

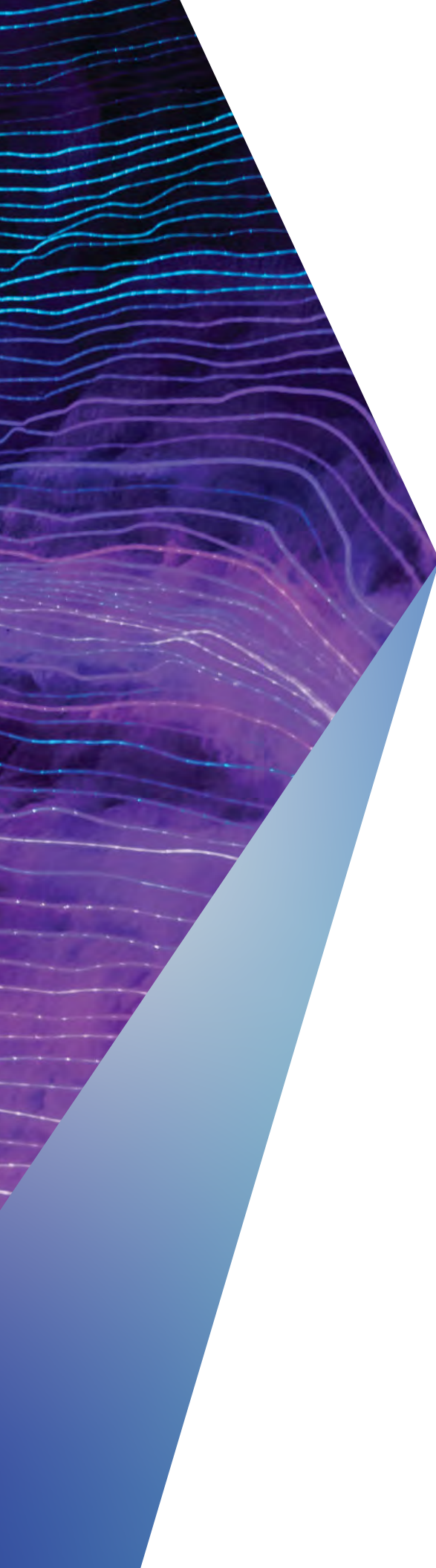


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ESG Report 2021

The background of the slide is an abstract pattern of numerous thin, wavy lines in shades of blue and purple, creating a sense of depth and movement. The lines are more densely packed in some areas and more sparse in others, giving it a textured appearance. The overall color palette is cool, dominated by blues and purples.

Message from our Chief Executive Officer



To stay relevant to our multiple stakeholders, Cognizant evolves continually. We strive to coevolve with our associates, clients, partners, suppliers and investors, and with the shared natural resources and human communities on which we all depend.

Guiding our evolution is Cognizant's purpose: we engineer modern businesses to improve everyday life. This statement clarifies why we are in business and conveys that our work with our clients, who are among the world's largest global enterprises, helps to improve life for people globally.

To live our purpose requires that we deliberate about our role in society and take a broad view of how our business affects people's lives economically, environmentally, socially and technologically. That's why we, the more than 330,000 associates of Cognizant, are passionately committed to embedding sustainability and ESG (environmental, social, governance) into our thinking, decisions and actions.

We recognize that ESG encompasses such a breadth of considerations that we must be focused if we are to be effective. Therefore, we've researched the aspects of ESG of greatest importance to our stakeholders, which led us to establish three priorities to maximize our impact:

- Our environmental focus emphasizes the application of digital technologies and other approaches to reduce greenhouse gas emissions
- Our social focus is to attract, hire, develop and engage diverse talent, and build a workplace and workforce that is inclusive and welcoming to all
- Our governance focus is on ethical compliance, data privacy and data security, along with Board oversight of the company's financial reporting, risk management and transparent communication with investors

Capitalizing on our strengths as a leading technology services supplier, we're applying our knowledge, portfolio and partnerships to engineer new levels of environmental and social benefits for our company, clients and communities. Sustainability is an urgent call for transitioning to a low-carbon and more inclusive and equitable economy. Meaningful, measurable progress toward this outcome is what growing numbers of stakeholders, including clients, investors and governmental bodies, expect of corporations. As a 2021 Signatory of the United Nations Global Compact (UNGC), we are incorporating UNGC's Ten Principles into our company's ESG strategy.

This ESG Report details our strategy and progress integrating ESG into our business. I'm pleased to say that we've made demonstrable progress on several fronts since the publication of our prior ESG Report.

I can underscore this progress with a few examples. In support of our environmental priority, we've set public measurable goals for reducing greenhouse gas emissions. In 2021, we announced the goal of reaching net zero emissions. This commitment is shaping our culture, facilities management, energy sourcing, supply chain and travel policy, along with the equipment and technologies we use in our offices and data centers. In our drive to net zero, we set a near-term target in April 2022 of sourcing 100% renewable energy for all our global offices and facilities by 2026.

In support of our social priority, we have, since the onset of the COVID-19 pandemic, activated a range of global measures to protect our associates, offices, clients and communities. We covered the cost for more than 300,000 vaccinations for associates, their dependents and contingent staff. Having pledged, at the start of the pandemic, \$10 million to help communities respond to their immediate and long term needs, we awarded more than \$2.5 million¹ in 2021 to support global communities impacted by natural disasters and COVID-19, including a \$2 million contribution to UNICEF to aid emergency response efforts in India.

We compete on our knowledge and therefore place an especially high value on professional development, enabled through opportunities for continuous upskilling. In 2021, we trained more than 150,000 associates across a range of digital skills. All associates have access to on-demand learning platforms, and in 2021, they completed over 20 million hours of learning.

Sustainability is an urgent call for transitioning to a low-carbon and more inclusive and equitable economy. Meaningful, measurable progress toward this outcome is what growing numbers of stakeholders, including clients, investors and governmental bodies, expect of corporations.

We also extend the power of skilling to the wider community through, for example, internships. In 2021, our India operations provided nearly 13,000 internships, offering mentoring and skills-development to prospective associates. This is roughly double the number of internships we provided the prior year, and we aim to double this number again.

To serve the diverse ecosystem of our clients and partners, we rely on a diversity of experiences, views and perspectives within Cognizant. Through "Completely Cognizant," we celebrate and embrace diversity and inclusion. We want Cognizant to be the most diverse and inclusive environment possible, where all people feel empowered to exercise their imagination and do their best work.

Diversifying our associate population starts with our talent pipeline. So, we've implemented programs that are improving our hiring initiatives, including establishing more diverse hiring panels and creating gender-neutral job descriptions for our recruitment process. We've also sharpened our focus on global gender diversity in our leadership pipeline, and pledged to put 1,000 high-performing women through our leadership program Propel by the end of 2021. We exceeded that goal.

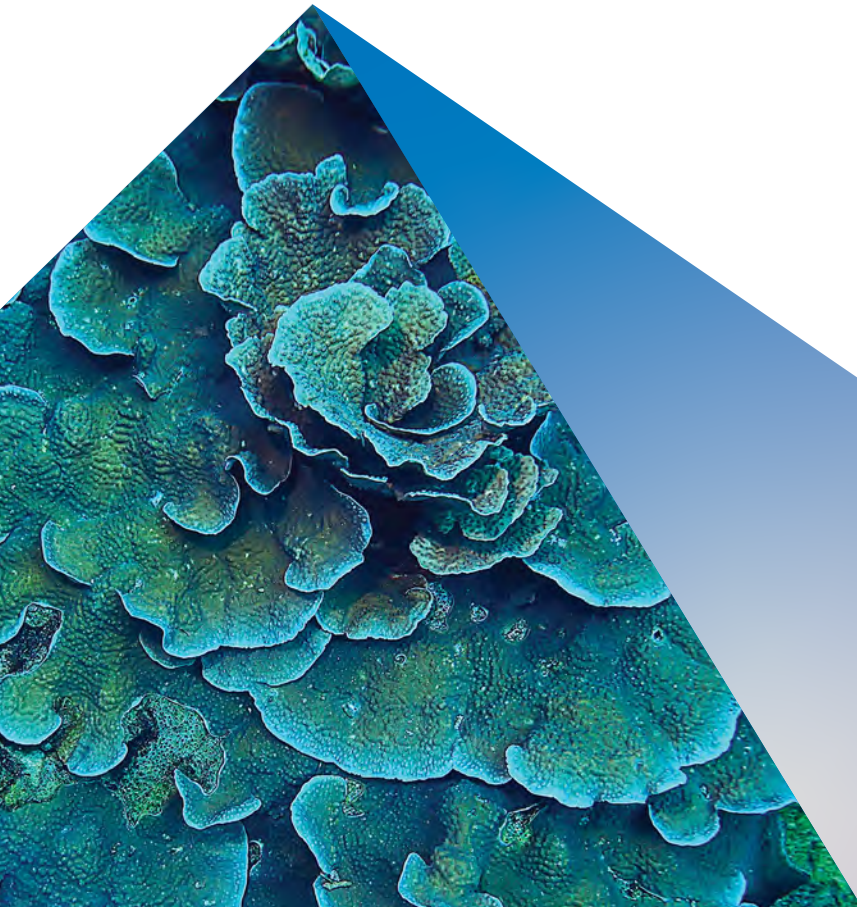
¹ Grants were administered through the Cognizant Technology Solutions Charitable Fund, a donor-advised fund.

We approach governance from several angles such as ethics and compliance, supply chain management, data security, privacy and transparency to inspire trust from our stakeholders.

We bring governance, which is essential to building an environment of trust, transparency and accountability, to life and set the tone at the top through our core values, one of which is to do the right thing, the right way.

We expect our leadership, including our Board, and our associates, to uphold high standards of ethical conduct by following our Code of Ethics. This expectation applies to our business partners as well because of how interwoven we and our clients are with one another's

supply chains. As a technology innovator, we are sharply focused on safeguarding data security and privacy through effective cybersecurity policies. We process a wide range of personal information on behalf of associates, clients and third parties, and are continually improving technologies and processes to protect data ethically and lawfully.



While we are early on our journey to becoming an ESG-integrated organization, we have signaled our resolve to achieve this goal and hold ourselves accountable for making demonstrable progress. We take seriously our responsibility to use our knowledge and resources to serve the global public good and help address the effects of climate change. You can expect us to deepen our environmental, social and governance programs and report regularly on our progress toward their achievement.

As the Dutch strategist and author Arie de Geus has written: “Business is a living system and, like all others, it must continually adapt to be in harmony with a changing environment.” We are evolving continually to best serve the needs of our many stakeholders.

Brian Humphries

Chief Executive Officer

June 6, 2022

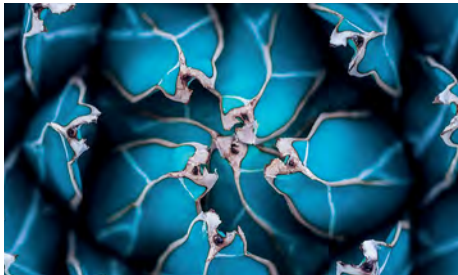


ESG at Cognizant

Welcome to our Environmental, Social and Governance (ESG) Report. The following outlines our strategy, progress and ongoing commitment to integrate ESG throughout our business.

Our company is here to engineer modern businesses to improve everyday life. This is our purpose and it inspires our perspective on the promise of technology in an interdependent and complex world. ESG is core to that purpose and a priority for our organization.

With over 330,000 associates around the world, our scale has impact. Our ESG platform reflects the diversity of our workforce, the goals of our clients, the interests of our investors and the well-being of the international community. We seek to multiply our positive impact in three focus areas:



Environment

reduce our greenhouse gas (GHG) emissions through technology, our culture and internal change-management



Social

engage, train, hire and include diverse talent in our workforce and communities



Governance

focus on ESG oversight and transparency, including supply chain management, health and safety, ethics, data privacy and security

We take action in each of these areas through leadership, oversight and processes.

Our standards

We detail our ESG progress using globally recognized frameworks:

- Sustainability Accounting Standards Board (SASB) standards
- Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Global Reporting Initiative (GRI) - referenced

To hold our ESG reporting to high standards, we:

- Commissioned an external third party to perform attestation procedures over our GHG emissions (See [Report of Independent Accountants](#))
- Leverage the COSO² framework to support our goal of transparent, accurate and complete reporting

Our reporting approach consists of identifying risks and controls, performing gap analyses, developing an improvement plan and validating future state controls.

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

Our global context

In 2021, Cognizant joined the United Nations Global Compact (UNGC). As a UNGC Participant, it is our role to show how and where technology can help drive the outcomes of the United Nations' 17 Sustainable Development Goals (SDGs). As an employer of more than 330,000 people and strategic partner to many of the world's largest technology companies, we believe we can generate inclusive economic growth and advance sustainable solutions. As a result of our size and the breadth of industries we work with globally, we believe we foster the following SDGs:



All of which support the SDG of:



We engineer modern businesses to improve everyday life



² The COSO Framework is a globally recognized system businesses use to establish internal controls to promote data accuracy and completeness. (COSO, as it is most commonly known, or the Committee of Sponsoring Organizations, was developed to help companies ensure accurate public financial reporting.)

About our business

Cognizant is a leading professional services company that helps organizations modernize technology, reimagine processes and transform experiences so they stay ahead in a fast-changing world.

During 2021, we meaningfully enhanced our digital portfolio, strengthened our international presence, advanced our brand and continued to invest in our talent while helping our clients to be successful.

2021 Company snapshot

Our global footprint



Our business segments



Our approach to ESG

Our ESG vision outlines our plan for a sustainable future:

Use our technologies, knowledge and partnerships to engineer new levels of environmental and social benefits for our clients and communities.

Our vision supports the transition to the more sustainable future our stakeholders desire.



For our clients

Through our work, we strive to enable our clients to create more sustainable business outcomes and help them meet their own ESG commitments.



With our associates

Our diversity commitments and social impact programs aim to engage associates, contribute to our company culture and help associates amplify their personal impact in the world.



For our investors

We seek to actively demonstrate how ESG can be integrated with our business, and will seek to address stakeholders' expectations with diversity progress and time-bound climate commitments.



In our communities

We aspire to leverage our technology expertise and local partnership programs to help strengthen the communities in which we operate.

Our ripple effect

The impact of the climate crisis and the shifting relationship between companies and society have already created a new business environment — think of it as “the perpetually new normal.” We help our clients act on the changes we see now and also prepare for new realities that arise as a result of these changes.

Our clients use our capabilities to realize efficiencies that improve their business and, in certain cases, their environmental profiles. Examples include transitioning energy-intensive data centers to public cloud use; designing IoT-enabled smart buildings that manage electricity, heating, cooling and water consumption more efficiently to reduce power needs; and using IoT and cloud solutions in transportation and supply chain applications for real-time vessel emissions monitoring to improve shipping route planning and increase fuel efficiency. The breadth of industries we serve, combined with our intimate knowledge of our clients' pain points, positions us well to support sustainability initiatives.

ESG oversight and governance

Our ESG program is led by our Chief Sustainability Officer and reviewed by our Board of Directors (Board) through its committees.

In 2021, the Governance and Sustainability Committee of the Board actively engaged in the oversight of the ESG program.

The Audit Committee of the Board is responsible for the oversight of the Enterprise Risk Management (ERM) program, which tracks and reports on areas of the organization including ESG, data security (including cybersecurity), data privacy, ethics and compliance, as well as business continuity management. The ERM program identifies, assesses, prioritizes and facilitates the management of our most significant risks.

The Board's Compensation and Human Capital Committee oversees key human capital matters such as diversity and inclusion and general talent engagement, retention, development and training.

See pp. 16-17 ► for more details on how our Board and management oversee climate risk.

Stakeholder priorities

We assessed our ESG priorities in 2021 to help ensure they served our business. We used a third party to gauge which ESG issues are most relevant to Cognizant, gathering responses from internal representatives who work closely with our associates, clients, investors, external partners and suppliers.

This stakeholder assessment helps inform our ESG priorities:

Environment with an emphasis on reducing GHG emissions

Social with an emphasis on engaging diverse talent in our workforce and communities

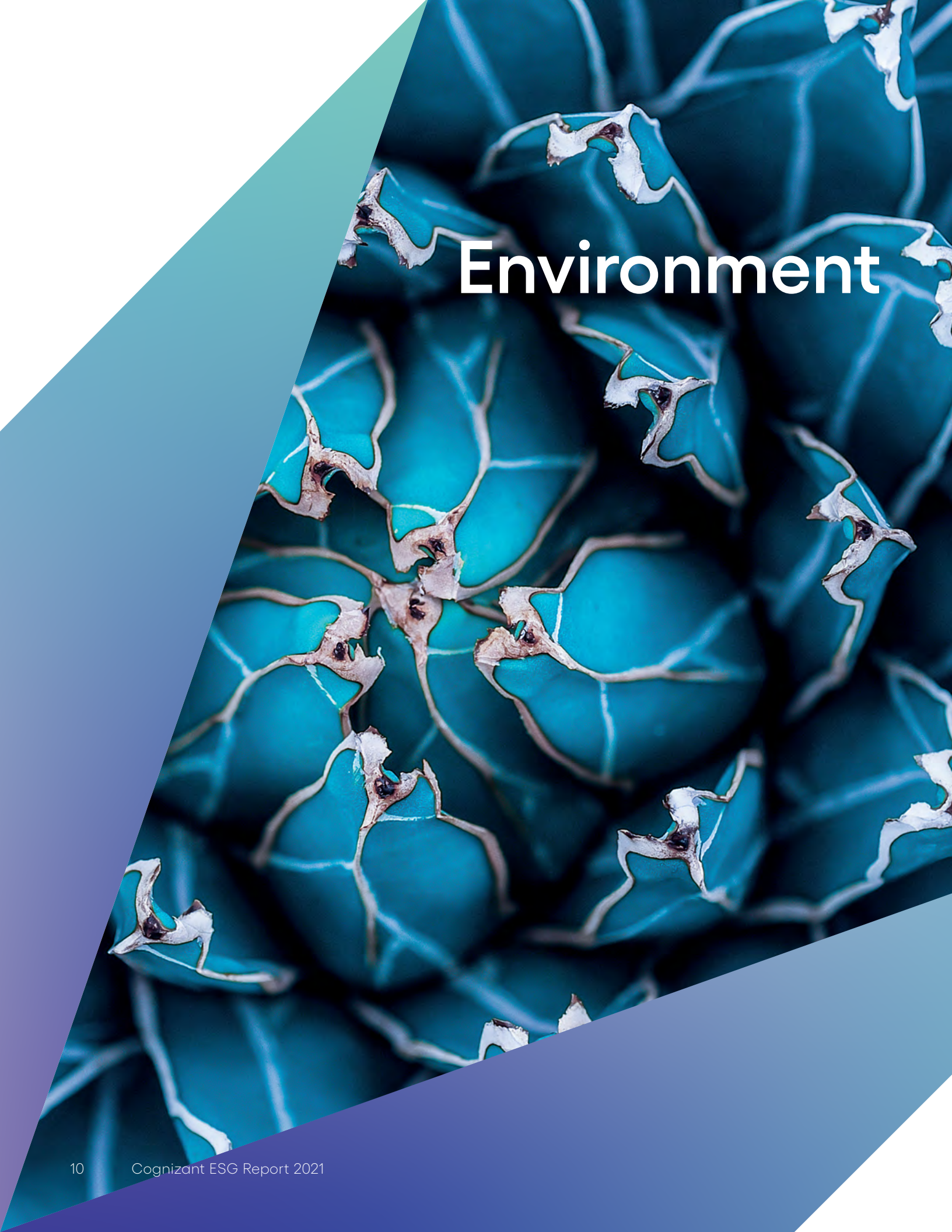
Governance with an emphasis on supply chain management, health and safety, human rights, ethics, data privacy and security

“

A modern business is a sustainable one. Where to start? Look to your ecosystem – partners, clients, vendors that have sustainability projects under way – to identify where your organization can have impact. ”

Sophia Mendelsohn
Chief Sustainability Officer



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Environment



Cognizant priorities align with the following SDGs:



Cognizant’s adoption of a net zero goal and measuring GHG emissions align with SDG 13.

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Our environmental strategy

We believe a modern business is a sustainable one – and technology can be a tool that supports sustainability efforts. As an engaged member of the international community, we understand that our future success is intertwined with the health of our environment.

Climate change is a global crisis and an urgent call for business leadership. As a result, we are focused on reducing GHG emissions, using water more efficiently in India – where our footprint is largest – and putting our technology and talent to work, helping our clients meet their own resource reduction goals.

In 2021, we announced our Net Zero Goal, a science-based approach to eliminating or offsetting our GHG emissions. This goal brings Cognizant's emissions reduction plans in line with the need to ensure global average temperature increases do not exceed 1.5 degrees Celsius in accordance with the Paris Agreement.

In addition, we have the opportunity to help our clients use our insights and tools—including data, digital engineering, cloud migration services and IoT capabilities—to meet their own environmental goals. We are helping them implement and improve data management and tracking systems so they can better measure, manage and reduce their operational footprints.

Awards



Confederation of Indian Industry

Confederation of Indian Industry Water Management Awards (Southern Region, various awards)

“

My job - and my passion - is to drive meaningful climate action. We are taking concrete steps to create impactful changes and significantly reduce GHG emissions. ”

Stuart Poore
Global Environment Lead





Net zero

To reduce our contribution to climate change we set a global, public goal of reaching net zero emissions compared to our 2019 emissions baseline. In order to achieve our Net Zero Goal, we will address emissions in our operations, including our offices and facilities, as well as from our supply chain and business travel. The commitment will shape our real estate management, energy sourcing, supply chain and travel philosophy in addition to the equipment and technologies we use in our offices and data centers.

Our Net Zero Goal

2026

Source

100%

renewable energy, or derivatives thereof, for all our global offices and facilities



2030

Reduce absolute emissions by

50%

in our global operations and supply chain, offsetting the rest



2040

Reduce absolute emissions by

90%

in our global operations and supply chain, offsetting the remaining, unavoidable emissions



Key elements of our Net Zero Goal

- Focuses on absolute emissions reductions through operational efficiencies and renewable energy use, before the use of carbon offsets
- Measures reductions from a recent, pre-COVID-19 emissions baseline (2019)
- Includes a near-term renewable energy target
- Includes often-hidden emissions, from travel to supply chain to associate commuting, in Scope 3³
- Aligns with the need to keep global average temperature increases to 1.5 degrees Celsius

Key elements of our Net Zero Goal governance

- Submitted for third party validation with the Science Based Targets Initiative (SBTi)*
- Periodically reviewed by the Board's Governance and Sustainability Committee
- Commissioned an external third party to perform attestation procedures over our GHG emissions (See [Report of Independent Accountants](#))

* We have submitted a near-term science-based target as defined by the SBTi's Corporate Net-Zero Standard Version 1.0.

³ According to the United States Environmental Protection Agency, Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly impacts in its value chain.

We plan to achieve our Net Zero Goal through six main levers:

1 Renewable energy

Renewable energy is an important part of our Net Zero Goal. Renewable energy creates absolute emissions reductions without the use of carbon offsets. By obtaining renewable energy directly and indirectly, we seek to create new demand and stimulate the market's growth.

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

We initially focused our renewable energy strategy in India, where we have a significant physical footprint and where our energy consumption is highest. In India, our activities include renewable energy projects like:

- Using photovoltaics (PV) to harness solar power
- Expanding renewable energy sources through new Power Purchase Agreements (PPAs) with clean energy developers

By the end of 2021, nearly half of the energy used in our buildings in India came from wind and solar sources.

We plan to rely on energy attribute certificates where renewable energy cannot be obtained due to supply constraints, energy needs being below the threshold of PPAs or other constraining factors.

2 Green buildings

Our large campuses in India are a major driver of our energy use and therefore a key focus for reducing our absolute emissions.

The majority of our buildings on these campuses are Leadership in Energy and Environmental Design (LEED) certified.

Beyond this standard, we also specifically address energy efficiency through:

- **Operational control:** we monitor power consumption through our building management systems. We analyze trends in the use of:
 - Lighting
 - Heating
 - Ventilation
 - Air conditioning

We look to implement corrective actions if we identify inefficiencies.

- **Capacity optimization:** we analyze consumption from our Uninterrupted Power Supply, the power needs of associates' computers and other areas of energy demand, and optimize the use of our power modules - thereby minimizing energy losses
- **Technological upgradation:** we have collaborated with a chiller manufacturer to leverage a chiller performance analytical tool to monitor chiller performance and correct inefficiencies

Data centers have very high energy demand and we have implemented a specific Power Usage Efficiency (PUE) governance dashboard to monitor energy performance and deliver efficiencies on a real-time basis in addition to other data center efficiency efforts ([see p. 16 ►](#)).



3 Travel reduction

With many of our over 330,000 associates directly supporting clients around the world, we understand the need to address Scope 3 emissions from travel. Our efforts to reduce emissions associated with business travel are also dependent on client demands and the airline industry's ability to decarbonize.

We are:

- Proactively evaluating our travel frequency to support business outcomes with efficient movement
- Videoconferencing to better support continued remote working
- Engaging associates to promote greener travel choices, including alternative commuting options for associates in India

4 Green information technology (IT) and data centers

As one of the world's foremost global technology service providers, we know that digital transformation can help the world achieve sustainability transformation.

However, digital transformation will draw on the world's limited energy budget and must consider efficiency and renewable energy. We aim to execute these transformations with thoughtful energy sourcing and usage – and that includes our IT.

We are optimizing energy consumption across our IT infrastructure, implementing smart and efficient strategies to manage our energy demands and lowering the carbon footprint of our organization.

We are adopting a cloud-first approach, migrating our workloads to the cloud and partnering with key data infrastructure providers, all of which support our global data center footprint optimization.

We are doing this through:

Cloud migration

Our cloud-first strategy allows us to reduce our footprint in our own data centers and enables us to capitalize on cloud efficiency and the significant investments made by our strategic cloud partners to power their data centers with renewable energy.

“

Companies that power the global economy must leverage their digital transformation for sustainable outcomes. Sustainability transformation requires the optimization of energy across the spectrum of IT – from leveraging the public cloud to consolidating data centers – to ensure we can lower energy consumption while meeting the technology needs of modern business. ”

Neal Ramasamy
Chief Information Officer



Data center consolidation

- We are consolidating and optimizing our data centers, which includes transitioning from individual servers, storage and networks to bundled software-driven solutions
- In 2021, we were recognized by Schneider & CORE Media for drastically improving our PUE across data centers through enhancements to our operational infrastructure

Efficient IT resource management

- We are continually optimizing the efficiency of our IT infrastructure. This includes striving to use:
 - Efficient software applications
 - Efficient computer hardware for our offices and our data centers
 - Data center infra monitoring tools that manage power and cooling efficiently
 - Intelligent power distribution units that remotely monitor power cooling consumption
- As our technology nears its end-of-life, we will work to replace such equipment with energy efficient modern alternatives wherever feasible

5 Supply chain engagement

We aim to reduce the Scope 3 emissions associated with our supply chain. We are engaging our top⁴ 150 suppliers (covering nearly 60% of our spend⁵) to help them set their own net zero emissions reduction targets.

Our plans include:

- Conducting supplier interviews, surveys and net zero training
- Integrating our Net Zero Goal into supplier requests for proposals, contracts, procurement policies and target reporting
- Educating teams involved in the procurement process
- Implementing an automated platform for ongoing data capture and reporting of supplier emissions

⁴ Highest spend.

⁵ Calculated based on 2019 spend.

6 Carbon offsets

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

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

We are building an offsetting strategy to determine the standards and project types we will use, along with starting to engage with potential offsetting partners.

Climate change and TCFD reporting

In line with the Task Force on Climate-related Financial Disclosures (TCFD), the premier standard for climate reporting transparency, we share climate-related details on:

- Governance (p. 16 ►)
- Risk management (p. 17 ►)
- Strategy (p. 18 ►)
- Opportunity (p. 22 ►)

TCFD: governance

The Board discharges its oversight responsibility through the following committees:

- **Governance and Sustainability Committee:** responsible for overseeing Cognizant's approach to broad ESG matters. In 2021, members of the Governance and Sustainability Committee met to review ESG strategy and performance, including our Net Zero Goal, physical climate risk and ESG reporting.

- **Audit Committee:** the Audit Committee supports the Board in its monitoring of risk management for risks identified by the company, including ESG risk overall. In addition, the Audit Committee monitors Cognizant's Global Business Resiliency (GBR) program, part of how we respond to extreme weather, including weather events made more likely by climate change.

At the executive level, overall responsibility for addressing climate risk and facilitating climate-related opportunity sits with our CEO. Day-to-day responsibility sits with the Chief Sustainability Officer (CSO), who reports to the General Counsel, Chief Corporate Affairs Officer. The CSO and ESG team are responsible for embedding climate considerations throughout Cognizant's business and orchestrating the execution of our ambitious emissions reduction targets (see p. 13 ►), working cross-functionally with many leaders, including:

- The Chief Audit Executive, Internal Audit and Enterprise Risk Management (ERM)
- The Chief Security Officer
- The Chief Administrative Officer

TCFD: risk management

Per TCFD recommendations, we considered potential climate-related risks and opportunities that may occur between the current reporting year and 2050 through a three-step process.

Process

1 Identification: we identified potential climate-related risks and opportunities by engaging key internal stakeholders and a third party expert who reviewed:

- Scientific climate change publications and data
- Literature outlining the potential impacts of climate change on our industry
- Cognizant's routine corporate operations and strategic risk identification

2 Prioritization: we considered the significance of identified climate risks and opportunities and leveraged our Cognizant ERM framework to prioritize them according to:

- **Likelihood:** the chance of the risk occurring
- **Velocity:** how rapidly the risk's impact is likely to materialize
- **Impact:** the cost of the risk if it does occur

3 Scenario analysis⁶: we considered how the identified priorities could be relevant to Cognizant over⁷ the:

- 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 heating⁸ and global responses to the impacts of that heating. Scenarios selected to consider:

- **Orderly transition to Net Zero 2050 (1.5°C)⁹:**
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

⁶ Scenario analysis does not provide precise or exact calculations due to the nature of the modeling and the number of assumptions and parameters used.

⁷ Cognizant selected time frames in line with the TCFD recommendations.

⁸ Cognizant used scenarios from The Network for Greening Financial System, a group of 91 central banks and supervisors and 14 observers committed to sharing best practices, contributing to the development of climate –and environment– related risk management.

⁹ Meets the TCFD recommendation for selection of a below 2°C scenario.

TCFD: strategy

We strive to consider the impacts of climate change to our business. We undertook this exercise to put structure around a range of plausible future states under varying degrees of climate disruption, with the ultimate goal of integrating climate considerations into the universe of possible risks we consider and analyze.

Identified climate-related risks and opportunities for scenario-planning exercise:

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

Physical risk scenarios and mitigation

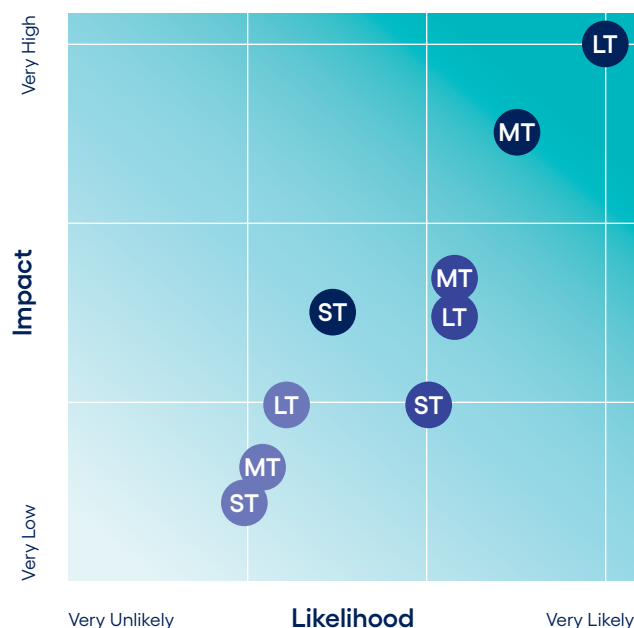
Cognizant's physical risk profile is dependent on (1) our ability to globalize and diversify the geographies from which we deliver and (2) the timing and extent to which climate change impacts those geographies.

System failures, outages and operational disruptions may be caused by factors outside of our control, such as natural disasters (including events that may be caused or exacerbated by climate change) and public health emergencies affecting the geographies where our people, equipment and clients are located.

Physical risk scenarios

Like many companies, we perceive our lowest levels of physical risk under an Orderly transition scenario. Under this scenario, institutions would replace carbon-oriented fuel sources and infrastructure with low-carbon alternatives, reducing GHG emissions and therefore physical risk as quickly as possible. Globally, society would adapt infrastructure (such as transportation, flood barriers, national grid resiliency) to become more robust against any potential climate disasters. This

Illustrative risk example: risk of extreme weather events causing damage to property that render it unusable



transformation could directly and indirectly dampen possible negative impacts on our business. As time progresses, from medium to long term, the benefits of these investments could become more pronounced.

Under the Disorderly scenario, the climate could reach tipping points, leading to increased irreversible extreme weather. This possible dramatic uptick in extreme weather could then make climate an even more important consideration to our clients and the talent we seek to attract and retain. This could then fuel a new rush of interest in corporate mitigation and an increased need not only to track, report and reduce emissions, but also to adapt operations to help ensure business resiliency.

Under the Hothouse World scenario, we perceive our highest level of physical risks and greatest level of uncertainty. Under this degree of heating, climate models predict extreme weather and the rise in sea levels to intensify. For example, we have substantial global delivery operations in Chennai, India, a city that has experienced severe rains and flooding and could see more in association with climate change.

This could have a number of effects. For example, insurance premiums could increase as assets become exposed to more risk, and maintenance costs could increase from short term to long term as assets are exposed to increasingly extreme weather.

Physical risk mitigation

Physical climate risk can be far-ranging and long term. As a technology services provider, our mitigation efforts focus on the impacts to our people and facilities, with a focus on service continuity.



Monitoring

We monitor global physical risk through our ERM program, which aims to identify, assess, prioritize and facilitate our management of our most significant risks. Our ESG and ERM departments partner closely together to monitor physical and transition risks.

On a location-based level, our GBR department also monitors physical climate risk. GBR runs a global risk assessment program and we have developed a process-driven approach that identifies, assesses and prioritizes risks. As we deepen and expand our footprint across existing and new geographies, we become exposed to multiple country-specific climate risks. Country risk frameworks help us understand and illustrate the risk exposure of doing business in certain countries across dimensions like natural disasters and regulatory regimes.

Beyond monitoring, the GBR department also has reactive and proactive controls in place to enhance our resilience throughout natural disasters. For example, our Facilities Risk Assessment Plan (FRAP) scores the risk profile of each individual Cognizant facility and we have warnings and processes in place to respond to weather

events at facilities. Our FRAP process also determines the criticality of a particular facility and identifies key vulnerable nodes to help ensure we have the appropriate resilience plans in place. Alongside this, we have incident response plans in place that undergo annual resiliency testing.

Responding to physical climate-related events

Beyond monitoring for extreme weather, we must also respond to it. At Cognizant, physical risk response is managed by our GBR department, which reports to our Chief Security Officer. Our Chief Security Officer, in turn, reports to our Chief Strategy and Technology Officer. Our GBR department's incident response planning has one major goal: increase confidence in infrastructure resilience so we can continue doing what we do, while keeping our people safe. GBR's controls are designed to predict and prepare the business for acute and chronic physical shocks, including hurricanes, floods, heatwaves and droughts. GBR's tools also consider regional risks such as unusual monsoons and seasonality – which is valuable to our regional leads in locations such as India.

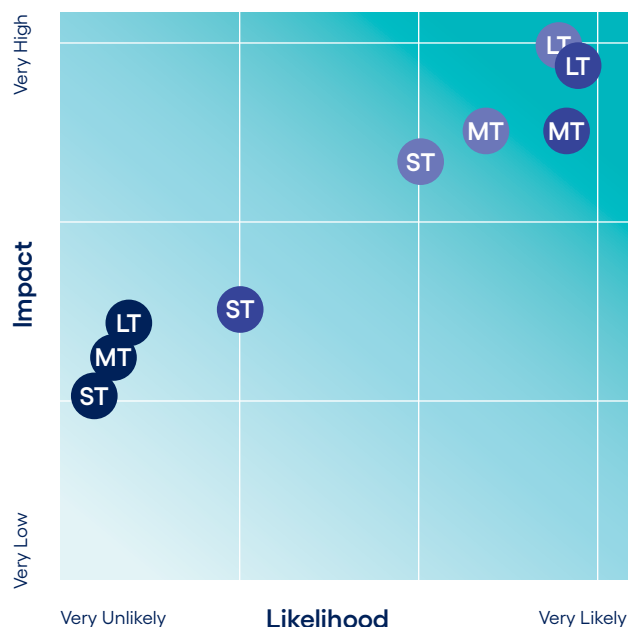
We follow ISO standard 22301, globally recognized for aiding business continuity management during unexpected disasters, and have achieved certification for our India, North America (US & Canada), Latin America, European Union and Asia-Pacific regions covering our Global / Regional Delivery Center operations.

Transition risk scenarios and mitigation

As the shift toward a greener economy gains speed, transitional risks faced by Cognizant could include policy, legal and reputational risks. Clients and communities are increasingly focused on ESG issues, especially climate change, which has already resulted in secondary effects.

Governmental bodies, investors, clients and businesses are increasingly focused on ESG issues, which has resulted, and may in the future continue to result in, the adoption of new laws and regulations, reporting requirements and changing buying practices.

Illustrative risk example: risk of failure to meet climate commitments leading to negative media coverage and reputational damage.



Transition risk scenarios

We perceive the least exposure to transition risk under a Hothouse World scenario, especially in the short and medium term. In this case, public opinion doesn't center around climate change and clients and investors are less concerned with climate targets, achieved or missed. Climate change is likely to remain relatively low on the agenda for clients, and would not become a big enough driver to actually affect relationships with business partners. In the long term, client demand for climate solutions may be forced back to the table by the implications of a lagging transition.

In a Disorderly transition scenario, transitional risks would start low and increase in the medium term as regulation increases over time. Clients and investors would use regulation and policy as a baseline expectation for companies' reporting and transparency requirements. However, once climate legislation is passed into law and is imposed in the long term, the reputational damage could be more severe. If Cognizant is not ready for a sudden transition, we risk losing clients to better prepared peers.

We perceive the most transition risk under an Orderly transition scenario. This is particularly true in the short term as stakeholders, like clients and communities, embrace a low-carbon economy on multiple fronts. In this scenario, governmental bodies, investors, clients and businesses are the most focused on ESG issues. If we fail to comply with new laws, regulations, reporting requirements or keep pace with ESG trends and developments and fail to meet the expectations of our clients and investors, our reputation and business could be adversely impacted. For example, we could face increased competition to highlight our ESG platform and climate solutions as businesses across the globe improve their brand reputation through similar actions. Moreover, the public will be increasingly aware of and concerned about climate change's impact over the long term. This includes our associate body, who, under this scenario, would be most likely to change employers based on how a company addresses climate change internally and externally.

Key

- Orderly Transition
- Disorderly Transition
- Hothouse World

ST - Short term MT - Medium term LT - Long term

Transition risk mitigation

Transition risks are complex and constantly evolving. At Cognizant, we seek to prepare for a low-carbon economy through our change-management processes to reduce our GHG footprint and carbon-based fuels exposure. These same efforts will also bring us to our Net Zero Goal (see p. 13 ►).

As a client-centric business, perception is important. Through our ERM program, we also monitor our scoring on third party ESG indices to track external perceptions of our climate reputation over time. We consider appropriate responses and program adjustments to address perception and actively engage with clients and investors who may have questions.

In 2021, we also established a client-facing team to provide Sustainable Solutions, which builds our ability to add new services that support our clients in their own ESG journeys. For more on mitigation, see climate-related opportunities below.

TCFD: opportunity

Companies should respond to the unfolding crisis of climate change for the sake of their stakeholders. In this response, we also see opportunity in our ability to offer technologies to facilitate a transition to a low-carbon economy.

These opportunities are greatest for Cognizant – and can be captured sooner and most effectively – under the Orderly transition scenario. In this scenario, where regulations increase and pressure to reach emissions commitments grows, our clients will require more help to navigate a fast-transitioning world. The impact will be greatest in the short and medium term as there will be a clear commercial interest for businesses to adopt new technologies that help lower their emissions. Government funding directed toward developing new climate

solutions could help boost green innovation, which could increase the pace of new technological advancements and therefore increase the possible opportunities for Cognizant to act as a climate technology advisor. This may lessen in the long term as the market for climate solutions becomes more saturated.

Under the Disorderly transition scenario, our ability to fully recognize opportunities would be moderate in the short term when the development of climate technology will likely be slow, and mature in the medium term. In the medium to long term, commercial opportunities could rise as the transition becomes more rapid, climate policy becomes more developed and there are greater pressures on businesses to take drastic measures to cut their emissions, which technology can help them achieve.

Finally, under the Hothouse World scenario, Cognizant would have a comparatively smaller opportunity as clients would likely lack incentive to evolve, creating less demand for a new suite of climate offerings.

As a partner in transformation, we are well-positioned to help our clients enhance their capabilities and reach their own environmental goals. To help us capture opportunities, we developed an assessment framework that maps technological maturity to the sustainability value chain in different sectors. We use this mapping to orient our clients to where their business and particular pain points sit on the maturity curve. The objective is to help clients build a sustainable enterprise by investing in technology that helps them mature, whatever their starting point. For example, we helped a water pump manufacturer use IoT sensors to monitor pump conditions to help increase the pump's longevity. With data derived from IoT-connected pumps, we then helped the manufacturer transition from selling pumps to selling value-added services.

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

Carbon dioxide equivalent
(metric tons) Reporting Year 2021

Scope 1	
Total Scope 1	10,600*
Scope 2	
Location-based	97,882*
Market-based	62,903*
Total Scope 2 (referencing market-based)	62,903*
Scope 3	
Purchased goods and services	804,834*
Capital goods	220,137*
Fuel and energy related activities (FERA)	40,533*
Business travel	38,353*
Employee commuting	57,232*
Upstream leased assets	26,998*
Upstream transportation and distribution	1,467*
Waste generated in operations	162*
Investments	1,235*
Total Scope 3	1,190,951
Total Scope 1 and 2 (referencing market-based)	73,503
Total Scope 1, 2 and 3 (referencing market-based)	1,264,454
Outside of scopes (R22 refrigerant)	1,589
Total energy consumption in gigajoules (for Scope 1 and 2 activities)	645,162*
% electricity from renewable sources (India)	47%*

* We commissioned an external third party to perform attestation procedures with respect to this metric for the year ended December 31, 2021. Full details and data methodology are available in the [Report of Independent Accountants](#).

We will continue to consider evolving best practices for measuring and reporting our future emissions. In 2021, our activities resulting in emissions continued to be affected by COVID-19. [See p. 88 ►](#) for emissions disclosure coverage details.

Subsequent to the original issuance of Cognizant's 2020 metrics, we retrospectively expanded the scope of our measured and reported 2020 GHG emissions and energy consumption metrics. We refined the criteria and measurement methods used to calculate our Scope 1, Scope 2 and Scope 3 GHG emissions and total energy consumption resulting in higher GHG emissions and energy consumption. See our Supplement to 2020 ESG Report (which supplement is dated June 6, 2022) for details.

Water stewardship

As a company whose product is information, we are not significant consumers of water compared to other industries. Nonetheless, we aim to consume water responsibly. In 2021, we expanded our award-winning water management efforts in India where risks associated with water scarcity and quality are prevalent.

We have undertaken a number of initiatives in India to improve the efficiency of our water use, including:

- **Harvesting rainwater:** most of our owned facilities in India contain groundwater recharging pits for rainwater harvesting
- **Condensate recovery:** we have completed a pilot project to recover condensate water from air handling units and use for cooling towers. We hope to expand this project to other owned facilities
- **Recycled water:** we use recycled water from sewage treatment plants in our toilets, cooling towers and irrigation

We are deepening our approach to global water risk management and increasing our measurement of our water consumption in water-stressed areas, like India.

We recognize that water availability and climate change are linked. In pursuing our climate goals ([see p. 13 ►](#)), we also address water protection.



Water stewardship and climate action go hand-in-hand as focus areas for our environmental sustainability strategy. We have adopted a number of actions across water-stressed areas in India – from harvesting rainwater to using recycled water from sewage treatment plants – to improve our stewardship of water resources. This holistic view of sustainability is what powers our results. ”

Tracey Lange
VP, Corporate
Real Estate



E-waste

Our focus for e-waste management is to maximize the reuse of our computers. Our CEO, Brian Humphries, launched a global commitment in 2021 to keep 80,000 computers out of landfills by the end of 2022.

While we do not manufacture products, we maintain a significant inventory of electronic equipment used by our associates. We upcycle, and not simply recycle, these devices and donate them to schools, colleges and charities globally to increase access to digital technology for underserved populations.

Extending the use of a single laptop by just two years can save about 440 pounds, or 200 kilograms, of carbon dioxide equivalents (CO₂e), according to the Global E-Waste Monitor. According to the US Environmental Protection Agency, that's similar to avoiding driving about 500 miles, or 800 kilometers, in an average passenger vehicle. By the end of 2021, we had donated over 50,000 computers.

This effort is connected to Cognizant Outreach, our associate volunteering program. Our associates volunteer their expertise and enthusiasm to advance technology education, training and inclusion and to help prepare communities globally with the knowledge and skills needed for current and future technology careers.

Data security and privacy are paramount ([see pp. 51 and 53 ►](#)) and an important part of our e-waste program. We engage across our entire enterprise to clear data from computers before a donation takes place and always seek to ensure data safety.

Engaging associates on climate and sustainability

In our 2020 ESG Report, we laid out how we activate our purpose – to engineer modern businesses to improve everyday life – by engaging associates in Cognizant sustainability, initiating a ripple of behavioral change through our associate body and beyond. This supports the culture shift needed to meet our climate goals.

We offer continuous global sustainability trainings and provide free environmental education through partnerships with local non-profit organizations (NGOs). We actively encourage associates to bring their families, particularly younger generations, to these trainings, webinars and (virtual) gatherings.

“

We help our associates approach climate change in a fun and meaningful way. For example, we partnered with the UN and AWorld (a smartphone app) to provide our associates with tools to lower their personal carbon footprints. Our efforts weave knowledge of climate, waste and Cognizant ESG into our culture. ”

Manmeet Nagpal
Outreach Leader



The impact is multiplied by our scale:

32

number of countries
where associates took
zero waste training
in 2021

28,000+

number of associates
who completed zero
waste training in 2021

50,000+

number of computers
saved from landfills in
2020 and 2021

80,000

our goal for total
computers saved from
landfills by end of 2022
(see p. 24 ►)





Social



Cognizant priorities align with the following SDGs:



Proliferating STEM education and filling the skills gap by investing in training for talented individuals from underserved and underrepresented communities.



Increasing Board diversity and diverse talent in our pipeline; and fostering a sense of belonging in our associate body.



Partnering with charities, technology partners and government agencies to serve communities we operate in through technology and volunteer work.



Directly employing hundreds of thousands of people in the jobs of today and preparing them – and others – for jobs of the future. Above all, we believe fair immigration policy, good training and a sense of belonging lead to better jobs that fuel economic growth globally.

Social topics

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Responding and adapting to COVID-19

As the world continues to grapple with the ongoing COVID-19 pandemic, we remain unwavering in our support for our associates and the communities where we live and work.

Philanthropy

At the start of the pandemic, we pledged \$10 million to help communities address the immediate and long term needs faced during the pandemic.

In 2021, Cognizant awarded \$2.5 million to support global communities impacted by natural disasters and COVID-19, including a \$2 million contribution to UNICEF to support emergency relief efforts in India. Grants were administered through the Cognizant Technology Solutions Charitable Fund, a donor-advised fund.

Volunteering

Our uniquely skilled and highly trained associates make impactful volunteers.

In the UK, our volunteers created a COVID-19 mobile application, Cognizant Assist, which brings beneficiaries, donors, charities and volunteers together. Our application designers volunteered thousands of hours to develop the platform, which was then used by hundreds of volunteers and beneficiaries. The platform has now been adopted globally by more than 10 charities.

In India, our COVID-19 Relief Fund supported 36 NGOs with establishing digital classrooms to facilitate continued learning.

Vaccination

We covered the cost for more than 300,000 vaccinations for associates, their dependents and contingent staff, including contract and security personnel and their families. During the first phase of the vaccine rollout in India, we administered

more than 240,000 doses to our associates and their dependents during 330 drives held at 19 locations across multiple states.

Over the past few years, the COVID-19 pandemic has been a sobering reminder that we only thrive when we work as one and that each associate plays a critical role in protecting the health and safety of our global community.

Cognizant believes in and strongly encourages vaccination against COVID-19 as it is the most effective means to keep ourselves, our families and our clients safe. Where allowed by local law, Cognizant requires associates of all Cognizant entities and subsidiaries, including contractors, to be fully vaccinated with a World Health Organization approved vaccine if or when their role requires them to report to or enter a Cognizant office; attend any company in-person meeting or event; or travel on Cognizant business to a destination where vaccination is required. In accordance with local law, vaccination also will be required when mandated by a client or the government, regardless of work location.

How we ensure that these requirements are met varies by country, their respective laws and client requirements. To support this comprehensive company health and safety effort, some examples have included implementing paid vacation leave in a number of regions, coordinating access to COVID-19 vaccination centers for associates and their families and funding critical supplies in some countries where we operate.

Our social strategy

With a diverse and talented workforce of hundreds of thousands of individuals, the size of our organization and the capabilities of our people position us to initiate a ripple of positive change.

Although skill sets of tomorrow are not yet universal, we are committed to addressing the skills gap between what people can do today versus expectations for the jobs of tomorrow. That this gap is widening and skewed toward historically disadvantaged communities and genders is unacceptable from a business and ethical standpoint.

Building on our longstanding investments in corporate social responsibility, we announced a new, five-year \$250 million initiative in 2021 to advance economic mobility, educational opportunity, diversity and inclusion, as well as health and well-being in communities around the world.

That is why we:

- Provide our associates with continuous training and leadership development
- Close the skills gap with training, especially for those in underserved and underrepresented communities
- Work to increase the diversity of associates through inclusive hiring practices and enhance inclusion through a welcoming environment

In addition to our workforce, we also see it as our responsibility to prepare our wider communities for the future of work. We train underrepresented people in the tech-enabled workforce through global skill-based volunteering and philanthropy.

Awards

Forbes

“World’s Best Employers” and “America’s Best Employers for Diversity”



Brandon Hall Group Excellence Awards
(various awards)



Microsoft APAC Partner of the Year 2021, Inclusion
Changemaker – Social Impact category



Achieved a top score of 100 from the HRC’s Corporate
Equality Index and the designation as one of the “Best
Places to Work for LGBTQ+ Equality”

Skilling

As a knowledge-based business, we place a particularly high value on professional development. We create a culture of learning through a rich ecosystem of tools, platforms and environments.

Within our workforce

Cognizant hosts an in-house Learning & Development function that offers a learning ecosystem for associates of all levels. We provide role-based and business skills learning for continuous upskilling aimed at continued professional relevance. We also offer leadership development opportunities for our current and future leaders.

We are proud to share that we have trained approximately 150,000 associates across digital skills in 2021. All associates have access to on-demand learning platforms — clocking in over 20 million learning hours.

In 2021, we launched a cloud lab to give associates on-demand, hands-on learning and MyLearningStudio.

We reached

5.8 million views

across 190,000+ learning resources in 2021.

Leadership development

Our dedicated leadership programs focus on enabling individual contributors to become emerging leaders. In 2021, 130,000 associates benefited from leadership courses.

- In the last 24 months, nearly 75% of our senior executives on the Executive Leadership Team (ELT) participated in external forums, Board / CEO exposures, 360-degree feedback, coaching, executive education and other development and engagement programs
- In North America, our leadership team partnered with Harvard University to focus on furthering a corporate culture of trust

Associate learning & development

- Entry-level associates partake in multi-month, role-specific skills training
- Maturing associates are provided Global Leadership Development programs to hone skills needed throughout the leadership pipeline

Beyond our walls, associates can also tap into our partner resources. We have partnerships with:

- Adobe, Amazon Web Services, Google Cloud, Microsoft, Oracle, Salesforce, SAP and ServiceNow, among others. In 2021, 26,600 associates became certified through various alliances
- Several world-class vendor partners and universities help us develop our leaders:



Harvard University



Duke University



INSEAD



Chicago Business School



Indian School of Business

Job Moves Program

Internal role movement is an important part of talent engagement and retention. In 2021, nearly 14,000 associates moved to new roles internally through our Job Moves program, helping meet our associate value proposition of career exploration opportunities.

Through the help of programs like this, we have increased our promotion rate

9% (2020) → 15% (2021)

across all grades.

For Cognizant, this generates a predictable and robust talent pipeline that reduces dependency on external hiring. For associates, it enables exploration of an array of career opportunities to realize their evolving aspirations.

Within our wider community

The World Economic Forum estimates that approximately **1 billion people need to be reskilled by 2030**. We believe that providing digital capabilities across key areas like cloud architecture, data modernization, IoT, artificial intelligence, cybersecurity and experience-driven engineering can contribute to a new age of equitably paid jobs with benefits and an improved quality of life.

Theory turns to action through programs.

Examples include:

- Our Career Accelerator Pilot program helps us recruit talent through a 14-week technology training program for non-STEM majors on US college campuses:
 - In 2021, this program helped us recruit over a hundred talented individuals, making a meaningful difference in their lives
- Internships provide a special type of skilling. In 2021, our India operations provided almost 13,000 internships - more than double the previous year. Interns have access to unique programs including:
 - Career@Cognizant series provided by senior leaders who offer industry perspectives and Cognizant growth trajectory to inspire fresh talent
 - Sessions to facilitate interns' cultural welcome and onboarding
- Sponsored Pre-Employment program to train potential candidates in local communities on high-demand skills leading to tech job opportunities
 - We provided mentoring and skills development to prospective associates
- We expanded our Pre-Employment program to include apprenticeships and became a National Sponsor of Registered Apprentice Programs with the US Department of Labor:
 - We rolled out a pilot cohort of this program in Charlotte, North Carolina in partnership with Central Piedmont Community College
- We signed up with self-paced content service providers such as Udacity, in order for the Train & Hire program to reach more individuals interested in learning essential foundational programming skills such as JAVA and Python

Diversity and inclusion (D&I)

Our D&I program — “Completely Cognizant” — helps us build a diverse and inclusive workforce and promote a culture of belonging. We believe this will deliver a stronger and more satisfied workforce.

To achieve a thriving, multi-cultural, multi-generational and multi-talented workforce, we are:

- **Building a diverse talent pipeline:** We are focusing our recruitment engine on diverse populations
- **Training:** We are equipping our associates with inclusive leadership training to help leaders build inter-cultural competence and lead with an inclusive mindset
- **Setting the tone at the top:** Members of Cognizant’s Executive Committee and ELT are personally working toward creating an environment where everyone feels welcome, heard and equal by holding themselves accountable and calling out instances of bias when they witness it
- **Gathering:** Our dedicated affinity groups attract, welcome onboard and support diverse candidates as they become engaged in Cognizant’s communities, and promote a sense of belonging within the work environment. All affinity groups are open to all associates. Executive Committee members sponsor each of our affinity groups. Affinity groups also partner with the D&I team to host events that recognize and celebrate diversity and inclusion, and positively engage with clients

Driven from the top

In 2022, Executive Leadership compensation will include a metric focused on gender diversity globally, and developing and retaining talent.

Since 2020, every leader at the level of director and above has had a target, relative to their business area, for hiring and retaining women at the senior manager level and above.

“

Achieving gender equality in the workplace will only happen when each of us makes it our responsibility to challenge current norms. ”

Shameka Young

Head of Diversity & Inclusion



Affinity groups celebrate inclusion and advance diversity within our workforce:



Women Empowered



Unite



Working Families



Pan-Asian Group



BLING



Millennial Council



Veterans Network



Embrace



Race Equality Network

International context

As a global enterprise operating across many cultures, our views on diversity embrace unique national and local realities. To Cognizant, diversity is a celebration of experiences, views and perspectives arising from differences in age, gender, race, ethnicity, belief, religion, sexual orientation, marital status, disability status or veteran status.

We recognize individual countries have unique needs. For instance, we are putting special focus on showcasing our support for LGBTQ+ associates in locations that may be less welcoming. We equipped many of our India facilities with gender neutral restrooms and appointed an India lead for D&I as a full-time role to reaffirm our intent and focus on inclusion in a local context.

Building a diverse talent pipeline

Diversifying our associate body means starting with our talent pipeline.

To diversify our talent pipeline and associate body, we've implemented intentional programs that have improved our hiring initiatives, and augmented our diverse partnerships with organizations like the National Black MBA Association (NBMBA).

Recruitment

In line with our **Equal Employment Opportunity Policy** in the United States, we are committed to building a diverse and inclusive team. When addressing diversity, we consider gender, race and geography, among other things.

Last year we launched the Diversity Candidate Pipeline program within the North American Sales Organization and began to expand it globally. The initiative includes hiring manager training focused on understanding unconscious bias, enabling diversity within our hiring panels and creating gender-neutral job descriptions for our recruitment process. The Diversity Candidate Pipeline helps ensure that interviews have a more diverse composition of candidates and interviewers.

Recruiting women

Cognizant is investing in women through increased recruitment, professional development and mentorship. As of December 31, 2021, women accounted for 38% of our workforce globally and 39% within India. 38% of all new hires globally were female.

We've continued our sponsorship of MAKERS, an organization focused on improving gender equality within industry. In 2021, the company reached a critical milestone, exceeding its pledge to put 1,000 women leaders through the Propel program.

Since 2019, we have hired over 100 female first-generation college graduates as part of our initiative to hire within India's Economically Weaker Section. We expanded this initiative in 2021 as part of our campus-hiring program.

Recruiting diverse talent through returnship

Professional lives aren't always linear. For experienced professionals who have been out of the workforce for two or more years, we have a Returnship program. It offers a 12-week paid, immersive experience for talented technology professionals.

The program began in 2021 in India with a dozen Returners taking on engineering management roles in the Digital Engineering practice. It has since expanded throughout India and to the US across various business units and market delivery units. By year's end, 72 Returners completed the program. Returners have access to mentorship, training, upskilling and work with cutting-edge technology. At the end of the program, they are considered for full-time employment.

Recruiting racial and ethnic diversity in the US

In an effort to recruit women, Black, Latinx and other diverse individuals, our US recruiting team sponsored numerous career fairs in 2021, including: the Forte, the Black in Technology x Techqueria Virtual Career Fair, Codepath, the National Center for Women in Information Technology, HackerRank, NBMBA conference and the D&I Job Fair Event in New York City.

“

The decision to put a pause on my professional career wasn't an easy one, but it was my chance to experience motherhood. After a few years of staying home, I felt ready to return to work. The Cognizant Returnship Program offered me mentoring and coaching. I am grateful to the hiring and onboarding team for making the Cognizant Returnship Program happen. ”

Returnship program participant

Recruiting persons with disabilities

We reported in 2021 that we joined the Valuable 500, a global collective of 500 CEOs and their companies innovating together for disability inclusion. Additionally, we partnered with the National Organization on Disability to enhance our disability inclusion policies and further position Cognizant as a disability-friendly employer.

Once employed, we encourage associates to voluntarily disclose their disability at any time via the company's self-service portal in geographies that allow them to do so. Applicants may also self-identify during the application process. These identification opportunities help us maintain awareness of our ability to attract, hire and retain associates with disabilities, with the ultimate goal of making our workplace more inclusive and welcoming.

We provide reasonable accommodations and adjustments for individuals with disabilities in accordance with applicable laws and regulations, unless the accommodation would impose an undue hardship on the organization. Further, Cognizant prohibits any harassment or discrimination of associates on the basis of a disability or because an associate has requested a reasonable accommodation.

Skilled immigration: sourcing the workforce we need today

According to a **ManpowerGroup survey**, talent shortages in the US have tripled in the last ten years, with 69% of employers struggling to fill positions. High-skilled jobs are not only important to the individual, but also to our clients in the fast-paced global ecosystem. Studies show that creating jobs for high-skilled foreign workers increases both employment opportunities and wages for local workers, in addition to harnessing innovation and entrepreneurship for the country overall. Therefore, we maintain and rely on fair immigration policies to continue addressing the skills gaps and meeting the needs of our clients.

Cognizant is committed to the fair and equal employment of individuals with disabilities.

Engagement survey results

Before leaders set the tone at the top, they start with listening. Our 2021 Cognizant Engagement Survey, conducted via third party platform, had a 65% participation rate even during the most intense wave of the COVID-19 pandemic, which hit India particularly hard.

Beyond our participation rate, which is only one metric of many, engagement is a metric we look to in order to understand how our associates invest their cognitive, emotional and behavioral energies toward positive organizational outcomes. Our engagement score of 74 shows our associates are engaged in their work. This speaks to our associate value proposition against an industry benchmark of 75.

We are proud that:

- In our 2021 Engagement Survey, D&I continued to score higher than external benchmarks, showing as a consistent strength for our company
- Participants were most satisfied with our open culture, learning opportunities, well-being initiatives, ethics and compliance, management and senior leadership

After surveying, we create work streams to address top scoring topics and report progress to our Executive Committee.

We earned a score of 100 on the Human Rights Campaign Foundation's 2022 Corporate Equality Index, the nation's foremost benchmark measuring corporate policies and practices related to LGBTQ+ workplace equality.



Gathering

Programs to foster belonging

In 2021, we launched All Belong, an initiative that engaged associates, improved retention, offered training and showcased our affinity groups.

To support this, in 2021 we:

- Launched Unite, our new affinity group for persons with disabilities and caregivers, in India with the mission of providing a network of people and resources to help our associates with disabilities reach their full potential. The India chapter expanded Unite's global footprint, which already includes Brazil and the US, and complements our new Accessibility Concierge Services, which offer an exclusive help desk for associates with disabilities
- Sponsored a \$50,000 endowed scholarship fund in honor of the late Steven Skinner, a long-serving Cognizant Senior Vice President and affinity group leader. We partnered with the NMBBAA, which celebrates and promotes Black economic sustenance and empowerment
- Engaged thousands of associates via diversity events, our Diversity in Tech series and sessions featuring renowned women, LGBTQ+ and other speakers

“

Although being gay is considered scandalous in my country, my manager has made it very clear to everyone that intolerance is not part of Cognizant's culture or values. What a contrast to the treatment I received in elementary school.

Cognizant realizes that being part of the LGBTQ+ community is not something to be ashamed of. It's something to be proud of. ”

Member of Cognizant Embrace

In 2021, we launched our Accessibility Concierge Services (ACS) in India. ACS offers an exclusive phone line and a live chat option with specially trained responders for associates with disabilities. The goal of these services is to help our associates reach their full potential through a nurturing and supportive network of people and resources in a safe environment. The services also aim to seamlessly assist associates to acclimate to the culture of our organization. We plan to extend the program to Europe, Middle East, Africa and North America.

Programs to support well-being

To bring associate emotional, physical and financial well-being to the forefront we provided resources, webinars and events. We've partnered with global affinity groups to increase associate access to well-being resources. We've also enhanced benefit offerings in over a dozen countries, including the US, Canada, Philippines, India and others.

Mental health

Mental health is vital during these trying times. Our Employee Assistance Program offers global confidential counseling sessions. We observe World Mental Health Day with events and offer resources to help promote access to mental health care and remove stigma.

In 2021, we enhanced:

- Maternity and family support programs in the US
- Access to telehealth for more associates
- Vacation and leave programs to encourage time off in several countries
- Paid leave to recover and heal from COVID-19 as well as vaccination leave

Programs to take care of family

Cognizant offers numerous region-specific benefits to engage associates of all cultures, backgrounds and genders.

For those shaping their family, we offer inclusive parental leave (in addition to traditional maternity leave) that gives time with the child, no matter how our associates became parents:

- Paid parental leave (extended parental leave in some geographies)
- Maternity transition program
- An adoption and surrogacy program

For those raising or caring for a family, or other personal obligations, we offer:

- Flexible Work Arrangements
- Part-time options
- Sabbatical options to focus on what matters
- Access to back-up childcare providers
- Domestic partner medical benefits
- Support for gender transition (in some geographies)

Programs to drive career growth

We complement our technical skilling and training programs with other valuable competencies like interpersonal skills and on-the-job experience.

Our 1:1 Mentorship Program helps associates develop skills and capabilities needed to shape their careers and grow their professional networks. The program launched for global delivery associates in 2022 in India. Associates are matched on criteria such as capability, region and mentor availability.

Our Sponsorship Program, available at the option of individual departments, drives the sponsored associate's career vision and helps them take the next step in their career. Sponsors provide visibility through their relationships and build the network of sponsored individuals during a year-long relationship.

Our Maternity Transition and Integration (MATRI) program in India provides support for women associates during phases of maternity to help make a seamless transition. This program is further supported by the Care Nine Maternity Care program that includes a host of physical and emotional wellness sessions. Mothers receive benefits such as four months paid maternity leave and the flexibility to take additional paid and unpaid leave. These include aspects of paid and unpaid leave for adoption and surrogacy.

Additionally, our Working Parents affinity group provides families with resources and a place to share experiences for all types of families. The community is open to all associates and helps associates effectively manage challenges parents typically face and feel more empowered and positive while parenting.

In India, we also offer benefits to help our associates care for their families across generations, such as enabling extension of medical insurance coverage to eligible dependents.

Our Board's demographics¹⁰



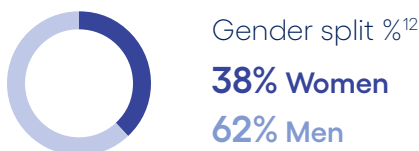
Global gender diversity⁹

Number of women¹¹

123,138

New hires

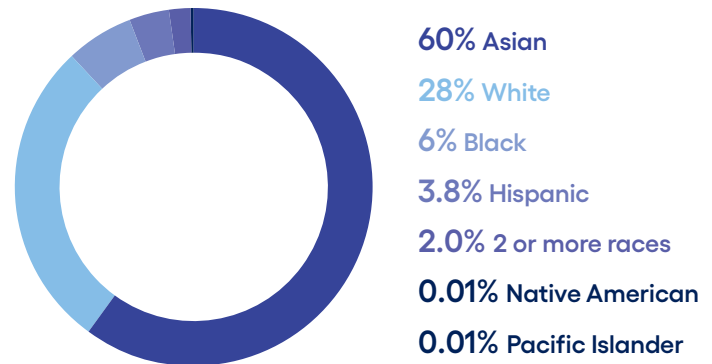
38% Women



Gender representation of associates

Senior Vice-President+	Senior Manager+
13.1% Women	16.7% Women
86.9% Men	83.2% Men

US associates racial / ethnic group representation¹³



We have detailed our efforts to improve the diversity of our associate body. Even during a period of progress, we are proud of all our talented associates and determined to continue to give options to more talented individuals from underrepresented groups.

⁹ As of December 31, 2021.

¹⁰ These ratios include Stephen J. Rohleder, who was appointed to our Board in March 2022.

¹¹ Our Workforce Insights team tracks the hiring, development and retention of women. Data on the progress is then shared with Cognizant's Board of Directors as part of quarterly and annual reporting on talent.

¹² We disclose binary gender information to provide the most complete data available at time of publication. In 2022, we began offering associates the option to self-identify as non-binary. For Cognizant's larger efforts to support the LGBTQ community (see p. 33 ►).

¹³ Outside the United States, our ability to collect racial and ethnic information is limited by local laws and regulations.

Engineering impact for good

Our talented associates increase inclusivity in technology

As a knowledge-based company, some of our most valuable social contributions come through the unique skill sets possessed by our associates. We partner with our associates to channel their business and technology talents to expand the professional horizons of those with whom we volunteer. With tens of thousands of volunteers annually, our people cause a ripple effect that is felt around the globe.

By encouraging our associates to engage in meaningful ways, we are helping to retain our talent. Over the last six years, our Outreach volunteers had 11% lower attrition than other associates.

As this effect radiates out from volunteers to communities, the corporate cultural benefits can be three-fold. Volunteers:

1. Support their communities
2. Live and magnify our purpose
3. Are more likely to remain with Cognizant over the long term

Cognizant outreach volunteering

“

What the pandemic has taught is that boundaries are irrelevant. And that applies to virtual volunteering. Let not time or location hold you back in pursuing your purpose and experiencing the joy of giving. ”

Padmasini Dayananda
Global Head of Volunteering



We leverage the strength of a global workforce skilled in cutting-edge technologies through our Cognizant Outreach volunteering. Cognizant Outreach delivers tech-centric, impactful volunteering programs implemented in a nuanced local context. Our outreach efforts help us take a leadership position and deepen relationships through partnerships with clients, technology partners, influential NGOs and government agencies globally. We are proud to share that during 2021, more than 35,000 volunteers devoted over 165,000 hours to volunteering.

With a view to our ESG goals, Cognizant Outreach focuses on areas strategically aligned to our business:

- **Supporting inclusion in tech:** Preparing underrepresented populations with the skills and knowledge needed for technology careers and – ideally – a career at Cognizant
- **Increasing community impact:** Providing digital solutions, environmental awareness and engagement with and for NGOs

We host ongoing, rich, global programs frequently cited by our volunteers as a part of the value proposition of working at Cognizant.

Supporting inclusion in tech

Our belief that technology can improve livelihoods is why we host year-round events, training sessions, camps, mentoring, lectures and other programs that hone STEM skills in students and youth. Examples include:

Digital Enabler,
a volunteer-powered education program

- We transfer knowledge and skills of the digital economy from our skilled volunteers to teachers and students through carefully curated and executed virtual STEM fairs, digital content training, code camps, life skills workshops and career guidance
 - In 2021, we reached nearly 9,000 students and nearly 4,000 educators
- Outreach guides students on employment in the digital economy through career fairs, industry exposure sessions, digital literacy events and

programming workshops. Many of these programs give students visibility to our most senior leaders and valued clients:

- We engaged nearly 3,000 associates and equipped 10,500 individuals with work readiness skills

Future Accelerator,
a volunteer-powered skilling program

- Along with many other partner skilling programs, we offer career advancement and technology advancement boot camps, mentoring and scholarships for youth, adults, women, persons with disabilities and veterans
- In association with NGOs working in the disability sector, Cognizant is preparing persons with disabilities to compete in the job market. Workshops cover industry insights, communication, resume writing and interview skills

Supporting national skilling efforts

Singapore

Cognizant partnered with:

- Infocomm and Media Development Authority to mentor women from low-income families with the digital skills required to find and retain employment in tech and tech-enabled sectors
- Smart Nation and the Digital Government Office to improve tech career awareness for professionals and equip senior citizens to better use smartphones, apps and more
- National Youth Council for Virtual Work Program to improve the career readiness of 200 youths across Asia, including Singapore, by providing work experiences, networks and resources

United Kingdom

Cognizant partnered with:

- The Foreign, Commonwealth and Development Office to champion 12 years of quality education for girls, improving access to education and employment
- Clients to provide unique experiences for students that inspire them to pursue tech-enabled careers
- CodeVerse to provide core digital skills for youth from the Black Minority Ethnic community to expand their career options



Community impact

NGOs and other charitable organizations improve communities, yet are frequently under-resourced. Our volunteers provide these valuable institutions with technology skills and solutions to enhance operations. In 2021, our volunteers completed digital solutions projects through our digital empowerment programs. Not only did they undertake projects such as website audits and search engine optimizations, but also worked to upskill participants from over 130 NGOs.

Digital Capacity Building,
a volunteer-powered engine for nonprofits

- We deliver workshops on data visualization software, training over 400 staff at 10 NGOs in 3 countries
- We enable non-profits to use Microsoft 365 and Salesforce Cloud to improve operational efficiency, including for an NGO operating shelters across India
- We provided digitalization advisory services for non-profit organizations in Australia, Singapore, Philippines, Malaysia and Hong Kong

Strategic technology partnerships
for social impact

Strategic technology partnerships are critical for growth in cloud and SaaS markets:

- With Microsoft, we enabled more than 6,400 associates to complete Microsoft's Accessibility Fundamentals course, to support the development of accessible solutions
- With Amazon Web Services (AWS), we equipped hundreds of youths in Singapore, Malaysia and the Philippines with AWS cloud skills and mentored them on building "tech for good" solutions
- With Salesforce, we provided advisory and implementation support for non-profit clouds

This work also equips our associates with skills that drive client performance that is at once more responsive and relevant.



Cognizant foundations

Cognizant Foundation India

The Cognizant Foundation India, launched in 2005, partners with non-profit organizations across the subcontinent to implement projects that improve the lives of the underserved populations in healthcare, education and livelihood. In 2021, the Foundation realigned its goals and shifted focus to promote inclusion for children, women and persons with disabilities. The Foundation supported 65 projects in 2021 in healthcare, education and livelihood in partnership with 35 not-for-profit organizations.

Notable 2021 contributions include:

Education

- One of the main goals of the Foundation is to provide access to quality education for students from underserved communities through scholarships, opportunities for digital learning, STEM and vocational training. Through some of its scholarship programs, the Foundation provides access to quality education for visually challenged students and supports the strengthening of the special-education ecosystem in the country
- In 2021, the Foundation launched Blimey, a cloud-based learning platform to make digital learning accessible for the visually impaired, in partnership with EnAble India, a not-for-profit organization

Healthcare

- The Foundation enables access to quality healthcare for the underprivileged, with a focus on preventing avoidable blindness and promoting health for women and children. The Foundation's "Preventing Childhood Blindness" initiative was selected as the winner of the 'Healthcare (Large)' Category of the 7th CSR Impact Awards. The initiative seeks to combat childhood blindness to prevent disability
- In 2021, the Foundation's COVID-19 relief efforts focused on setting up care facilities and supporting oxygenated beds in COVID-19 care centers and hospitals, as well as supplementing oxygen supplies and critical medical equipment required for lifesaving treatment. The Foundation also supported vaccination for persons with disabilities against the disease

Livelihood

- The Foundation's initiatives in livelihood enable people with disabilities, women and disadvantaged youths to gain employment through short term skills training programs
- In 2021, the Foundation launched Tech4All on International Day of Persons with Disabilities, to skill persons with disabilities and women for careers in technology and tech-enabled services. In the first year, it is intended to train hundreds of people in basic and advanced IT skills to place them in tech-related jobs

Cognizant Foundation

The Cognizant Foundation works to inspire, educate and prepare people of many ages to succeed in the workforce of today and tomorrow. Since its inception in 2018, the Foundation has committed to deliver industry-relevant education, technical skills training programs and research and thought leadership designed to ensure communities thrive in today's digital economy.

The Foundation works alongside employers, educators, policymakers and thought leaders to unlock economic opportunity and support historically excluded and underrepresented populations with investments in the United States, United Kingdom, Canada, Australia and Germany.

Notable 2021 contributions include:

\$20 million distributed to 50+ organizations across five countries. These investments help to expand K-12 computer science education, deliver a range of technology workforce training programs for underrepresented populations and develop original research to support education and workforce modernization efforts.

Select Cognizant Foundation grantees include Ada Developers Academy, Break Through Tech, CareerTrackers, Code First Girls, CodePath, The Marcy Lab School, National Governors Association, Opportunity@Work, The Prince's Trust, Social Mobility Foundation, Teach For America and the Turing School of Software and Design.

For more information, please visit the Cognizant Foundation website.



Governance



Cognizant priorities align with the following SDGs:



Our commitment to diversity and inclusion extends from our associates to our suppliers, including how they support their diverse employees.



We participate in international organizations aligned with our commitment to data security, data privacy, responsible sourcing and human rights across our value chain.

Governance topics

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Supply chain management	46
Health and safety	48
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Our governance strategy

Trust is paramount. As an employer, client partner and global business operating in an increasingly complex world, integrity, transparency and security are essential principles for reducing risk. In this section, we introduce and detail elements of our governance strategy.

Our values

Our values are the backbone of how we create and maintain good governance over the multitude of issues a global company faces.

Supply chain management

Starting with our supply chain, we seek to create a positive ripple effect based on our Values – we do the right thing, the right way – through standards, policies and programs to promote diversity and environmental progress.

Environment, health and safety

We seek to protect associate health and safety through our Environmental, Health & Safety management system, policies and steps designed to prevent accidents and occupational illnesses in the workplace.

Ethics & compliance

We expect our leadership and associates to uphold high standards of ethical conduct by following our Code of Ethics. Cognizant's senior and seasoned global leadership team maintains a strong ethical climate.

Data security & data privacy

As a pioneering technology company, we focus on safeguarding data through effective security and privacy policies and procedures.

Awards



Top Companies 2021, #2 in India and #33 in the US



5th on World's Most Admired Companies List, in the IT services sector¹⁴



2021 Best Overall Corporate Disclosure

¹⁴ Awarded February 2022.

Cognizant's values

Our values help leaders set the tone at the top and bring our governance strategy to life. These values establish relevant expectations and standards for associates:



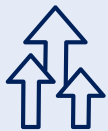
Start with a point of view

We apply expertise to gain trust and to lead our clients forward.



Seek data, build knowledge

We use facts to guide our actions and decisions.



Always strive, never settle

We act with agility and creativity, determined to stay one step ahead.



Work as one

We deliver solutions that draw upon the full power and scale of Cognizant.



Create conditions for everyone to thrive

We include, enable and invest in everyone around us.



Do the right thing, the right way

We always make the ethical choice.

Supply chain management

An important part of our value proposition is in how we participate in our clients' supply chains – and we extend that understanding of interwoven impact to our own supply chain.

That is why we seek to work with business partners who share our dedication to ethical business conduct and policies. Our team of sourcing and procurement experts works cross-functionally with the ESG, Sales, Compliance, Corporate Security and Data Privacy teams to find partners best able to deliver on client business needs and uphold our values.

In 2021, we launched a:

- Cross-functional steering committee and working group dedicated to improving our third party risk management process
- **New Supplier Standards of Conduct** which require that our third party representatives, suppliers, vendors and subcontractors and their parent, subsidiary and affiliated entities adhere to our updated human rights, labor, health and safety, environmental and ethical requirements

Suppliers must also abide by our **Code of Ethics** and **Anti-Corruption Policy**.

In 2021, Cognizant conducted an ESG supply chain assessment. As a result of that assessment, which consisted of internal interviews and external benchmarking, we mapped a rolling implementation of integrated policies, due diligence, transparency and continuous improvement, which are designed to propel our efforts from a baseline to a strategic to – ultimately – a leadership position.

Supply chain and diversity

In 2021, we launched our formal Supplier Diversity Program in the United States. During the year, diverse suppliers comprised 32% of our total domestic spend in the US.

These efforts focus on providing opportunities for qualified businesses owned by people of diverse backgrounds to participate as suppliers of products and services.

The primary goals of Cognizant's Supplier Diversity Program are to:

- Provide opportunities to diverse suppliers, while also:
 - Satisfying our procurement standards
 - Creating long term value for our clients and our communities
 - Supplying competitively priced and reliable goods and services
 - Helping us remain agile, disruptive and ahead of the market
- Leverage our supplier diversity to meet our corporate clients' supplier diversity requirements

Our Supplier Diversity Policy sets out our dedication to working with historically underrepresented and diverse businesses such as minority-, women-, disabled-, LGBTQ+- or veteran-owned companies. Diverse suppliers must be certified by a third party agency or commit to obtaining such certification within the first year of engagement with Cognizant.

Supply chain and environmental responsibility

In 2021, we implemented a new application form that includes ESG questions that suppliers are required to answer. Suppliers are encouraged to improve environmental performance in the areas of water, chemicals, waste and emissions management.

Suppliers must comply with local environmental laws applicable to their operations in the countries in which they operate.

Supply chain and our net zero goal

A deep effort to reduce emissions, as embedded in our Net Zero Goal ([see p. 13 ►](#)), includes engaging suppliers on why, how and when to reduce their own emissions, which are included in Cognizant's Scope 3 emissions ([see p. 23 ►](#)). We further recommend, at a minimum, that our suppliers establish policies and procedures to measure and reduce their emissions and identify potential improvements.

Data: In 2021, we completed our supply chain carbon emissions analysis using 2019 data.

Engagement: In 2022, we will begin engagement with our top¹⁵ 150 suppliers that contribute the most to our overall emissions, while targeting these key deliverables:

- Obtaining accurate and ongoing emissions data from suppliers who are able to provide it, so progress and improvements can be tracked
- Securing engagement from suppliers to commit to science-based targets and to track and report on their progress against these targets

Supply chain and human rights

We do not condone human trafficking in any form, do not make use of child labor or forced labor and we seek to never work with third parties that engage in such practices.

Our **Human Rights Policy** outlines our commitment to respecting and upholding the basic principles of human rights in line with the United Nations Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

We operate in countries that have specific anti-slavery requirements. Pursuant to the UK's Modern Slavery Act 2015, we issue an annual modern slavery statement to which our suppliers must commit. They are required to share details of their practices and supply chains in relation to modern slavery. Suppliers are required to provide evidence that they have implemented modern slavery prevention mechanisms. Should a violation be reported to Cognizant, an escalation would take place via the Procurement function. A breach can be reported via our compliance hotline, which will lead to an investigation.

We also comply with Australia's Modern Slavery Act 2018.

15 Highest spend.

Health and safety (H&S)

In 2021, we published our global **Environmental Health and Safety (EHS) policy** and worked to implement our approach to EHS by incorporating ISO 45001:2018 for occupational health and safety management systems and ISO 14001:2015 for environmental management systems. We are committed to delivering on our environmental, health and safety management system across our organization by providing a healthy and safe working environment for associates, contractors, business associates, visitors and the community at large.

Our EHS management system

We document illnesses, injuries and hazards as part of our Hazard Identification and Risk Assessment program. The program covers Cognizant associates, vendors and visitors to our leased, multi-tenanted or owned facilities. We carry out an incident investigation and determine root cause and precursors to incidents for every safety-related incident or observation, regardless of the occurrence of injury.

Our 2021 milestones include:

**74 facilities
across 23 countries**

are certified to ISO 14001:2015 and ISO 45001:2018 standards.

Our Health and Safety Committees are responsible for identifying potential hazards and risks, recommending corrective actions and iterating implemented solutions. Associates are encouraged to provide feedback for improvements through our EHS intranet page. The committees are also responsible for online and in-person H&S training. In 2021, we trained select associates on basic safety, fire safety and safe rescue mechanisms across our global locations.

Our EHS e-learning modules are available on our intranet and role-based modules are prepared for Corporate Workplace Services and Human Resources related functions through a custom skilling platform.

As of 2021, 57% of our workforce were in facilities covered by our EHS management system. Our plan remains to have our global operations certified to ISO 14001:2015 and ISO 45001:2018 by 2023.

Health and safety in facilities during COVID-19

The health and safety of our associates continues to remain paramount during the ongoing COVID-19 pandemic. We adhere to local, state and federal health authority guidance, including the UK Ministry of Health, US Centers for Disease Control and Prevention and the World Health Organization.

Throughout 2021, we limited travel and used a mostly remote working model.

At the beginning of 2022, we announced our global position on COVID-19 vaccination and related policies. Please [see p. 28](#) ►.

Ethics and compliance (E&C)

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

Governance

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

7 pillars: E&C risk management model

Oversight and governance
Risk assessments and external enforcement environment
Policies, procedures, statements
Training and communications
Discipline and incentives
Monitoring, investigation and audit
Remediation, response and prevention

“

Every day, associates make decisions and observe behaviors that can lift up our reputation. My job is to make that easy for them. ”

Marc Levin
Chief Ethics and Compliance Officer



Tone at the top

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

E&C risk management model

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

Code of ethics

Our **Code of Ethics** sets forth our guiding principles and values that establish a standard of conduct everyone in our organization is expected to uphold. Our corporate policies, set to be refreshed with an emphasis on simplification and learning from observations from the preceding three years, reinforce that standard. The Code integrates Q&A scenarios and includes an interactive format aligned with Cognizant's focus on digital. In addition, all associates are encouraged to follow our “Cognizant Agenda,” a set of values that establish relevant expectations and standards. **See p. 45 ►** for our Values.

Everyone is responsible for maintaining a culture of integrity at Cognizant. Our Code of Ethics applies to Cognizant directors, officers and associates around the world, as well as our business units and subsidiaries over which we have operational control.

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

To further our culture of integrity, in 2021 we hosted Ethics & Compliance virtual Town Halls for associates in over 30 countries. We communicated trends and observations arising from investigations activity to raise awareness of the issues and their ramifications. In addition, we enhanced and simplified the reporting platform and process by which associates submit gifts & entertainment approval requests and conflict of interest disclosures.

Everyone who works for Cognizant is entitled to fair wages and hours consistent with local laws, and entitled to a work environment free from discrimination, harassment and retaliation.

Anti-corruption

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

Whistleblower and non-retaliation

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

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

For the second consecutive year, the ethics and compliance driver scored high in our annual Engagement Survey – a reflection of our associates feeling comfortable reporting a violation of the Code of Ethics, policies or the law. (See (p. 34 ►) for Engagement Survey).

Data security

Cybersecurity has a dual mission of protecting our business while enabling performance. Our security program seeks to defend Cognizant's information and network, secure and protect company data, as well as compute environments from cyber intrusions and disruptions, while maintaining our role as a trusted advisor and highly sought-after partner for clients.

“

New challenging cyber threat landscapes are introduced as the industry transforms digitally, but my team remains diligent with security being a top priority. ”

Alicia Lynch
Chief Security Officer



Our security strategy is designed to cover the entire lifecycle of cybersecurity and resilience:

- Identification
- Prevention
- Detection
- Response
- Recovery

across stakeholders and environments, so that we can educate our associates and implement effective security solutions.

Our approach meets ISO 27001 standards and adheres to third party standards, such as the National Institute of Standards and Technology's (NIST) Cybersecurity Framework and other applicable regulatory and client control standards requirements. Cognizant has maintained ISO27001 since 2002 and is currently ISO27001:2013 standard certified, valid through 2024.

Our Program

The Corporate Security organization sets a security agenda for the enterprise aligned with the needs of our business, clients and associates. Corporate Security also oversees our crisis management and business continuity functions, striving to provide business resiliency.

We are working toward the maturation and automation of our vendor and issue management processes, including standardization of internal control testing for better visibility. We are establishing ongoing data collection and a metric generation process to track alignment of our activities with key performance indicators.

In addition, social engineering testing has been improved, including extending quarterly simulations to associates across the enterprise and a heightened focus on privileged users.

Management approach

Cognizant's security governance model includes multiple layers of governance and management visibility at all levels of the organization. Our Corporate Security department formally reports to the Board of Directors semi-annually with security presentations and cyber metrics. In addition, quarterly updates are made to the Audit Committee of the Board on risk remediation, modernization programs and metrics.

The Security and Technology (S&T) Risk Committee meets monthly and is comprised of senior executives within S&T as well as relevant control partners such as members of the ERM, Internal Audit, Legal, Privacy and Procurement departments. The Committee's key focus areas include trending of the cyber threat landscape, security control testing results and key modernization activities.

Security policies

In 2021, Cognizant further enhanced security access protocols and control technologies considering remote working conditions. These include:

- Upgrading firewall assets and tightening access rules through policy enhancements
- Modernizing endpoint technology and key applications through implementation of next-generation security tools across the enterprise
- Enhancing management of privileged account details
- Implementing multi-factor authentication across internet-facing applications

We seek to improve risk visibility, vulnerability management and incident response through:

- Accelerated patching and compliance testing
- Improved SecOps capabilities through advanced analytics
- Data protection through encryption at rest and in transit with secured key management processes and unauthorized data exfiltration
- Modernized endpoint technology and key applications

We also added new governance structures, including the establishment of an Enterprise Data Governance program and Steering Committee under our Chief Data Officer.



Training

Annual security training is mandatory for all associates. This supports the company's security program by helping associates understand security obligations and information use standards.

In 2021, we enhanced security awareness and expanded phishing training. This included mandatory data protection and new joiner courses as well as mandatory follow-up education. We have global simulations that cover all associates quarterly and targeted simulations for key risk groups including newly integrated businesses. In addition, targeted training is available for specific client team support and quarterly assessments are available via our Security Endorsement Tool.

Data privacy

Every day, our associates, clients and third parties entrust us with a wide range of personal information. We are committed to handling personal information ethically and lawfully and to driving and improving technologies and processes to protect such information.

“

We recognize that privacy is critical to our clients and our associates. We equally recognize its growing importance to society as a whole in a time of digitization. Our role is to safeguard personal information and enable trust for all our stakeholders. ”

Stephanie Higgins

Chief Privacy and Data Ethics Officer



Management approach

Our Global Privacy Team maintains a comprehensive privacy program, which sets out our global privacy standards. Our program is composed of multiple components covering:

- Policies
- Procedures
- Training
- Tools, templates and guidance notes

The Global Privacy Team also oversees periodic reporting to executive leadership and our Board of Directors.

Our global team of privacy professionals works with key stakeholders, including our Corporate Security function, to provide guidance across our business groups and functions, assess risks and support the implementation of privacy policies and compliance programs.

Compliance review

Our Internal Audit team uses a risk-based approach to determine the timing and the scope by which they assess our privacy program. If determined necessary, Internal Audit undertakes a review of the program against Cognizant's policies and procedures to determine compliance.

Systems and automation – We continually strive to improve the efficacy of our privacy compliance program including automating processes to drive more robust controls, metrics and tracking. Automation helps us to identify risk areas and gaps, and understand training needs for different stakeholders in the organization. It also enables us to quickly adapt to and implement measures to manage a changing regulatory environment.

Schrems II – In response to new requirements around EU data transfers following the European Court of Justice 'Schrems II' decision, we continue to evaluate the relevant legislation and practices in those countries where we provide services to our clients. These are continually reviewed alongside our internal policies and controls to ensure we are able to meet our contractual obligations to our clients. We have also reviewed our procedures to manage requests from public authorities to access personal data and will continue to maintain these in accordance with applicable requirements.

Transparency

Our global privacy policy sets out our privacy principles and outlines the responsibility of associates to protect personal information. Our global privacy notices provide information to individuals about how we collect, use, transfer and safeguard personal information and how to exercise their privacy rights. We are committed to enhancing our transparency to third parties and review new ways of providing information to our stakeholders.

Training and awareness

Our training and awareness programs are designed to help our associates understand their obligations to ensure compliance with our privacy policies.

Privacy Champion Network – To drive accountability deeper into our organization, we increased our efforts to strengthen our Privacy Champion Network. Our Privacy Champions are positioned within the business units and work toward embedding a culture of privacy and creating more awareness on this topic within their respective functions through trainings, summits and knowledge sharing.

External engagement

Our Government Affairs and Regulatory teams identify issues and engage in discussions about privacy regulations and information-governance systems.

“

Cognizant’s Government and Regulatory Affairs team engages with policymakers and the broader business community to understand the regulatory landscape and advocate for policies that enable the company to best serve our clients and communities. These external relationships are also critical to Cognizant’s role as a responsible corporate citizen and allow us to work toward achieving the company’s broader ESG commitments. ”

Tobi Young
Chief Regulatory Attorney
responsible for Data Privacy





Appendix

GRI index	56
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TCFD index	86
Endnotes (GHG emissions disclosure coverage and calculation information)	88

GRI Index

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
100 - GENERAL DISCLOSURES					
GRI 102	General Disclosures	102-1	Name of the organization	a. Name of the organization.	Cognizant Technology Solutions Corporation
GRI 102	General Disclosures	102-2	Activities, brands, products, and services	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	<i>2021 ESG Report:</i> About our business, page 7 <i>2021 Form 10-K:</i> Item 1. Business, pages 3-6 <i>2022 Proxy Statement:</i> About Cognizant, page 2
GRI 102	General Disclosures	102-3	Location of headquarters	a. Location of the organization's headquarters.	Teaneck, New Jersey, United States
GRI 102	General Disclosures	102-4	Location of operations	a. Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	<i>2021 ESG Report:</i> About our business, page 7 <i>2021 Form 10-K:</i> Item 2. Properties, page 19 <i>2022 Proxy Statement:</i> About Cognizant, page 2
GRI 102	General Disclosures	102-5	Ownership and legal form	a. Nature of ownership and legal form.	<i>2021 Form 10-K:</i> Cover
GRI 102	General Disclosures	102-6	Markets served	a. Markets served, including: i. geographic locations where products and services are offered; ii. sectors served; iii. types of customers and beneficiaries.	<i>2021 Form 10-K:</i> Item 1. Business, pages 3-4

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-7	Scale of the organization	a. Scale of the organization, including: i. total number of employees; ii. total number of operations; iii. net sales (for private sector organizations) or net revenues (for public sector organizations); iv. total capitalization (for private sector organizations) broken down in terms of debt and equity; v. quantity of products or services provided.	Total employees: 330,600 Total net revenue: \$18.5B <i>2021 ESG Report:</i> About our business, page 7 <i>2021 Form 10-K:</i> Item 1. Business – Workforce, pages 6-7 <i>2022 Proxy Statement:</i> About Cognizant, page 2
GRI 102	General Disclosures	102-8	Information on employees and other workers	a. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees.	<i>2021 Form 10-K:</i> Item 1. Business – Workforce, pages 6-7
GRI 102	General Disclosures	102-9	Supply chain	a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.	<i>2021 ESG Report:</i> Governance – Supply chain management, pages 46-47
GRI 102	General Disclosures	102-12	External initiatives	a. A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	Global Reporting Initiative (GRI) Sustainability Accounting Standards Board (SASB) Task Force on Climate-related Financial Disclosures (TCFD) United Nations Global Compact (UNGC) Ten Principles United Nations Sustainable Development Goals (UNSDGs)

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-13	Membership of associations	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.	United Nations Global Compact (UNGC)
GRI 102	General Disclosures	102-14	Statement from senior decision-maker	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	<i>2021 ESG Report:</i> Message from our Chief Executive Officer, pages 1-4
GRI 102	General Disclosures	102-15	Key impacts, risks, and opportunities	a. A description of key impacts, risks, and opportunities.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: strategy – Identified climate-related risks and opportunities for scenario-planning exercise, page 18 <i>2021 Form 10-K:</i> Item 1A. Risk Factors, pages 12-19

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-16	Values, principles, standards, and norms of behavior	a. A description of the organization's values, principles, standards, and norms of behavior.	<i>2021 ESG Report:</i> Our approach to ESG, pages 8-9; Governance – Our governance strategy – Cognizant's values, page 45; Ethics and compliance (E&C) – Code of ethics, pages 49-50 <i>2021 Form 10-K:</i> Item 1. Business, page 3 <i>2022 Proxy Statement:</i> Corporate governance – Sustainable outcomes – Running a responsible business – Ethics and compliance, page 25 <i>Code of Ethics</i> <i>Supplier Standards of Conduct</i>
GRI 102	General Disclosures	102-17	Mechanisms for advice and concerns about ethics	a. A description of internal and external mechanisms for: i. seeking advice about ethical and lawful behavior, and organizational integrity; ii. reporting concerns about unethical or unlawful behavior, and organizational integrity.	<i>2021 ESG Report:</i> Governance – Ethics and compliance (E&C) – Whistleblower and non-retaliation, page 50 <i>Ethic & Compliance Helpline</i> <i>Whistleblower and Non-Retaliation Policy</i>

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-18	Governance structure	a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.	<i>2021 ESG Report:</i> Our approach to ESG – ESG oversight and governance , page 9; Environment – Climate change and TCFD reporting – TCFD: governance, pages 16-17 <i>2022 Proxy Statement:</i> Corporate governance – Corporate governance – Sustainable outcomes, page 23
GRI 102	General Disclosures	102-19	Delegating authority	a. Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	<i>2021 ESG Report:</i> Our approach to ESG – ESG oversight and governance , page 9; Environment – Climate change and TCFD reporting – TCFD: governance, pages 16-17 <i>2022 Proxy Statement:</i> Corporate governance – Committees of the Board, pages 20-21; Sustainable outcomes, page 23

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-20	Executive-level responsibility for economic, environmental, and social topics	a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics. b. Whether post holders report directly to the highest governance body.	<i>2021 ESG Report:</i> Our approach to ESG – ESG oversight and governance , page 9; Environment – Climate change and TCFD reporting – TCFD: governance, pages 16-17 <i>2022 Proxy Statement:</i> Corporate governance – Sustainable outcomes, page 23
GRI 102	General Disclosures	102-21	Consulting stakeholders on economic, environmental, and social topics	a. Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics. b. If consultation is delegated, describe to whom it is delegated and how the resulting feedback is provided to the highest governance body.	<i>2021 ESG Report:</i> Our approach to ESG – Stakeholder priorities, page 9 <i>2022 Proxy Statement:</i> Corporate governance – Board engagement activities – Shareholder engagement, page 22
GRI 102	General Disclosures	102-22	Composition of the highest governance body and its committees	a. Composition of the highest governance body and its committees by: i. executive or non-executive; ii. independence; iii. tenure on the governance body; iv. number of each individual's other significant positions and commitments, and the nature of the commitments; v. gender; vi. membership of under-represented social groups; vii. competencies relating to economic, environmental, and social topics; viii. stakeholder representation.	<i>2021 ESG Report:</i> Social – Diversity and inclusion (D&I) – Building a diverse talent pipeline – Recruitment, 37 <i>2022 Proxy Statement:</i> Corporate governance – Board overview, pages 6-7; Director nominees, pages 13-18; Committees of the Board, pages 20-21; Sustainable outcomes – Supporting our people – Board diversity matrix, page 24

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-23	Chair of the highest governance body	a. Whether the chair of the highest governance body is also an executive officer in the organization. b. If the chair is also an executive officer, describe his or her function within the organization's management and the reasons for this arrangement.	<i>Corporate Governance Guidelines:</i> B. Director Qualification Standards, pages 3-5
GRI 102	General Disclosures	102-24	Nominating and selecting the highest governance body	a. Nomination and selection processes for the highest governance body and its committees. b. Criteria used for nominating and selecting highest governance body members, including whether and how: i. stakeholders (including shareholders) are involved; ii. diversity is considered; iii. independence is considered; iv. expertise and experience relating to economic, environmental, and social topics are considered.	<i>2022 Proxy Statement:</i> Corporate governance – Board composition and refreshment, pages 8-9
GRI 102	General Disclosures	102-25	Conflicts of interest	a. Processes for the highest governance body to ensure conflicts of interest are avoided and managed. b. Whether conflicts of interest are disclosed to stakeholders, including, as a minimum: i. Cross-board membership; ii. Cross-shareholding with suppliers and other stakeholders; iii. Existence of controlling shareholder; iv. Related party disclosures.	<i>2022 Proxy Statement:</i> Corporate governance – Related person transactions, page 29 <i>Code of Ethics</i>
GRI 102	General Disclosures	102-27	Collective knowledge of highest governance body	a. Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.	<i>2022 Proxy Statement:</i> Corporate governance – Board qualifications, page 10-11 <i>Corporate Governance Guidelines:</i> G: Director Orientation and Continuing Education, page 8

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-28	Evaluating the highest governance body's performance	a. Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics. b. Whether such evaluation is independent or not, and its frequency. c. Whether such evaluation is a self-assessment. d. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics, including, as a minimum, changes in membership and organizational practice.	<i>2022 Proxy Statement:</i> Corporate governance – Board composition and refreshment, pages 8-9 <i>Corporate Governance Guidelines:</i> H: Management Evaluation and Succession, pages 8-9; J: Annual Performance Evaluation of the Board, page 10
GRI 102	General Disclosures	102-29	Identifying and managing economic, environmental, and social impacts	a. Highest governance body's role in identifying and managing economic, environmental, and social topics and their impacts, risks, and opportunities – including its role in the implementation of due diligence processes. b. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social topics and their impacts, risks, and opportunities.	<i>2021 ESG Report:</i> Our approach to ESG – ESG oversight and governance, page 9
GRI 102	General Disclosures	102-32	Highest governance body's role in sustainability reporting	a. The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.	Our Governance and Sustainability Committee formally reviews and approves our sustainability report.
GRI 102	General Disclosures	102-33	Communicating critical concerns	a. Process for communicating critical concerns to the highest governance body.	<i>2022 Proxy Statement:</i> Additional information – Proxy statement and proxy solicitation – Communications to the Board from shareholders, pages 67-68

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-35	Remuneration policies	a. Remuneration policies for the highest governance body and senior executives for the following types of remuneration: i. Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares; ii. Sign-on bonuses or recruitment incentive payments; iii. Termination payments; iv. Clawbacks; v. Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees. b. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental, and social topics.	<i>2022 Proxy Statement:</i> Corporate governance – Director compensation, pages 28-29; Compensation – Compensation discussion and analysis (CD&A), pages 30-49 <i>Corporate Governance Guidelines:</i> F. Director Compensation, pages 7-8
GRI 102	General Disclosures	102-36	Process for determining remuneration	a. Process for determining remuneration. b. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management. c. Any other relationships that the remuneration consultants have with the organization.	<i>2022 Proxy Statement:</i> Corporate governance – Director compensation, pages 28-29; Compensation – Compensation discussion and analysis (CD&A), pages 30-49 <i>Corporate Governance Guidelines:</i> F. Director Compensation, pages 7-8

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-37	Stakeholders' involvement in remuneration	a. How stakeholders' views are sought and taken into account regarding remuneration. b. If applicable, the results of votes on remuneration policies and proposals.	<i>2022 Proxy Statement</i> : Compensation – Compensation discussion and analysis (CD&A) – Compensation setting process – Shareholder engagement and the impact of COVID-19, page 32
GRI 102	General Disclosures	102-38	Annual total compensation ratio	a. Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	<i>2022 Proxy Statement</i> : Compensation – CEO pay ratio, page 59
GRI 102	General Disclosures	102-40	List of stakeholder groups	a. A list of stakeholder groups engaged by the organization.	<i>2021 ESG Report</i> : Our approach to ESG – Stakeholder priorities, page 9
GRI 102	General Disclosures	102-41	Collective bargaining agreements	a. Percentage of total employees covered by collective bargaining agreements.	We are not party to any significant collective bargaining agreements. <i>2021 Form 10-K</i> : Item 1. Business – Workforce, pages 6-7
GRI 102	General Disclosures	102-43	Approach to stakeholder engagement	a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	<i>2021 ESG Report</i> : Our approach to ESG – Stakeholder priorities, page 9
GRI 102	General Disclosures	102-45	Entities included in the consolidated financial statements	a. A list of all entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	<i>2021 Form 10-K</i> : Exhibit 21.1. List of subsidiaries of the Company, page 217

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-47	List of material topics	a. A list of the material topics identified in the process for defining report content.	<i>2021 ESG Report</i> : Our approach to ESG – Stakeholder priorities, page 9
GRI 102	General Disclosures	102-51	Date of most recent report	a. If applicable, the date of the most recent previous report.	Our 2020 ESG Report was published last June, 2021.
GRI 102	General Disclosures	102-52	Reporting cycle	a. Reporting cycle.	Annual
GRI 102	General Disclosures	102-55	GRI content index	a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. b. For each disclosure, the content index shall include: i. the number of the disclosure (for disclosures covered by the GRI Standards); ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.	<i>2021 ESG Report</i> : GRI index, pages 56-83

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 102	General Disclosures	102-56	External assurance	The reporting organization shall report the following information: a. A description of the organization's policy and current practice with regard to seeking external assurance for the report. b. If the report has been externally assured: i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; ii. The relationship between the organization and the assurance provider; iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.	Commissioned an external third party to perform attestation procedures over our GHG emissions (See <i>Report of Independent Accountants</i>)
GRI 103	Management Approach	103-1	Explanation of the material topic and its Boundary	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	<i>2021 ESG Report:</i> Environment, pages 10-25; Social, pages 26-41; Governance, pages 42-54

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 103	Management Approach	103-2	The management approach and its components	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	<i>2021 ESG Report:</i> Environment, pages 10-25; Social, pages 26-41; Governance, pages 42-54 <i>Other policies and reports such as:</i> <i>Anti-Corruption Policy</i> <i>Carbon Reduction Plan</i> <i>Code of Ethics</i> <i>Corporate Governance Guidelines</i> <i>Environmental, Health and Safety Policy</i> <i>Human Rights Policy</i> <i>Political Activity Policy</i> <i>Statement on Modern Slavery 2020</i> <i>Supplier Standards of Conduct</i> <i>Whistleblower and Non-Retaliation Policy</i>
GRI 103	Management Approach	103-3	Evaluation of the management approach	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	<i>2021 ESG Report:</i> Environment, pages 10-25; Social, pages 26-41; Governance, pages 42-54

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
200 - ECONOMICS					
ECONOMIC PERFORMANCE					
GRI 201	Economic Performance	201-1	Direct economic value generated and distributed	a. Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components: i. Direct economic value generated: revenues; ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'. b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	<i>2021 ESG Report:</i> About our business, page 7 <i>2022 Proxy Statement:</i> About Cognizant, page 2
GRI 201	Economic Performance	201-2	Financial implications and other risks and opportunities due to climate change	a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including: i. a description of the risk or opportunity and its classification as either physical, regulatory, or other; ii. a description of the impact associated with the risk or opportunity; iii. the financial implications of the risk or opportunity before action is taken; iv. the methods used to manage the risk or opportunity; v. the costs of actions taken to manage the risk or opportunity.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: strategy – Identified climate-related risks and opportunities for scenario-planning exercise, page 18; TCFD: strategy – Physical risk scenarios and mitigation, pages 19-21; Transition risk scenarios and mitigation, pages 21-22; TCFD: opportunity, page 22 <i>2021 Form 10-K:</i> Item 1A. Risk Factors, pages 12-19

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 201	Economic Performance	201-3	Defined benefit plan obligations and other retirement plans	The reporting organization shall report the following information: a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities. b. If a separate fund exists to pay the plan's pension liabilities: i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them; ii. the basis on which that estimate has been arrived at; iii. when that estimate was made. c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Percentage of salary contributed by employee or employer. e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.	<i>2021 Form 10-K</i> : Notes to Consolidated Financial Statements – Note 16 — Employee Benefits, pages F-38 to F-39
INDIRECT ECONOMIC PRESENCE					
GRI 203	Indirect Economic Impacts	203-2	Significant indirect economic impacts	a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	<i>2021 ESG Report</i> : Social – Engineering impact for good, pages 38-40

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
ANTI-COMPETITIVE BEHAVIOR					
GRI 206	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant. b. Main outcomes of completed legal actions, including any decisions or judgments.	We comply with antitrust and competition laws of every country where we do business.
300 - ENVIRONMENTAL					
ENERGY					
GRI 302	Energy	302-1	Energy consumption within the organization	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption d. In joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used.	<i>2021 ESG Report:</i> Environmental – Climate change and TCFD reporting, page 23

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
WATER AND EFFLUENTS					
GRI 303	Water and Effluents	303-1	Interactions with water as a shared resource	a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organization's activities, products or services by a business relationship (e.g., impacts caused by runoff). b. A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used. c. A description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts. d. An explanation of the process for setting any water-related goals and targets that are part of the organization's management approach, and how they relate to public policy and the local context of each area with water stress.	<i>2021 ESG Report:</i> Environmental – Water stewardship, page 24

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
EMISSIONS					
GRI 305	Emissions	305-1	Direct (Scope 1) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tons of CO₂ equivalent. b. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. c. Biogenic CO₂ emissions in metric tons of CO₂ equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used."	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting, page 23

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 305	Emissions	305-2	Energy indirect (Scope 2) GHG emissions	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent. c. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	2021 ESG Report: Environment – Climate change and TCFD reporting, page 23

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 305	Emissions	305-3	Other indirect (Scope 3) GHG emissions	a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO₂ equivalent. b. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. c. Biogenic CO₂ emissions in metric tons of CO₂ equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting, page 23
WASTE					
GRI 306	Waste	306-1	Waste generation and significant waste-related impacts	a. For the organization's significant actual and potential waste-related impacts, a description of: i. the inputs, activities, and outputs that lead or could lead to these impacts; ii. whether these impacts relate to waste generated in the organization's own activities or to waste generated upstream or downstream in its value chain.	<i>2021 ESG Report:</i> Environment – E-waste, page 24

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 306	Waste	306-2	Management of significant waste-related impacts	a. Actions, including circularity measures, taken to prevent waste generation in the organization's own activities and upstream and downstream in its value chain, and to manage significant impacts from waste generated. b. If the waste generated by the organization in its own activities is managed by a third party, a description of the processes used to determine whether the third party manages the waste in line with contractual or legislative obligations. c. The processes used to collect and monitor waste-related data.	<i>2021 ESG Report:</i> Environment – E-waste, page 24

400 - SOCIAL

EMPLOYMENT

GRI 401	Employment	401-1	New employee hires and employee turnover	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	<i>2021 ESG Report:</i> Social – Diversity and inclusion (D&I) – Building a diverse talent pipeline, page 37
GRI 401	Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: i. life insurance; ii. health care; iii. disability and invalidity coverage; iv. parental leave; v. retirement provision; vi. stock ownership; vii. others. b. The definition used for 'significant locations of operation'.	<i>2021 ESG Report:</i> Social – Diversity and inclusion (D&I) – Building a diverse talent pipeline – Recruitment – Gathering – Programs to take care of family, page 36; Programs to drive career growth, pages 36-37 <i>2021 Form 10-K:</i> Item 1. Business – Engaging Our People – Supporting Wellbeing at Work and Home, pages 8-9

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
OCCUPATIONAL HEALTH AND SAFETY					
GRI 403	Occupational Health and Safety	403-1	Occupational health and safety management system	a. A statement of whether an occupational health and safety management system has been implemented, including whether: i. the system has been implemented because of legal requirements and, if so, a list of the requirements; ii. the system has been implemented based on recognized risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines. b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.	<i>2021 ESG Report:</i> Governance – Health and safety (H&S), page 48 <i>Environmental, Health and Safety Policy</i>

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 403	Occupational Health and Safety	403-2	Hazard identification, risk assessment, and incident investigation	a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including: i. how the organization ensures the quality of these processes, including the competency of persons who carry them out; ii. how the results of these processes are used to evaluate and continually improve the occupational health and safety management system. b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals. c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals. d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.	2021 ESG Report: Governance – Health and safety (H&S), page 48
GRI 403	Occupational Health and Safety	403-3	Occupational health services	a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.	2021 ESG Report: Governance – Health and safety (H&S), page 48

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 403	Occupational Health and Safety	403-4	Worker participation, consultation, and communication on occupational health and safety	a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers. b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.	<i>2021 ESG Report:</i> Governance – Health and safety (H&S), page 48
GRI 403	Occupational Health and Safety	403-5	Worker training on occupational health and safety	a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.	<i>2021 ESG Report:</i> Governance – Health and safety (H&S), page 48
GRI 403	Occupational Health and Safety	403-6	Promotion of worker health	a. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided. b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs.	<i>2021 ESG Report:</i> Social – Diversity and inclusion (D&I) – Building a diverse talent pipeline – Recruitment – Gathering – Programs to support well-being, page 36 <i>2022 Proxy Statement:</i> Corporate governance – Sustainable outcomes – Supporting our people – Talent development, page 23

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 403	Occupational Health and Safety	403-8	Workers covered by an occupational health and safety management system	a. If the organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines: i. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system; ii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party. b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	<i>2021 ESG Report:</i> Governance – Health and safety (H&S), page 48 <i>Environmental, Health and Safety Policy</i>
TRAINING AND EDUCATION					
GRI 404	Training and Education	404-1	Average hours of training per year per employee	a. Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	<i>2021 ESG Report:</i> Social – Skilling, page 30

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
GRI 404	Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	a. Type and scope of programs implemented and assistance provided to upgrade employee skills. b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	<i>2021 ESG Report:</i> Social – Skilling, page 30; Diversity and inclusion (D&I) – Building a diverse talent pipeline – Recruitment – Gathering – Programs to drive career growth, pages 36-37 <i>2021 Form 10-K:</i> Item 1. Business – Engaging Our People – Learning & Development and Leadership Development & Talent Management, page 8 <i>2022 Proxy Statement:</i> Corporate governance – Sustainable outcomes – Supporting our people – Talent development, page 23

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
DIVERSITY AND EQUAL OPPORTUNITY					
GRI 405	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	<i>2021 ESG Report:</i> Social – Diversity and inclusion (D&I) – Building a diverse talent pipeline – Recruitment, pages 33 and 37 <i>2021 Form 10-K:</i> Item 1. Business – Engaging Our People – Advancing Diversity & Inclusion, page 7 <i>2022 Proxy Statement:</i> Corporate governance – Board overview, pages 6-7; Sustainable outcomes – Supporting our people – Board diversity matrix, page 24
CHILD LABOR					
GRI 408	Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	a. Operations and suppliers considered to have significant risk for incidents of: i. child labor; ii. young workers exposed to hazardous work. b. Operations and suppliers considered to have significant risk for incidents of child labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. c. Measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor.	Our Company does not make use of child labor (i.e., a person under the minimum age provisions of applicable laws and regulations) or forced labor (i.e., prison labor, indentured labor, bonded labor, military labor, slave labor), does not condone any form of human trafficking, and will not work with third parties who engage in such practices.

GRI standard number	GRI standard title	Disclosure number	Description	Reporting requirements	Response or disclosure location
FORCED OR COMPULSORY LABOR					
GRI 409	Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.	Our Company does not make use of child labor (i.e., a person under the minimum age provisions of applicable laws and regulations) or forced labor (i.e., prison labor, indentured labor, bonded labor, military labor, slave labor), does not condone any form of human trafficking, and will not work with third parties who engage in such practices.
SUPPLIER SOCIAL ASSESSMENT					
GRI 414	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	a. Percentage of new suppliers that were screened using social criteria.	<i>2021 ESG Report: Our approach to ESG - Governance - Supply chain management - Supply chain and environmental responsibility, 47</i>
PUBLIC POLICY					
GRI 415	Public Policy	415-1	Political contributions	a. Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary. b. If applicable, how the monetary value of in-kind contributions was estimated.	Public Policy (which is available here https://www.cognizant.com/us/en/about-cognizant/public-policy)

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Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Response	Location
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1	(1) <i>2021 ESG Report</i> : Environmental – Climate change and TCFD reporting, page 23 (2) % renewable disclosed for significant operations (India is where most of our owned buildings are located, along with two-thirds of our workforce).	
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	n/a	TC-SI-130a.3	Integration of environmental considerations into strategic planning for data center needs is discussed in the “Environment” section.	<i>ESG Report 2021</i> : Environment, pages 10-25
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	n/a	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy is discussed under “Data privacy” on pages 53-54.	<i>ESG Report 2021</i> : Governance – Data privacy, pages 53-54
Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	n/a	TC-SI-230a.2	Disclosures can be found under “Data security” on pages 51-53 of the ESG report and in the 10-K.	<i>ESG Report 2021</i> : Governance – Data security, pages 51-53

Table 1. Sustainability Disclosure Topics & Accounting Metrics

Recruiting & Managing a Global, Diverse & Skilled Workforce	Employee engagement as a percentage	Quantitative	Percentage (%)	TC-SI-330a.2	“Our 2021 Cognizant People Engagement Survey, conducted via third party platform, had a 65% participation rate even during the most intense wave of the COVID-19 pandemic, which hit India particularly hard.”	<i>ESG Report 2021:</i> Social – Engagement survey results, page 34
	Percentage of gender and racial/ethnic group representation for (1) management, (2) all other employees	Quantitative	Percentage	TC-SI-330a.3	2021 ESG Report: Social – Diversity and inclusion (D&I) – Building a diverse talent pipeline, page 37	
Managing Systemic Risks from Technology Disruptions	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	n/a	TC-SI-550a.2	Different risks are discussed in the “Environment” section of the ESG report and in the 10-K.	<i>ESG Report 2021:</i> Environment, pages 10-25 <i>2021 10-K:</i> Item 1A. Risk Factors – Risks Related to our Business and Operations, pages 12-17

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Topic	Recommended disclosure	Response or location
Governance: Disclose the organization's governance around climate-related risks and opportunities.	a. Describe the board's oversight of climate-related risks and opportunities.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: governance, pages 16-17
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: governance, pages 16-17
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.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: strategy – Identified climate-related risks and opportunities for scenario-planning exercise, page 18
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: strategy – Physical risk scenarios and mitigation, pages 19-21; Transition risk scenarios and mitigation, pages 21-22; TCFD: opportunity, page 22
		<i>2021 Form 10-K:</i> Item 1A. Risk Factors, pages 12-19
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: risk management, page 17
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.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: risk management, page 17
	b. Describe the organization's processes for managing climate-related risks.	<i>2021 ESG Report:</i> Environment – Climate change and TCFD reporting – TCFD: risk management, page 17; TCFD: strategy – Physical risk scenarios and mitigation, pages 19-21; Transition risk scenarios and mitigation, pages 21-22
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<i>2021 ESG Report:</i> Our approach to ESG – ESG oversight and governance, page 9; Environment – Climate change and TCFD reporting – TCFD: governance, pages 16-17

Topic	Recommended disclosure	Response or location
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.	<i>2021 ESG Report: Environment – Climate change and TCFD reporting – TCFD: risk management, page 17</i>
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<i>2021 ESG Report: Environment – Climate change and TCFD reporting, page 23</i> <i>Carbon Reduction Plan</i>
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<i>2021 ESG Report: Environment – Net zero, page 13</i> <i>2022 Proxy Statement: Corporate governance – Sustainable outcomes – Running a responsible business – Environmental impact and sustainable business, page 25</i> <i>2021 Annual Report: Intuition at scale has the power to improve everyday life – Environmental, page 21</i> <i>2021 10-K: Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations - Executive Summary - Environmental, Social and Corporate Governance, page 24</i> <i>Carbon Reduction Plan</i>

Endnotes

GHG emissions disclosures

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 and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard* (together the "GHG Protocol"), to guide the criteria to assess, calculate and report GHG emissions, including energy consumption.
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).
4. 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. These CO₂e emissions utilize Global Warming Potentials (GWPs) defined by the Intergovernmental Panel on Climate Change's (IPCC) Fourth Assessment Report (AR4 - 100 year), unless a different Assessment Report is already embedded in the emission factor source. CO₂e are calculated by multiplying actual or estimated energy, fuel and refrigerant usage by relevant emission factors taking into account the equivalent GWP.
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.
7. Related to Scope 1 GHG emissions:
 - Scope 1 stationary fuels include diesel fuel used for backup generators, liquid petroleum gas, and natural gas used by Cognizant sites.
 - Diesel powered backup generators are in use at certain sites in Brazil, France, Hungary, India, Lithuania, Mexico, the Philippines, Poland, and the United States (U.S.). Diesel consumption (volume) was obtained from third-party invoices or property owners' reports. Stationary diesel is adjusted for stockpiling for sites in India. Where diesel consumption was not available, Cognizant estimated diesel consumption using the intensity method (liters/square foot) based on comparable Cognizant sites.
 - Food vendors on-site at fully leased or owned sites in India consume liquid petroleum gas. Actual consumption data was obtained from third-party invoices or vendors' reports. No estimates were made.
 - U.S. and Canadian sites, and certain European sites are assumed to consume natural gas. Natural gas consumption was obtained from third-party invoices or property owners' reports. For sites where consumption data was not available for certain months, an average monthly consumption was calculated based on the invoices received for that site. For sites where consumption data was not available,

Cognizant estimated natural gas consumption using the 2012 Commercial Buildings Energy Consumption Survey intensity factors for United States offices.

- Scope 1 mobile fuels include diesel or gasoline fuels used for the Cognizant vehicle fleet in Belgium, Brazil, Germany, India, the Netherlands, and Portugal.
 - Cognizant used invoice data where available to measure mobile fuel consumption. For vehicle fleets where mobile fuel consumption data was not available for certain months, an average monthly consumption was calculated based on the invoices received for that vehicle fleet.
 - Where invoice data was not available, Cognizant estimated mobile fuel consumption using the intensity method (annual average liters) from other Cognizant vehicles.
 - Scope 1 emissions from refrigerants apply to Kyoto Protocol refrigerants used in the operation of sites in India and the Philippines. All other refrigerant emissions are outside of Cognizant's operational control and are excluded from reporting. Refrigerant top ups were obtained from third-party invoices.
 - Energy associated with on-site solar panels (not connected to a third-party grid) is generated and consumed on-site at sites in India. Cognizant categorized emissions from on-site solar panels within its Scope 1 GHG emissions with zero emissions.
 - Emission factors: United Kingdom (UK) Government GHG Conversion factors for Company Reporting (2021).
 - Estimated emissions from the sources above account for approximately 21% of total Scope 1 GHG emissions.
8. Related to Scope 2 GHG emissions:
- Scope 2 purchased electricity applies to electricity used at Cognizant sites and purchased a) from the grid, or b) from the property-owner for Cognizant's direct use on-site.
 - Cognizant captured actual electricity usage from the grid from third-party invoices or property owners' reports. For sites where consumption data was not available for certain months, an average monthly consumption was calculated based on the invoices received for that site. For all other sites (except the U.S. and Canada) where electricity consumption was not available, Cognizant estimated electricity usage using the intensity method (kWh/square foot) based on comparable Cognizant sites. For sites in the U.S. and Canada, Cognizant used the 2012 Commercial Buildings Energy Consumption Survey intensity factors for United States offices.
 - Electricity purchased from a property owner and generated through captive diesel generators in India is based on invoice data and categorized under Scope 2 as purchased electricity.
 - In certain countries, Cognizant has sites that house on-site data centers or Cognizant operated (infra-managed) data centers. Electricity used by these data centers is included in Scope 2. Cognizant calculated its data center electricity use based on contracted power, its share of power utilization provided by the partner data centers and operating hours per year. Data centers operate 24 hours per day, 7 days per week, 365 days per year.
 - Scope 2 district heating and cooling is used for one site in Hungary. Consumption was obtained from third-party invoices. No estimates were made.
 - Scope 2 electricity consumption by electric vehicles charged offsite for Cognizant's vehicle fleet in Belgium and the Netherlands. Cognizant used the intensity method (annual average km/vehicle) from other Cognizant vehicles.
 - Emission factors: Location-based:
 - Grid electricity:
 - India: Government of India Ministry of Power Central Electricity Authority CO₂ baseline database for the Indian Power Sector (2021).

- U.S.: U.S. Environmental Protection Agency Emissions & Generation Resource Integrated Database (“eGrid”) 2020 factors by sub-region (2021).
 - All other countries: International Energy Agency (IEA) Emissions Factors (2021).
 - Electricity purchased from property owners: UK Government GHG Conversion factors for Company Reporting (2021) for 100% mineral diesel.
 - District heating and cooling, and electric vehicles charged offsite: UK Government GHG Conversion factors for Company Reporting (2021).
 - Emission factors: Market-based:
 - Grid electricity:
 - Solar and wind energy purchased through power purchase agreements or energy contracts or through the property owner: Treated as zero emissions.
 - European sites: Association of Issuing Bodies (AIB) European Residual Mix 2020 v1.0 (last updated 2020).
 - For all other countries: Same as the location-based factors.
 - Electricity purchased from property owners: Same as the location-based factors.
 - District heating and cooling, and electric vehicles charged offsite: Same as the location-based factors.
 - Estimated emissions from the sources above account for approximately 15% of Scope 2 GHG emissions (location-based) and approximately 18% of Scope 2 GHG emissions (market-based) and total Scope 2 GHG emissions (referencing market-based).
9. Related to GHG emissions from Scope 3, category 1: purchased goods and services, category 2: capital goods, and category 4: upstream transportation and distribution:
- Calculated based on annual procurement spend data obtained from Cognizant’s procurement system.
 - Emission factors:
 - For thirty (30) of Cognizant’s top suppliers by spend in 2021: Based on publicly available data, as reported to CDP Climate Change for 2020, to create supplier-specific emission factors.
 - For all other suppliers and spend categories: Quantis emission factors available from the Greenhouse Gas Protocol Scope 3 evaluator tool (cited October 2021).
10. Related to GHG emissions from Scope 3, category 3: fuel- and energy-related activities:
- Calculated based on activity data (diesel, liquid petroleum gas, natural gas, gasoline, electricity, district heating and cooling, and electric vehicles charged offsite) from Scope 1 and 2 emissions.
 - Emission factors:
 - WTT for diesel, liquid petroleum gas, natural gas, gasoline, electricity, district heating and cooling: UK Government GHG Conversion factors for Company Reporting (2021).
 - T&D losses for electricity: IEA Emissions Factors (2021).
 - T&D losses for electric vehicles charged offsite: UK Government GHG Conversion factors for Company Reporting (2021).
11. Related to GHG emissions from Scope 3, category 5: waste generated in operations:
- Calculated using an average intensity factor estimated based on a peer benchmark and the number of employees obtained from the HR system as of December 31, 2021.
 - Emission factors: GHG emissions intensity factor by employee based on publicly available data, as reported to CDP Climate Change for 2020, for Infosys, as a peer benchmark.
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.
 - Other business travel categories: Calculated based on annual procurement spend data (accommodation, car lease, relocation services, transportation, travel management, and visa & immigration services) obtained from Cognizant's procurement system.
 - Emissions factors:
 - Air and rail travel, and associated WTT: UK Government GHG Conversion factors for Company Reporting (2021).
 - Other business travel categories: Quantis emission factors available from the Greenhouse Gas Protocol Scope 3 evaluator tool (cited October 2021).
13. Related to GHG emissions from Scope 3, category 7: employee commuting:
- Includes employees commuting between their homes and their worksites. Calculated using an average intensity factor estimated based on peer benchmarks and the number of employees obtained from the HR system as of December 31, 2021.
 - Emission factors: Average GHG emissions intensity factor for employee commuting based on publicly available data, as reported to CDP Climate Change for 2020, for three (3) similar companies, Infosys, IBM, and Wipro.
14. Related to GHG emissions from Scope 3, category 8: upstream leased assets:
- Third party data centers: Calculated energy use based on contracted power, its share of power utilization provided by the partner data centers and operating hours per year. Data centers operate 24 hours per day, 7 days per week, 365 days per year. Where information was not available, usage was estimated using the average contracted power, power utilization and days operating in the year of all other data center sites where this information was available.
 - Common areas: Actual common area share of electricity and captive diesel generator usage obtained from landlords was available for certain sites in India. Cognizant used the India data to develop an average intensity benchmark for the common areas for all other sites, which was then multiplied by the site's floor area.
 - Emission factors:
 - Electricity:
 - India: Government of India Ministry of Power Central Electricity Authority CO₂ baseline database for the Indian Power Sector (2021).
 - U.S.: U.S. Environmental Protection Agency eGrid 2020 factors by sub-region (2021).
 - All other countries: IEA Emissions Factors (2021).
 - T&D losses for electricity: IEA Emissions Factors (2021).
 - WTT for electricity: UK Government GHG conversion factors for Company Reporting (2021).
15. Related to GHG emissions from Scope 3, category 15: investments:
- Includes all minority investments where Cognizant has (1) less than 50% ownership and (2) either 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).
 - Calculated using a GHG emissions factor by dollar estimated based on peer benchmarks, the revenue of the minority investment, and Cognizant's percentage ownership as of December 31, 2021.
 - Emission factors: 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.

Energy consumption disclosures

16. Direct and indirect energy include total gigajoules of direct on-site renewable energy consumption from solar panels, 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 for the year ended December 31, 2021.
17. 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.
18. Renewable electricity includes solar and wind energy purchases made by Cognizant for use at sites in India.
19. Estimated energy consumption from the sources above account for approximately 22% of the total energy consumption for Scope 1 and 2 activities.

Summary of Changes in Reporting Boundary, Measurement Methods, and Criteria

20. In 2021, Cognizant expanded the scope of our measured and reported GHG emissions and energy consumption metrics and refined the criteria and measurement methods used to calculate our Scope 1, Scope 2, and Scope 3 GHG emissions

and total energy consumption metrics, collectively, the “updated measurements”. The updated measurements include:

- Total Scope 1:
 - Diesel powered backup generators: Cognizant expanded the reporting boundary to include sites in Brazil, France, Hungary, Lithuania, Mexico, and Poland and measured consumption using the methodology described in 7. above. In addition, Cognizant reclassified emissions related to diesel powered backup generators in the Philippines from Scope 2 (captive diesel generators) to Scope 1.
 - Natural gas: Cognizant expanded the reporting boundary to include sites in Europe. Cognizant made the assumption that all sites in the U.S. and Canada consume natural gas. In addition, for sites where natural gas consumption was not available, Cognizant refined its methodology to estimate natural gas consumption using the 2012 Commercial Buildings Energy Consumption Survey intensity factors for United States offices instead of using an internally derived intensity factor.
 - Mobile fuels: Cognizant expanded the reporting boundary to include the vehicle fleet in Belgium, Brazil, Germany, the Netherlands, and Portugal, which include both diesel and gasoline vehicles, and measured consumption using the methodology described in 7. above.
- Scope 2 (Location-based and Market-based) and Total Scope 2 (referencing Market-based):
 - Cognizant reclassified emissions related to diesel powered backup generators in the Philippines from Scope 2 (captive diesel generators) to Scope 1. Cognizant expanded the reporting boundary to include infra-managed data centers, district heating and cooling, and electric vehicles charged offsite and measured consumption using the methodology described in 8. above.
 - For sites in Canada where electricity consumption was not available, Cognizant refined its methodology to estimate electricity consumption using the 2012 Commercial

Buildings Energy Consumption Survey intensity factors for United States offices instead of using an internally derived intensity factor.

- Scope 3, category 3: fuel- and energy-related activities:
 - Metric impacted as a result of updates to Scope 1 and 2 consumption data described above.
- Scope 3, category 6: business travel:
 - Cognizant expanded the reporting boundary to include other business travel categories and measured consumption using the methodology described in 12. above.
- Scope 3, category 7: employee commuting:
 - Cognizant expanded the reporting boundary to include worldwide employees and refined its calculation methodology. Cognizant calculated emissions from employee commuting using an average intensity method (GHG emissions by employee) estimated based on a peer benchmark applied to the number of employees as of December 31, 2021 instead of using employee commuting trips from company-provided transportation in India logged in Cognizant's automated system.
- Total energy consumption for Scope 1 and 2 activities:
 - Metric impacted as a result of updates to Scope 1 and 2 consumption data as described above.

Forward-looking statements

This report includes statements which may constitute forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, the accuracy of which are necessarily subject to risks, uncertainties and assumptions as to future events that may not prove to be accurate. These statements include, but are not limited to, express or implied forward-looking statements relating to our expectations regarding our vision, strategy, initiatives and commitments, the impact of our ESG targets and climate efforts and offerings on our business, our future financial results, our clients, our associates and our communities. These statements are neither promises nor guarantees, but are subject to a variety of risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from those contemplated in these forward-looking statements. Existing and prospective investors are cautioned not to place undue reliance

on these forward-looking statements, which 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 continued impact of the COVID-19 pandemic, changes in the regulatory environment, including with respect to immigration and taxes, legal, reputational and financial risks resulting from cyberattacks, the effectiveness of business continuity plans, energy prices, lack of technological innovations, climate-related conditions and weather events, and the other factors discussed in our most recent Annual Report on Form 10-K, as updated by our most recent Quarterly Report on Form 10-Q and other filings with the Securities and Exchange Commission. 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.

