



Disability Inclusion and Accessibility Plan



Acknowledgement of Country

In the spirit of reconciliation, Cognizant Australia respectfully acknowledges the Traditional Custodians of Country throughout Australia and their enduring connection to land, sea and community. We pay our respects to Elders past, present, and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise the deep cultural significance of Country and the role it plays in shaping identity, belonging and community. As we continue our journey toward greater inclusion and accessibility, we honour the wisdom, resilience and contributions of First Nations peoples across the lands on which we live and work.

Message from Rob

I am pleased to introduce Cognizant Australia's Disability Inclusion and Accessibility Plan (DIAP), which sets out our commitment to removing barriers and fostering a workplace and service environment that is inclusive, accessible and equitable for all. By embracing diversity and embedding accessibility into our practices, we open our doors to the widest possible talent pool and strengthen our ability to innovate and meet client needs. This plan reflects our dedication to continuous improvement and invites every member of our team to play an active role in building a culture where everyone feels valued and empowered to thrive.



Rob Marchiori

CEO, Cognizant ANZ





Message from Shelley

As someone who has navigated life with a disability, I know firsthand the power of belonging and the challenges that come with feeling like a square peg in a round hole. Over the years, I have witnessed the remarkable impact that truly inclusive and supportive workplaces can have on individuals and teams. When people with disabilities are empowered to bring their whole selves to work, their skills, insights and lived experiences enrich organisations in ways that benefit everyone.

While society has made meaningful progress in awareness and inclusion, there is still much work to be done. At Cognizant Australia, we are committed to closing the gaps that remain and to ensuring every person feels seen, heard, and valued. This Disability Inclusion and Accessibility Plan (DIAP) reflects our determination to champion accessible environments and to work together, across all levels, to become an employer of choice for people with disabilities and caregivers.



I am proud to stand alongside my colleagues as we take these next steps. Together, we will continue to challenge barriers, celebrate diversity and create a culture where everyone can thrive.



Shelley Tiltman

Head of Diversity, Inclusion & Belonging APJ & EMEA

About Cognizant and Cognizant Australia

Cognizant engineers modern businesses. As one of the world's leading professional services companies, we help our clients modernise technology, reimagine processes and transform experiences so they can stay ahead in our fast-changing world. Together, we're improving everyday life.

Founded in 1994 as a technology development arm of The Dun & Bradstreet Corporation, Cognizant became an independent company in 1996 and has since partnered with some of the world's most established organisations to help them build stronger, more resilient businesses. Today, we help clients harness digital to address their daily needs and keep their businesses relevant—focusing on IoT, AI, software engineering and cloud technologies.

Cognizant's expertise spans 20 industries, including banking and financial services, healthcare, manufacturing and retail. We combine digital capabilities with deep industry knowledge to deliver horizontal offerings and tailored solutions that accelerate transformation.

With headquarters in the US and a global footprint extending across India, China, Europe, North and South America, the Middle East, and Asia Pacific and Japan, our 347,000+ employees affirm our commitment to building digital talent worldwide. We collaborate locally with clients, in person and in their local languages.

In Australia, over 2,000 industry experts and IT professionals work across offices in Sydney, Melbourne, Brisbane, Adelaide, Perth and Canberra providing professional services to Australia's leading brands and organisations. At Cognizant, we consider it our responsibility to make people feel at home in the future, no

matter how technology-enabled it becomes. We are committed to solving some of humankind's most difficult challenges in a way that is beneficial and comfortable for people, through the work we do and by investing in training people around the world in the digital skills they need.

As a trusted partner to the world's leading companies, Cognizant prioritises attracting, developing, and retaining the best people. Our continued commitment to creating a culture of inclusion and sense of belonging is crucial to allowing the organisation to attract and retain talent with the skills and expertise needed to exceed our clients' expectations. As an AI-driven company, we recognise that the advancement of artificial intelligence is opening new possibilities for accessibility and empowerment. AI tools are helping to break down barriers such as enabling real-time captioning, personalised workplace adjustments, accessible digital content and smarter assistive technology that supports independence and participation. We also know that effectiveness and fairness of emerging technologies and AI adoption depend on the diversity of teams who design, build and implement them—including those of people with disabilities. This DIAP builds on our global best practices and local insights to create a meaningful and actionable framework for change within our organisation.

Purpose of the DIAP

The purpose of this DIAP is to outline Cognizant Australia's commitment to creating a workplace and service environment that is inclusive, accessible and equitable for people with disabilities. This plan aligns with Australian standards and legislation, including the Disability Discrimination Act 1992 (Cth) (DDA), and draws on global best practices from Cognizant and the DIAP's contained on the Register of Disability Discrimination Act Action Plans on the Australian Human Rights Commission website (DDARegister).

Our DIAP is designed to:

- 1 Remove barriers to employment, participation and advancement
- 2 Promote inclusive design in our physical and digital environments
- 3 Build disability confidence across our workforce
- 4 Ensure our services and solutions are accessible to all clients and users
- 5 Embed disability inclusion into our culture, policies and practices
- 6 Reflect our company value of "do the right thing" with integrity, transparency and respect

We have a robust regional diversity and inclusion policy that clearly sets defined principles, commitments and conscious practices that maintain an atmosphere which recognises and respects people for their talents, skills and abilities to improve the workplace's collective culture of belonging to drive high performance.

Our Global Harassment, Discrimination and Workplace Bullying Prevention Policy articulates our collective responsibility to work as one and create a work environment that is free of any behaviour which could be interpreted or perceived as harassment, discrimination and bullying.

Led by our values and ethics, and our deep commitment to being a respected global leader, developing this DIAP is a meaningful step towards acknowledging the inequality and barriers experienced by people with disabilities. We commit to working with people with disabilities and disability organisations to harness positive change—working together to identify opportunities for advancement.

As we strive to deliver purposeful impact and uphold our Cognizant values, the Cognizant DIAP working group is dedicated to ensuring our first DIAP is genuine and impactful.

Definition of disability

According to the Australian Bureau of Statistics (ABS), disability is defined as any limitation, restriction or impairment which restricts everyday activities and has lasted, or is likely to last, for six months or more. This includes physical, sensory, intellectual and psychosocial disabilities, whether permanent or temporary.

Key statistics (ABS 2022) (DisabilityABS):

5.5 million

Australians
(21.4%) had a
disability

15%

of people aged
0–64 years had
a disability

52.3%

of people aged
65+ had a
disability

7.9%

of Australians had
a profound or
severe disability

3 million

carers support
people with
disabilities

These figures highlight the importance of creating inclusive workplaces that reflect the diversity of our communities and enable all individuals to thrive.



Our approach to disability inclusion

Cognizant Australia adopts a social model of disability, recognising that barriers are physical, attitudinal, and systemic.

We aim to:

Foster inclusive leadership and accountability	Embed accessibility into everyday practices and decision-making	Promote allyship and awareness through education and engagement
Leverage global partnerships and local expertise to drive innovation	Ensure disability inclusion is integrated into our broader diversity and inclusion strategy	Become an employer of choice for people with disabilities

Our approach is informed by the principles of universal design and intersectionality and is codesigned in partnership with people who have lived experience of disability.

Current external affiliations and partnerships



Pathway to inclusion—Strategy focus areas:

1. Leadership

Promote visible and accountable leadership in disability inclusion

2. Learning and development

Build disability confidence across the workforce

3. Workplace disability data and accommodations

Understand the representation of people with disabilities in our workforce and ensure transparent and consistent adjustment processes are in place

4. Recruitment

Ensure inclusive practices are embedded in hiring processes

5. Retention and community support

Support career progression for employees with disabilities/caregivers and foster strong sense of community care through affinity group activities

6. Client product/service accessibility

Ensure services we provide are accessible to all

7. Procurement

Embed accessibility in vendor selection

8. Communication

Promote inclusive and accessible communication, celebrate and amplify the voices of the disabled and caregiver community

9. Built environment

Improve accessibility of physical spaces and working environments

10. Technology

Ensure digital tools meet current Web Content Accessibility Guidelines (WCAG) accessibility standards

Action plan

Strategic focus area	Goal	Action	Timeline	Accountability
Leadership	Demonstrate visible and accountable leadership in disability inclusion	<ul style="list-style-type: none"> Identify disability inclusion champions across business units 	Q2 2026	ANZ Diversity & Inclusion Council / HR
		<ul style="list-style-type: none"> Monitor engagement and completion levels on training and key awareness activities 	Every quarter	
Learning and development	Build disability confidence across the workforce	<ul style="list-style-type: none"> Socialise disability and neurodiversity awareness training 	Q2 2026 onward	D&I/L&D teams
		<ul style="list-style-type: none"> Provide bite-size learning material 	FY 26-27	
		<ul style="list-style-type: none"> Provide education on acceptable and respectful language 	FY 26-27	
		<ul style="list-style-type: none"> Ensure training is tailored to individual needs and in accessible formats 	FY 26-27	

Strategic focus area	Goal	Action	Timeline	Accountability
Workplace disability data and accommodations	Understand the representation of people with disabilities within our workforce and improve the accommodations and transparency of the adjustment process	<ul style="list-style-type: none"> Work with legal/privacy and enablement teams to enable voluntary self-ID disability status capture 	Q1–Q2 2026	Legal/ Privacy/ IT / HR
		<ul style="list-style-type: none"> Run quarterly campaigns to inform workforce of the functionality and how the data will be used 	2026-27	HR
		<ul style="list-style-type: none"> Monitor representation of disabled associates and representation in senior manager+ positions 	Q3 2026 onwards	HR / Corporate Real Estate Services
		<ul style="list-style-type: none"> Review exit interviews to monitor attrition so trends/ concerns with disabled workforce are not being left unaddressed 	Q3 2026 onwards	HR
		<ul style="list-style-type: none"> Review current process and design transparent guidelines for associates, HR, managers and workplace services associates 	At half year intervals	HR / Diversity & Inclusion Team
		<ul style="list-style-type: none"> Provide a list of common accommodations available 	Q2 2026 onwards	Diversity & Inclusion Team / IT / Corporate Real Estate Services
		<ul style="list-style-type: none"> Provide awareness sessions to inform and improve confidence of managing accommodations 	At half year intervals	HR / Diversity & Inclusion Team
		<ul style="list-style-type: none"> Monitor the number of disabled associates who require accommodations 	Q3 2026 onwards	HR

Strategic focus area	Goal	Action	Timeline	Accountability
Recruitment	Ensure inclusive and accessible hiring practices	<ul style="list-style-type: none"> Providing training for recruiters and hiring managers on inclusive recruitment processes and accessible interviewing best practices 	Q1–Q2 2026	Diversity & Inclusion Team / Learning & Development Team
		<ul style="list-style-type: none"> Review and ensure job advertisement and descriptions for inclusive language and accessibility 	Q1 2026	Talent Acquisition
		<ul style="list-style-type: none"> Ensure all job postings encourage applications from disabled candidates 	FY 26-27	Talent Acquisition
		<ul style="list-style-type: none"> Ensure bias-free screening and selection are followed for every role 	FY 26-27	Talent Acquisition
		<ul style="list-style-type: none"> Clearly inform candidates how to request accommodations/ adjustment upon application 	FY 26-27	Talent Talent Acquisition
		<ul style="list-style-type: none"> Monitor the number of applications who request accommodations within any stage of recruitment process 	FY 26-27	Talent Acquisition / HR

Strategic focus area	Goal	Action	Timeline	Accountability
Retention and community support	Support career progression and foster community via affinity group	<ul style="list-style-type: none"> Relaunch Unite Affinity Group 	Q1 2026	Diversity & Inclusion Team / HR
		<ul style="list-style-type: none"> Provide frequent connects for disabled associates, caregivers and allies to connect shared experiences and advocate for their needs 	Beginning Q1 - Minimum frequency every 2 months	Diversity & Inclusion Team / HR/ ANZ Diversity & Inclusion Council
		<ul style="list-style-type: none"> Promote affinity group mentoring programme and increase bank of mentors trained to support disabled associates and caregivers 	FY 26-27	Diversity & Inclusion Team / HR
		<ul style="list-style-type: none"> Celebrate and recognise key awareness dates observations to build community, raise awareness and promote allyship across organisation 	FY 26-27	ANZ Diversity & Inclusion Council / HR
		<ul style="list-style-type: none"> Monitor retention and promotion data of disabled workforce 	FY 26-27	Diversity & Inclusion Team / HR
		<ul style="list-style-type: none"> Review external partnerships and external organisations with disability organisations such as Australian Disability Network, Diversity Council of Australia, Hidden Disabilities (Sunflower), etc. and assess value and impact these can bring to our organisation 	FY 26-27	ANZ Diversity & Inclusion Council / Diversity & Inclusion Team
Client products and services accessibility	Ensure services provided by Cognizant are accessible to all	<ul style="list-style-type: none"> Provide inclusion communications toolkits to all client facing associates 	Q2-Q4 2026	Diversity & Inclusion Team
		<ul style="list-style-type: none"> Provide building accessibility information to all visitors of our offices 	FY 26-27	Corporate Real Estate Services

Strategic focus area	Goal	Action	Timeline	Accountability
Procurement	Embed accessibility in vendor selection process	<ul style="list-style-type: none"> Identify and track disabled supplier spend 	FY 26-27	Procurement Team / DIAP Working Group
		<ul style="list-style-type: none"> Encourage suppliers to adopt inclusive practices within their supply chain 	Q1 2026	
		<ul style="list-style-type: none"> Review and amend existing guidelines to incorporate disability-inclusive procurement considerations 	Q1 2026	
Communication	Promote inclusive and accessible communication, celebrate and amplify voices of disabled community	<ul style="list-style-type: none"> Promote and evolve (where necessary) accessibility communication toolkits 	FY 26-27	Corporate comms/D&I
		<ul style="list-style-type: none"> Provide regular cadence to amplify resources and share best practices 	FY 26-27	
		<ul style="list-style-type: none"> Provide opportunities and visibility for disabled and caregiver community to share their opinions and lived experiences 	FY 26-27	
		<ul style="list-style-type: none"> Ensure the corporate photo library includes diverse ranges of images representing people with various visible and non-visible disabilities 	FY 26-27	

Strategic focus area	Goal	Action	Timeline	Accountability
Built environment	Ensure physical spaces and working environments are accessible	• Work with disability advisory organisations and conduct workplace audits of our office to understand areas for improvements	By December 2026	Corporate real estate services/ HR/D&I
		• Review findings and create improvement plan to mitigate issues identified	FY 26-27	
		• Introduce sensory maps across our offices, helping colleagues choose preferred desk areas	FY 26-27	
		• Create an internal accessibility standard to ensure all new offices comply with these requirements	FY 26-27	
		• Provide information to office users on the highlights of accessibility features	FY 26-27	
Technology	Ensure digital tools meet current WCAG accessibility standards	• Align all new tools with WCAG 2.1	FY 26-27	IT/Accessibility Council
		• Provide accessible docs	FY 26-27	

Monitoring and evaluation

We will evaluate our progress against the actions on a quarterly basis according to the specified timelines for each strategic focus area, as outlined in this plan.

Commitment to disability inclusion

At Cognizant Australia, we are committed to fostering an inclusive and accessible workplace where people of all abilities can thrive. We recognise the value of diverse perspectives and are dedicated to expanding meaningful employment opportunities for people with disabilities.

Our commitment extends to developing the capabilities of our employees with disabilities, ensuring that our organisation reflects the communities, clients and stakeholders we serve. We understand that advancing accessibility is a journey—one that requires thoughtful engagement, openness to differing views and a willingness to embrace change.

We acknowledge that progress may not always be linear. When challenges arise, we commit to listening, learning and improving. Guided by our values of working as one, doing the right thing and owning outcomes of our company, colleagues and community, we will continue to build a culture where everyone feels supported, empowered and included.

This disability inclusion and accessibility plan is effective immediately. We encourage all Cognizant Australia employees, suppliers and stakeholders to familiarise themselves with its contents and consider how they can contribute to driving disability inclusion and accessibility.

The DIAP will be reviewed annually, with the next formal review scheduled for December 2027. While registration with external bodies such as the Australian Human Rights Commission is not mandatory, Cognizant Australia will explore opportunities to share and align our plan with recognised national frameworks to reinforce our commitment to accessibility and inclusion.





Cognizant helps engineer modern businesses by helping to modernize technology, reimagine processes and transform experiences so they can stay ahead in our fast-changing world. To see how Cognizant is improving everyday life, visit them at www.cognizant.com or across their socials @cognizant.

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