intensity factor for U.S. “Office”.
 - + For 2024:
 - For all sites where consumption data was available for both the preceding and subsequent months, the electricity consumption for the missing month was estimated based on the shoulder months.
 - For all sites where consumption data was not available for shoulder months, 2023 estimation methodology for locations outside the U.S. and Canada was used.

- > Electricity purchased from a property owner and generated through captive diesel generators in India is based on third-party 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.
 - For 2019, 2020 and 2021:
 - + Consumption was calculated 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 (366 days in 2020).
 - + Where information was not available, calculated using:
 - For 2019 and 2021: The average contracted power, power utilization and days operating in the year of all other on-site data center sites where this information was available.
 - For 2020: An average intensity factor estimated based on the total emissions per on-site data center in 2021 and the number of on-site data centers managed in 2020.
 - For 2022 and 2023:
 - + Consumption was obtained from third-party invoices or vendors’ reports.
 - + Where consumption was not available, consumption was either:
 - Calculated 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.
 - Estimated using consumption from a prior reporting year as a proxy.
 - For 2024:
 - + Consumption was obtained from third-party invoices or vendors’ reports.
 - + Where consumption was not available, consumption was estimated using the intensity method (kWh/square foot) based on actual consumption for comparable Cognizant sites.
- Scope 2 district heating and cooling is used for certain sites in Hungary, Lithuania (beginning in the 2023 reporting year), Poland (beginning in the 2024 reporting year), Latvia (beginning in the 2024 reporting year), Romania (beginning in the 2024 reporting year), and the United Kingdom (beginning in the 2024 reporting year).
 - > For 2019 and 2020: Consumption was estimated based on the 2021 consumption as a proxy.
 - > For 2021: Consumption was obtained from third-party invoices.
 - > For 2022 and 2023: Consumption was obtained from third-party invoices, where available, or where consumption was not available for certain months of the reporting year, consumption was estimated using an average monthly consumption that was calculated based on the third-party invoices received for that site.

- > For 2024:
 - Consumption was obtained from third-party invoices
 - Where consumption data was not available:
 - + For all sites where consumption data was available for both the preceding and subsequent months, the consumption for the missing month was estimated as the average of the shoulder months.
 - + For all sites where consumption data was not available for shoulder months but available for at least six months of the reporting year, consumption for the missing month(s) was estimated using an average monthly consumption that was calculated based on the third-party invoices received for that site.
 - + For sites where consumption data was not available for shoulder months and available for less than six months of the reporting year, consumption was estimated using the intensity method (kWh/ square foot) based on actual consumption for comparable Cognizant sites.
- Scope 2 electricity consumption by electric vehicles charged offsite for Cognizant’s vehicle fleet in Germany and the Netherlands (beginning in the 2020 reporting year), and in Belgium (beginning in the 2024 reporting year).
 - > For 2019: Not calculated as there were no electric vehicles used.
 - > For 2020: Estimated using 2021 emissions as a proxy.
 - > For 2021: Estimated using the intensity method which was based on the annual average distance traveled (km) per vehicle from other Cognizant vehicles.
 - > For 2022: Obtained from third-party invoices or vendors’ reports. No estimates were necessary as actual data was available.
 - > For 2023: Estimated using 2022 consumption as a proxy.
 - > For 2024:
 - For vehicles in the Netherlands and Belgium: obtained from third-party invoices or vendors’ reports.
 - For vehicles in Germany: Estimated using 2022 consumption as a proxy.
- Estimated emissions from the sources above account for approximately 67%, 14%, 15%, 3%, 2%, and 4% of reported Scope 2 emissions (location-based) for the 2019, 2020, 2021, 2022, 2023, 2024 reporting year, respectively, and approximately 70%, 20%, 18%, 5%, 5%, and 8% of reported Scope 2 emissions (market-based and referencing market-based) for the 2019, 2020, 2021, 2022, 2023, 2024 reporting year, respectively.

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.

• In 2023, Cognizant changed the source of the emission factors applied from the 2016 Quantis emission factors to the 2023 U.S. Environmental Protection Agency (EPA) Environmentally-Extended Input-Output (EEIO) emission factors. This change was retrospectively applied to the 2019 to 2022 emissions included herein.
10.

Related to GHG emissions from Scope 3, category 3: fuel and energy related activities (FERA):

• Calculated based on activity data (diesel, LPG, natural gas, gasoline, electricity, district heating and cooling, and electric vehicles charged offsite) from Scope 1 and 2 emissions.
11.

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

• For 2019, 2020, and 2021: Calculated using an average GHG emissions intensity factor by headcount (MTCO₂e/headcount) that was based on publicly available data, as reported to CDP Climate Change for 2020, for Infosys, as a peer benchmark, and the headcount obtained from the HR system as of December 31 of the applicable reporting year.

• For 2022, 2023, and 2024: Calculated using an average GHG emissions intensity factor by headcount (MTCO₂e/headcount) that was based on publicly available data, as reported in the most recent sustainability (or equivalent) report for Infosys and WiPro, as peer benchmarks, and the headcount obtained from the HR system as of December 31 of the applicable reporting year.
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 rail by Cognizant employees globally.

• WTT emissions associated with fuel from air and rail travel were calculated based on air and rail travel activity as described within this footnote.

• 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. In 2023, Cognizant changed the source of the emission factors applied from the 2016 Quantis emission factors to the 2023 U.S. EPA EEIO emission factors. This change was retrospectively applied to the 2019 to 2022 emissions included herein.
13.

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

• Includes employees commuting between their homes and their worksites.

• For 2019, 2020, and 2021: Calculated using an average GHG emissions intensity factor by headcount (MTCO₂e/headcount) for commuting that was based on publicly available data, as reported to CDP Climate Change for 2020, for IBM, Infosys, and Wipro, as peer benchmarks, and the headcount obtained from the HR system as of December 31 of the applicable reporting year.

• For 2022: Calculated using an average intensity factor by headcount (MTCO₂e/headcount) for commuting that was based on publicly available data, as reported in their most recent sustainability (or equivalent) report for IBM, Infosys, and WiPro, as peer benchmarks, and the headcount obtained from the HR system as of December 31.

• For 2023 and 2024: For employees at certain sites in India who utilize Cognizant’s travel portal to schedule vehicular transportation to work, calculated using the distance traveled per employee and vehicle fuel type as recorded in the travel portal. For the remaining employees globally, calculated using an average intensity factor by headcount (MTCO₂e/headcount) for commuting that was based on publicly available data, as reported in their most recent sustainability (or equivalent) report for IBM, Infosys, and WiPro, as peer benchmarks, and the remaining headcount not using Cognizant’s travel portal obtained from the HR system as of December 31 of the respective year.

• WTT emissions associated with vehicular fuel (beginning in the 2023 reporting year) from travel were calculated based on vehicular travel activity as described within this footnote.
14.

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

• Third party data centers:

> For 2019, 2020, and 2021:

– Consumption was calculated 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 (366 days in 2020).

– Where information was not available, calculated using:

+ For 2019 and 2020: An average intensity factor estimated based on the total emissions per third-party data center in 2021 and the number of third-party data centers in 2019 or 2020.

+ For 2021: The average contracted power, power utilization and days operating in the year of all other third-party data center sites where this information was available.

- For 2022 and 2023:
 - + Consumption was obtained from third-party invoices or vendors’ reports.
 - + Where consumption was not available, consumption was either:
 - Calculated 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.
 - Estimated using the average consumption of all other third-party data center sites where consumption was available.
- For 2024:
 - + Consumption was obtained from third party invoices or vendors’ reports.
 - + Where consumption was not available:
 - Where consumption data was available from the prior year, estimated using the prior year consumption as a proxy.
 - Where consumption data was not available from the prior year, estimated using the average consumption of all other third-party data center sites where consumption was available.
- Common areas:
 - > For 2019: Calculated using the 2019 Global Real Estate Sustainability Benchmark (GRESB) intensity factor (kWh/square foot) for offices, and a common area ratio of 20% of the site’s leased square footage.
 - > For 2020: Calculated using an average intensity factor that was based on the total common area emissions per square foot in 2021 and the total square footage in 2020.
 - > For 2021, 2022, 2023, and 2024: Calculated using usage obtained from landlords for certain sites in India. Cognizant used the India data to develop an average intensity factor for the common areas for all other sites, which was then multiplied by the site’s square footage for the portion of the year where usage data was not available.
- T&D losses and WTT emissions associated with electricity from data centers and common areas at sites were calculated based on upstream leased assets activity as described within this footnote.

- 15. Related to GHG emissions from Scope 3, category 15: investments:
 - Includes all minority investments where Cognizant (1) has less than 50% ownership and (2) either has 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.
 - On February 13, 2023, Cognizant divested of an investment representing approximately 94% of the GHG emissions from investments in 2022.
 - Calculated using a GHG emissions intensity factor by dollar, the revenue of the minority investment, and Cognizant’s percentage ownership as of December 31 of the applicable reporting year.
- 16. Related to GHG emissions from Scope 3, category 7: work from home (WFH) (2023 and 2024 reporting years only):
 - For India, the Philippines, United Kingdom, and U.S.: Estimated based on employee survey data collecting the number of WFH working days and source of emissions used (e.g., electricity, natural gas) in 2022. Consumption was estimated by multiplying the average number of WFH working days by the headcount for these countries as obtained from the HR system as of December 31 of the respective year and by the average “in use” power load per desk, allowance for lighting (electricity) throughout the year, and for the United Kingdom and U.S., average heating (natural gas) and cooling (electricity) demand sourced from EcoAct’s *Homeworking emissions Whitepaper* published in 2020. Average cooling demand for India and the Philippines was sourced from the Energy Informatics *Investigation on air conditioning load patterns and electricity consumption of typical residential buildings in tropical wet and dry climate in India* research paper published in 2022.
 - For all other countries: An average intensity factor by headcount (MTCO₂e/headcount) was calculated based on survey respondent data for the countries listed above and the remaining headcount globally as obtained from the HR system as of December 31 of the respective year.

17. Emission factors applied by scope are as follows:

Scope	GHG Emissions Metric	Emission Factors for Reporting Year 2019	Emission Factors for Reporting Year 2020	Emission Factors for Reporting Year 2021	Emission Factors for Reporting Year 2022	Emissions Factors for Reporting Year 2023	Emissions Factors for Reporting year 2024
Scope 1	Scope 1	United Kingdom (UK) Government GHG Conversion factors for Company Reporting (2019).	UK Government GHG Conversion factors for Company Reporting (2020).	UK Government GHG Conversion factors for Company Reporting (2021).	UK Government GHG Conversion factors for Company Reporting (2022).	UK Government GHG Conversion factors for Company Reporting (2023).	UK Government GHG Conversion factors for Company Reporting (2024).
Scope 2	(Location-based)	<i>Grid electricity (including electricity from infra-managed data centers):</i> U.S.: U.S. EPA Emissions & Generated Resource Integrated Database (eGRID) 2018 factors by sub-region (2020).	<i>Grid electricity (excluding infra-managed data centers):</i> U.S.: U.S. EPA eGRID 2019 factors by sub-region (2021).	<i>Grid electricity (including electricity from infra-managed data centers):</i> U.S.: U.S. EPA eGRID 2020 factors by sub-region (2021).	<i>Grid electricity (including electricity from infra-managed data centers and electric vehicles charged offsite):</i> U.S.: U.S. EPA eGRID 2021 factors by sub-region (2023).	<i>Grid electricity (including electricity from infra-managed data centers and electric vehicles charged offsite):</i> U.S.: U.S. EPA eGRID 2022 factors by sub-region (2024).	<i>Grid electricity (including electricity from infra-managed data centers and electric vehicles charged offsite):</i> U.S.: U.S. EPA eGRID 2023 factors by sub-region (2024).
		India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2018).	India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2018).	India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2021).	India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2022).	India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2023).	India (CO2): Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2024).
		All other countries: International Energy Agency (IEA) Emission Factors (2019).	All other countries: IEA Emission Factors (2020).	All other countries: IEA Emission Factors (2021).	All other countries: IEA Emission Factors (2022).	All other countries: IEA Emission Factors (2023).	All other countries, including India CH4 and NO2: IEA Emission Factors (2024).
			<i>Electricity from infra-managed data centers:</i> U.S.: U.S. EPA eGRID 2020 factors by sub-region (2021). India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2021).				

Scope	GHG Emissions Metric	Emission Factors for Reporting Year 2019	Emission Factors for Reporting Year 2020	Emission Factors for Reporting Year 2021	Emission Factors for Reporting Year 2022	Emissions Factors for Reporting Year 2023	Emissions Factors for Reporting year 2024
			All other countries: IEA Emission Factors (2021).				
		<i>Electricity purchased from property owners: UK Government GHG Conversion factors for Company Reporting (2019) for 100% mineral diesel.</i>	<i>Electricity purchased from property owners: UK Government GHG Conversion factors for Company Reporting (2020) for 100% mineral diesel.</i>	<i>Electricity purchased from property owners: UK Government GHG Conversion factors for Company Reporting (2021) for 100% mineral diesel.</i>	<i>Electricity purchased from property owners: UK Government GHG Conversion factors for Company Reporting (2022) for 100% mineral diesel.</i>	<i>Electricity purchased from property owners: UK Government GHG Conversion factors for Company Reporting (2023) for 100% mineral diesel.</i>	<i>Electricity purchased from property owners: UK Government GHG Conversion factors for Company Reporting (2024) for 100% mineral diesel.</i>
		<i>District heating and cooling: UK Government GHG Conversion factors for Company Reporting (2021).</i>	<i>District heating and cooling, and electric vehicles charged offsite: UK Government GHG Conversion factors for Company Reporting (2021).</i>	<i>District heating and cooling, and electric vehicles charged offsite: UK Government GHG Conversion factors for Company Reporting (2021).</i>	<i>District heating and cooling: UK Government GHG Conversion factors for Company Reporting (2022).</i>	<i>District heating and cooling: UK Government GHG Conversion factors for Company Reporting (2023).</i>	<i>District heating: UK Government GHG Conversion factors for Company Reporting (2024).</i> <i>District cooling: U.S. EIA-1065 Form (2010) Note 2 Formula - using IEA CO2 Emissions from Electricity Generation, OECD/IEA, Paris, 2024. (Year 2022 data)</i>
	(Market-based); Scope 2 (referencing market- based)	<i>Grid electricity (including infra-managed data centers): Solar and wind energy purchased through power purchase agreements (PPAs) or energy contracts or through the property owner: Treated as zero emissions.</i>	<i>Grid electricity (excluding infra-managed data centers): Solar and wind energy purchased through PPAs or energy contracts or through the property owner: Treated as zero emissions.</i>	<i>Grid electricity (including infra-managed data centers): Solar and wind energy purchased through PPAs or energy contracts or through the property owner: Treated as zero emissions.</i>	<i>Grid electricity (including infra-managed data centers): Solar and wind energy purchased through PPAs or energy contracts or through the property owner: Treated as zero emissions.</i>	<i>Grid electricity (including infra-managed data centers): Solar and wind energy purchased through PPAs, or green tariffs, or energy contracts or through the property owner: Treated as zero emissions.</i>	<i>Grid electricity (including infra-managed data centers): Solar and wind energy purchased through PPAs or energy contracts or through the property owner: Treated as zero emissions.</i>
			<i>Electricity (i) from infra-managed data centers and (ii) purchased from property owners, district heating and cooling, and electric vehicles charged offsite: Same as location-based factors.</i>	European sites: AIB European Residual Mix 2020 v1.0 (last updated 2021).	European sites: AIB European Residual Mix 2021 v1.0 (last updated 2022).	European sites: AIB European Residual Mix 2022 v1.0 (last updated 2023).	European sites: AIB European Residual Mix 2023 v1.0 (last updated 2024).

Scope	GHG Emissions Metric	Emission Factors for Reporting Year 2019	Emission Factors for Reporting Year 2020	Emission Factors for Reporting Year 2021	Emission Factors for Reporting Year 2022	Emissions Factors for Reporting Year 2023	Emissions Factors for Reporting year 2024
		All other countries: Same as location-based factors. <i>Electricity purchased from property owners, and district heating and cooling:</i> Same as location-based factors.		All other countries: Same as location-based factors. <i>Electricity purchased from property owners, district heating and cooling, and electric vehicles charged offsite:</i> Same as location-based factors.	All other countries: Same as location-based factors. <i>Electricity purchased from property owners, district heating and cooling, and electric vehicles charged offsite:</i> Same as location-based factors.	All other countries: Same as location-based factors. <i>Electricity purchased from property owners, district heating and cooling, and electric vehicles charged offsite:</i> Same as location-based factors.	All other countries: Same as location-based factors. <i>Electricity purchased from property owners, district heating and cooling, and electric vehicles charged offsite:</i> Same as location-based factors.
Scope 3	Category 1: Purchased goods and services; Category 2: Capital goods; Category 4: Upstream transportation and distribution	<i>For thirty (30) of Cognizant’s top suppliers by spend in 2019:</i> Based on publicly available data, as reported to CDP Climate Change for 2020, to create supplier-specific emission factors. Given the supplier specific emission factor is created from what is reported by the supplier, for certain suppliers, this did not include all cradle-to-gate emissions as is set forth in the GHG Protocol. <i>For all other suppliers and spend categories:</i> 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).	<i>For thirty (30) of Cognizant’s top suppliers by spend in 2020:</i> Based on publicly available data, as reported to CDP Climate Change for 2020, to create supplier-specific emission factors. Given the supplier specific emission factor is created from what is reported by the supplier, for certain suppliers, this did not include all cradle-to-gate emissions as is set forth in the GHG Protocol. <i>For all other suppliers and spend categories:</i> 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).	<i>For thirty (30) of Cognizant’s top suppliers by spend in 2021:</i> Based on publicly available data, as reported to CDP Climate Change for 2020, to create supplier-specific emission factors. Given the supplier specific emission factor is created from what is reported by the supplier, for certain suppliers, this did not include all cradle-to-gate emissions as is set forth in the GHG Protocol. <i>For all other suppliers and spend categories:</i> 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).	<i>For forty-three (43) of Cognizant’s top suppliers by emissions in 2022:</i> (calculated using 2016 Quantis emission factors): Based on 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. Given the supplier specific emission factor is created from what is reported by the supplier, for certain suppliers, this did not include all cradle-to-gate emissions as is set forth in the GHG Protocol. <i>For all other suppliers and spend categories:</i> 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).	<i>For ninety-nine (99) of Cognizant’s top suppliers by emissions in 2023:</i> Based on publicly available data as most recently reported to CDP Climate Change (as of April 2024) or sustainability (or equivalent) and corresponding Annual Report, to create supplier-specific emission factors. Given the supplier specific emission factor is created from what is reported by the supplier, for certain suppliers, this did not include all cradle-to-gate emissions as is set forth in the GHG Protocol. <i>For all other suppliers and spend categories:</i> 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).	<i>For one hundred twenty (120) of Cognizant’s top suppliers by emissions in 2024:</i> Based on publicly available data as most recently reported to CDP Climate Change (as of February 2025) or sustainability (or equivalent) and corresponding Annual Report, to create supplier-specific emission factors. Given the supplier specific emission factor is created from what is reported by the supplier, for certain suppliers, this did not include all cradle-to-gate emissions as is set forth in the GHG Protocol. <i>For all other suppliers and spend categories:</i> 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2025).

Scope	GHG Emissions Metric	Emission Factors for Reporting Year 2019	Emission Factors for Reporting Year 2020	Emission Factors for Reporting Year 2021	Emission Factors for Reporting Year 2022	Emissions Factors for Reporting Year 2023	Emissions Factors for Reporting year 2024
	Category 3: Fuel and energy related activities	<i>WTT for diesel, liquid petroleum gas, natural gas, gasoline, electricity:</i> UK Government GHG Conversion factors for Company Reporting (2019).	<i>WTT for diesel, liquid petroleum gas, natural gas, gasoline, electricity:</i> UK Government GHG Conversion factors for Company Reporting (2020).	<i>WTT for diesel, liquid petroleum gas, natural gas, gasoline, electricity, district heating and cooling and T&D losses for electric vehicles charged offsite:</i> UK Government GHG Conversion factors for Company Reporting (2021).	<i>WTT for diesel, liquid petroleum gas, natural gas, gasoline, district heating and cooling, and T&D losses for electric vehicles charged offsite:</i> UK Government GHG Conversion factors for Company Reporting (2022).	<i>WTT for diesel, liquid petroleum gas, natural gas, gasoline, district heating and cooling, and T&D losses for electric vehicles charged offsite:</i> UK Government GHG Conversion factors for Company Reporting (2023).	<i>WTT for diesel, liquid petroleum gas, natural gas, gasoline, and district heating and cooling:</i> UK Government GHG Conversion factors for Company Reporting (2024).
		<i>WTT for district heating and cooling:</i> UK Government GHG Conversion factors for Company Reporting (2021).	<i>WTT for district heating and cooling and T&D losses for electric vehicles charged offsite:</i> UK Government GHG Conversion factors for Company Reporting (2021).		<i>WTT for electricity:</i> UK: UK Government GHG Conversion factors for Company Reporting (2022).	<i>WTT for electricity:</i> UK: UK Government GHG Conversion factors for Company Reporting (2023).	<i>WTT for electricity and electric vehicles charged offsite:</i> UK: UK Government GHG Conversion factors for Company Reporting (2024).
		<i>T&D losses for electricity:</i> IEA Emissions Factors (2019).	<i>T&D losses for electricity:</i> IEA Emissions Factors (2020).	<i>T&D losses for electricity:</i> IEA Emissions Factors (2021).	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. <i>T&D losses for electricity:</i> IEA Emissions Factors (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. <i>T&D losses for electricity:</i> IEA Emissions Factors (2023).	All other countries: IEA 2024 Emission Factors (2024). <i>T&D losses for electricity and electric vehicles charged offsite:</i> IEA Emission Factors (2024).
	Category 5: Waste generated in operations	Average GHG emissions intensity factor by headcount based on publicly available data, as reported to CDP Climate Change for 2020, for Infosys, as a peer benchmark.			Average GHG emissions intensity factor by headcount 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.	Average GHG emissions intensity factor by headcount based on publicly available data, as reported in their most recent sustainability (or equivalent) report (as of April 2024), for Infosys and Wipro, as peer benchmarks.	Average GHG emissions intensity factor by headcount based on publicly available data, as reported in their most recent sustainability (or equivalent) report (as of April 2025), for Infosys and Wipro, as peer benchmarks.

Scope	GHG Emissions Metric	Emission Factors for Reporting Year 2019	Emission Factors for Reporting Year 2020	Emission Factors for Reporting Year 2021	Emission Factors for Reporting Year 2022	Emissions Factors for Reporting Year 2023	Emissions Factors for Reporting year 2024
	Category 6: Business travel	<p><i>Air and rail travel, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2019).</i></p> <p><i>Other business travel categories: 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).</i></p>	<p><i>Air and rail travel, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2020).</i></p> <p><i>Other business travel categories: 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).</i></p>	<p><i>Air and rail travel, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2021).</i></p> <p><i>Other business travel categories: 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).</i></p>	<p><i>Air and rail travel, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2022).</i></p> <p><i>Other business travel categories: 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).</i></p>	<p><i>Air and rail travel, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2023).</i></p> <p><i>Other business travel categories: 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2024).</i></p>	<p><i>Air and rail travel, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2024).</i></p> <p><i>Other business travel categories: For business travel suppliers included in the one hundred twenty (120) of Cognizant’s top suppliers by emissions in 2024: Based on publicly available data as most recently reported to CDP Climate Change (as of February 2025) or sustainability (or equivalent) and corresponding Annual Report, to create supplier-specific emission factors. Given the supplier specific emission factor is created from what is reported by the supplier, for certain suppliers, this did not include all cradle-to-gate emissions as is set forth in the GHG Protocol.</i></p> <p><i>For all other suppliers and spend categories: 2023 U.S. EPA EEIO emission factors available from the U.S. EPA (cited April 2025).</i></p>

Scope	GHG Emissions Metric	Emission Factors for Reporting Year 2019	Emission Factors for Reporting Year 2020	Emission Factors for Reporting Year 2021	Emission Factors for Reporting Year 2022	Emissions Factors for Reporting Year 2023	Emissions Factors for Reporting year 2024
	Category 7: Employee commuting	Average GHG emissions intensity factor by headcount for commuting based on publicly available data, as reported to CDP Climate Change for 2020, for three (3) similar companies, IBM, Infosys, and Wipro, as peer benchmarks.			Average GHG emissions intensity factor by headcount for commuting based on publicly available data, as reported in their most recent sustainability (or equivalent) report (as of May 2023), for IBM, Infosys, and WiPro, as peer benchmarks.	Average GHG emissions intensity factor by headcount for commuting based on publicly available data, as reported in their most recent sustainability (or equivalent) report (as of April 2024), for IBM, Infosys, and WiPro, as peer benchmarks. <i>Employee commuting, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2023).</i>	Average GHG emissions intensity factor by headcount for commuting based on publicly available data, as reported in their most recent sustainability (or equivalent) report (as of April 2025), for IBM, Infosys, and WiPro, as peer benchmarks. <i>Employee commuting, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2024).</i>
	Category 8: Upstream leased assets	<i>Common area:</i> <i>Electricity:</i> India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2019). U.S.: U.S. EPA eGRID 2018 factors by sub-region (2020). All other countries: IEA Emissions Factors (2019). <i>T&D losses for electricity:</i> IEA Emissions Factors (2019).	<i>Common area and data centers:</i> GHG emissions intensity factor by location based on 2021 data (reported emissions and number of data centers).	<i>Common area and data centers:</i> <i>Electricity:</i> India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power Sector (2021). U.S.: U.S. EPA eGRID 2020 factors by sub-region (2021). All other countries: IEA Emissions Factors (2021). <i>T&D losses for electricity:</i> IEA Emissions Factors (2021).	<i>Common area and data centers:</i> <i>Electricity:</i> 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 Emission Factors (2022). <i>T&D losses for electricity:</i> IEA Emission Factors (2022).	<i>Common area and data centers:</i> <i>Electricity:</i> India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power (2023). U.S.: U.S. EPA eGRID 2022 factors by sub-region (2024). All other countries: IEA Emission Factors (2023). <i>T&D losses for electricity:</i> IEA Emission Factors (2023).	<i>Common area and data centers:</i> <i>Electricity:</i> India (CO2): Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power (2024). U.S.: U.S. EPA eGRID 2023 factors by sub-region (2024). U.K.: UK Government GHG Conversion factors for Company Reporting (2024). All other countries, including India CH4 and NO2: IEA Emission Factors (2024). <i>T&D losses for electricity:</i> IEA Emission Factors (2024).

Scope	GHG Emissions Metric	Emission Factors for Reporting Year 2019	Emission Factors for Reporting Year 2020	Emission Factors for Reporting Year 2021	Emission Factors for Reporting Year 2022	Emissions Factors for Reporting Year 2023	Emissions Factors for Reporting year 2024
		<i>WTT for electricity:</i> UK Government GHG Conversion factors for Company Reporting (2019). <i>Data centers:</i> GHG emissions intensity factor by location based on 2021 data (reported emissions and number of data centers).		<i>WTT for electricity:</i> UK Government GHG Conversion factors for Company Reporting (2021).	<i>WTT for electricity:</i> 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.	<i>WTT for electricity:</i> UK: UK Government GHG Conversion factors for Company Reporting (2023). 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.	<i>WTT for electricity:</i> UK: UK Government GHG Conversion factors for Company Reporting (2024). All other countries: IEA Life Cycle Emission Factors (Fuel-cycle factors) 2024 ed (2022 data).
	Category 15: Investments	GHG emissions intensity factor by dollar calculated from an average emissions per dollar of revenue for a selection of IT & software development companies as reported to CDP Climate Change for 2020. Cognizant collected the 2019 Scope 1, Scope 2, and Scope 3 emissions for twenty-three (23) companies in the IT & software services industry, divided the emissions by the 2019 revenue for these companies to form an average GHG emissions intensity factor by dollar.			GHG emissions intensity factor by dollar calculated from an average emissions per dollar of revenue for a selection of IT & software development companies as most recently reported to CDP Climate Change (as of May 2023). Cognizant collected the 2021 Scope 1, Scope 2, and Scope 3 emissions for twenty-three (23) companies in the IT & software services industry, divided the emissions by the 2021 revenue for these companies to form an average GHG emissions intensity factor by dollar.	GHG emissions intensity factor by dollar calculated from an average emissions per dollar of revenue for a selection of IT & software development companies as most recently reported to CDP Climate Change (as of April 2024). Cognizant collected the 2022 Scope 1, Scope 2, and Scope 3 emissions for twenty-three (23) companies in the IT & software services industry, divided the emissions by the 2022 revenue for these companies to form an average GHG emissions intensity factor by dollar.	GHG emissions intensity factor by dollar provided by CDP in their “Sectoral Averages” resource. The sectoral average for the “IT Services” activity name was selected. CDP calculated these average intensities based on the data reported to them.

Scope	GHG Emissions Metric	Emission Factors for Reporting Year 2019	Emission Factors for Reporting Year 2020	Emission Factors for Reporting Year 2021	Emission Factors for Reporting Year 2022	Emissions Factors for Reporting Year 2023	Emissions Factors for Reporting year 2024
Scope 3 (optional category)	Category 7: Work from home	Not included in this management assertion.				<i>Natural gas:</i> UK Government GHG Conversion factors for Company Reporting (2023). <i>Electricity:</i> India: Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power (2023). U.S.: U.S. EPA eGRID 2022 factors by sub-region (2024). UK: UK Government GHG Conversion factors for Company Reporting (2023). All other countries: IEA Emission Factors (2023).	<i>Natural gas:</i> UK Government GHG Conversion factors for Company Reporting (2024). <i>Electricity:</i> India (CO2): Government of India Ministry of Power Central Electricity Authority CO2 baseline database for the Indian Power (2024). U.S.: U.S. EPA eGRID 2023 factors by sub-region (2024). UK: UK Government GHG Conversion factors for Company Reporting (2024). All other countries, including India CH4 and NO2: IEA Emission Factors (2024).

Energy consumption assessment criteria

(unless otherwise indicated, the assessment criteria are applicable to each reporting year)

18. Direct and indirect energy include gigajoules of direct on-site renewable energy consumption, direct energy purchased, which is comprised of diesel, liquid petroleum gas, natural gas, and gasoline, 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 offsite, as applicable, for the respective reporting year.
19. The preparation of the energy consumption metrics 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 materially different amounts or metrics being reported.
20. Renewable electricity includes solar and wind energy purchased through PPAs, or green tariffs (2023 and 2024 reporting years), or energy contracts or through the property owner for use at sites in India. Non-renewable electricity includes electricity used at Cognizant sites and purchased a) from the grid, or b) from the property-owner for Cognizant's direct use on-site, electricity purchased from a property owner and generated through captive diesel generators, and sites that house on-site data centers or Cognizant operated (infra-managed) data centers at sites in India. Refer to footnote 8 for more information.
21. Estimated energy consumption from the sources above account for approximately 66%, 31%, 22%, 10%, 7%, and 9% of reported total energy consumption for Scope 1 and 2 activities for the 2019, 2020, 2021, 2022, 2023, and 2024 reporting year, respectively.



