



People-powered progress

Sustainability and
Corporate Citizenship Report
2025

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About this report and our reported information

The information in this report is intended to highlight certain aspects of Cognizant's performance in Fiscal Year 2025 from January 1 to December 31 and our global sites, offices and associates, unless stated otherwise. It is not a comprehensive description or representation of all of Cognizant's sustainability activities during that time. This report encompasses the majority of our global operations. Any exceptions to global coverage are explicitly noted.

We reference publicly available information found in our most recent Cognizant [Annual Report](#) and [Proxy Statement](#), and relevant policy and statement documents.

We provide our GRI content index for the period of our Fiscal Year 2025 with reference to the 2021 GRI Standards. In addition, we have used the Sustainability Accounting Standards Board (SASB) Software and IT Services standard and considered the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

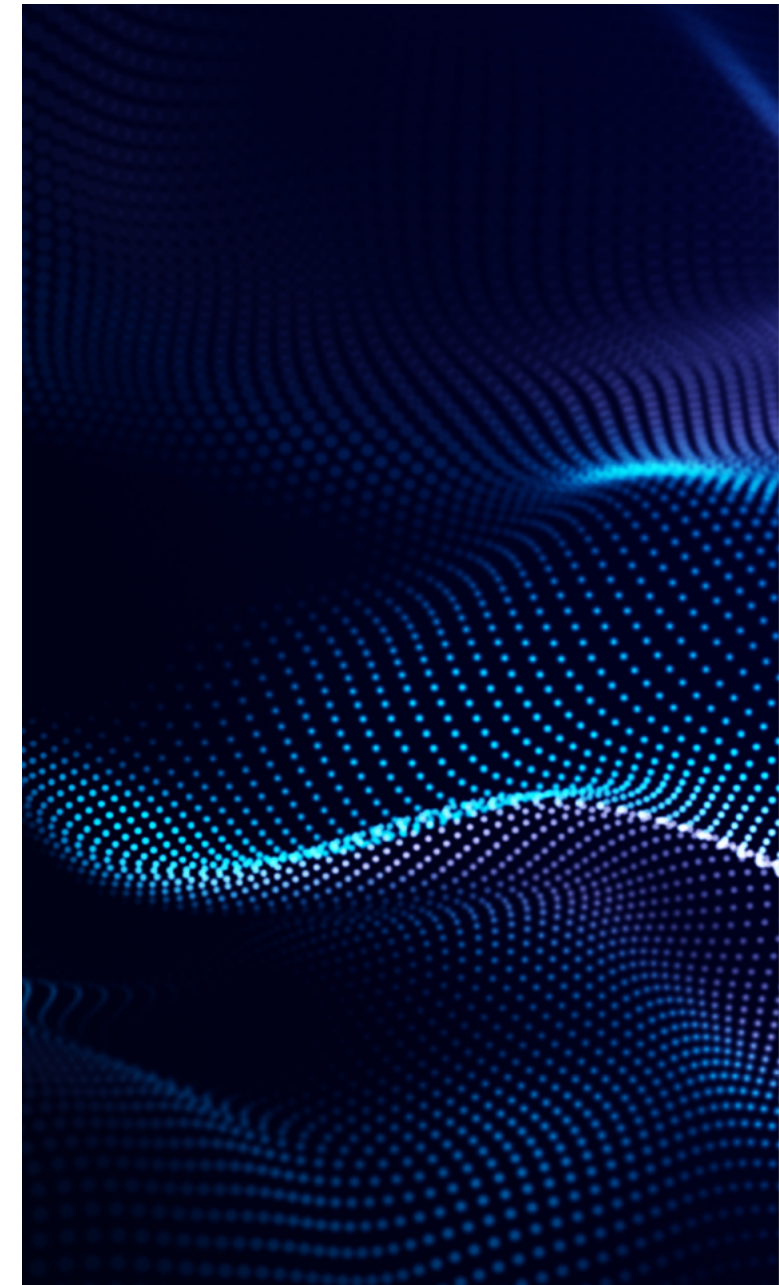
Assurance and controls

We maintain robust internal controls designed to support our sustainability reporting. Key metrics are subject to established controls, including validation and approval processes, and are supported by documentation.

Our GHG emissions and energy consumption metrics undergo independent third-party attestation. Additionally, other quantitative metrics within this report are internally validated. These validations combined with entity-level measures and layered controls, collectively promote accuracy, transparency, and strong governance in our sustainability reporting.

[Full details and data methodology are available in the Report of Independent Accountants and Management Assertion.](#)

Topics addressed and terms used in our reported information and content indices may be different from those terms as used in the context of filings with the US Securities and Exchange Commission (SEC) or other regulators. Issues deemed relevant for the purpose of this report or our sustainability stakeholder assessment may not be deemed material for SEC filings or other mandatory reporting purposes.



People-powered progress

In every corner of our business—from innovation labs to client sites, from local communities to global delivery centers—our people are driving the change the world needs.

They are building more wide-reaching technologies, solving complex challenges with purpose, and supporting the shift to a more sustainable, equitable future.

Our sustainability strategy reflects this belief: when people are empowered with the right tools, skills and values, progress becomes exponential.

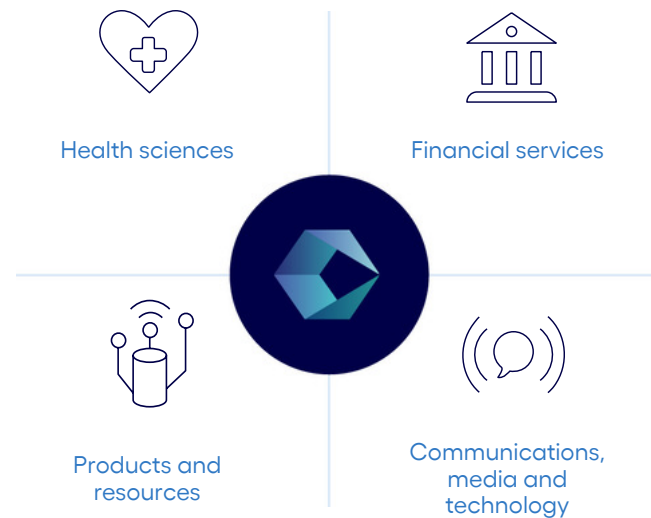


Cognizant at a glance

We engineer modern businesses to improve everyday life

Cognizant is an AI builder and technology services provider, bridging the gap between AI investment and enterprise value by building full-stack AI solutions for our clients. Our deep industry, process and engineering expertise enables us to build an organization’s unique context into technology systems that amplify human potential, drive tangible outcomes and keep global enterprises ahead in a fast-changing world.

Four business segments



[Learn more about our business online at cognizant.com](https://www.cognizant.com)

Snapshot of Cognizant

Serving our clients for more than **30 years**

\$21.1B
revenue in 2025

Approximately **351,600** employees¹

Operations in nearly **50 countries**

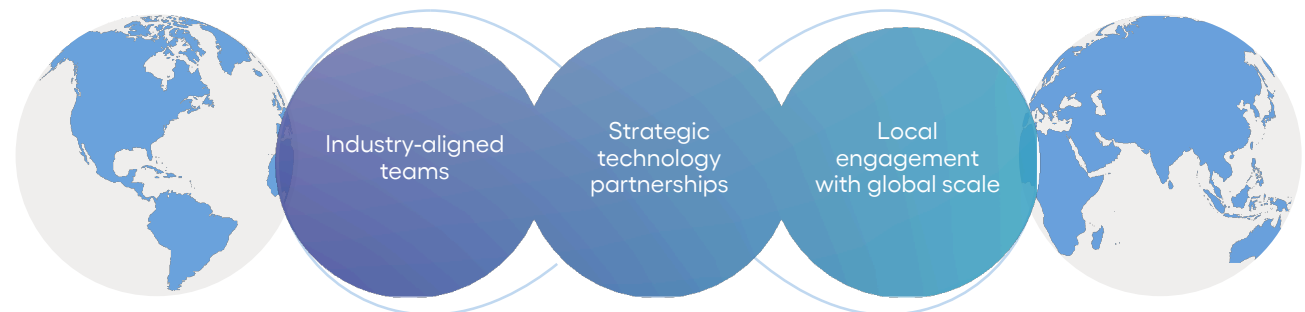
Trusted expertise

- Recognized as one of the World’s Best Companies by Time
- Recognized as one of the World’s Best Employers by Forbes
- Named one of the World’s Most Ethical Companies by Ethisphere
- Named one of America’s Most Innovative Companies by Fortune
- Named one of America’s Most Reliable Companies by Newsweek
- Recognized as one of America’s Greatest Workplaces by Newsweek
- Recognized as one of America’s Most Admired Workplaces by Newsweek (2026)
- Certified™ by Great Place To Work® in 31 countries worldwide (2026)

[For more information on our awards and recognitions, visit our website.](#)

How we operate

A global delivery network and client-centric model



¹ We had approximately 351,600 employees at the end of 2025, with 256,900 in India, 41,600 in North America, 14,600 in Continental Europe, 7,800 in the United Kingdom and 30,700 in various other locations throughout the rest of the world. As of December 31, 2025, approximately 61% of our workforce was composed of men, while women made up around 39%.

Leading in the age of AI, responsibly



Ravi Kumar
Chief Executive Officer
June 1, 2026

Progress in our time is defined by two inseparable forces: the transformative power of artificial intelligence and the purposeful, guiding hand of human ingenuity. Technology is reshaping our world, creating new opportunities. To harness this potential, we rely on a human compass—one calibrated by our values, guided by our people, and committed to a sustainable future.

“At Cognizant, our conviction in building our future with AI is matched by our commitment to ensuring that progress is responsible.”

Building trust through responsible AI

At Cognizant, our conviction in building our future with AI is matched by our commitment to ensuring that progress is responsible. This year, we put that principle into practice with the Cognizant Trust Framework, our methodology for the ethical development and deployment of AI. We also expanded our industry-first certification for responsible AI management to seven new global centers, and we became one of the founding contributors to the AI Skills Coalition, the UN’s global, open-access platform on AI education and capacity building. These initiatives are the guardrails we are building to help keep technology firmly in society’s service.

Empowering people through skills and innovation

History teaches us the value of new technologies is unlocked by people best skilled in their use. That is why we doubled down on our Synapse initiative, raising our ambition to two million people skilled by 2030 after

reaching our initial goal of one million skilled a year early. We are also investing deeply in our own team, with initiatives to drive AI fluency for all of our associates. Our ingenuity-driven culture is clear in our Bluebolt innovation program, where our associates generated more than 340,000 ideas in 2025.

Creating opportunity and sustainable impact

Our compass also points toward our communities. This year, our people dedicated more than 244,000 volunteer hours. Our Skilling-Impact initiative in India created pathways to employment for over 20,000 students from communities in need. By hiring graduates from this program, we are proving that business growth and community prosperity go hand-in-hand.

Finally, our direction is set toward a sustainable planet. We continue to progress on our net zero commitment, and we have achieved a 48% reduction in emissions from our 2019 baseline.

One way we create impacts is from helping clients embed sustainability into their core operations. We use our expertise to guide their energy transitions and build more sustainable enterprises. Our work helping our clients succeed has been recognized, and for the second consecutive year, Everest Group has named us a Leader for Sustainability Enablement Services.

“Integrity, trust, and transparency are our compass’s magnetic north.”

Anchored in integrity and transparency

Integrity, trust, and transparency are our compass’s magnetic north. These values are designed to guide every decision we make, a commitment recognized by Ethisphere in 2025 in naming us one of the World’s Most Ethical Companies.

The examples above are a glimpse into our work. In this report, you will see in full detail how our talented associates are turning our strategy into action, guiding technology toward a more productive and sustainable future for all.

It is by empowering our people that we will continue to power progress.

Best regards,
Ravi Kumar S. Chief Executive Officer

Sector context



AI-led demand and tech transition

The IT sector is rapidly reorganizing around AI-led demand as enterprises redirect budgets toward intelligent, automated systems. Providers are industrializing AI through scalable platforms, reusable components, and agentic architectures. Technical talent and delivery models are being reshaped to support AI-first engineering and context-driven model development. Overall, AI has become the new competitive frontier, forcing firms to rethink operating models from the ground up.



Trust, AI ethics and risk

Trust has never been more critical as enterprises scale AI and face rising scrutiny from regulators and customers. Providers are embedding responsible-AI frameworks to ensure fairness, transparency, and security across AI systems. Demand is growing for explainable models, governance controls, and continuous risk monitoring. As a result, the ability to deploy AI responsibly is now both a market requirement and a competitive advantage.



Sustainability and social impact as opportunities

Sustainability is emerging as a sector opportunity as clients seek partners who can operationalize sustainability transformation with technology. IT firms now offer emissions data platforms, climate analytics, inclusive service design, and automated regulatory reporting. Clients increasingly tie innovation agendas to environmental and social outcomes, making credible sustainability performance a commercial advantage. This shift is turning sustainability capability into a driver of long-term revenue and market differentiation.



Access and market reach

Inclusive design is becoming standard as clients prioritize accessibility and fair digital experiences. Performance on workforce practices that apply to all employees is increasingly used as a qualification criterion in large procurements. This emphasis strengthens trust and unlocks growth in markets that require expansion and a broader reach.



Workforce expectations and talent economics

Employee expectations for continuous learning, flexibility, and meaningful work are transforming IT talent strategies. Firms are adopting AI-augmented roles, reskilling programs, and global distributed models to address skill shortages. Automation is reshaping cost structures and workforce composition across onshore, nearshore, and offshore hubs. Organizations that invest in people as strategic assets may be outperforming in innovation and delivery quality.



Climate risk, resilience and “green IT” demand

Climate risk is driving demand for resilience solutions such as climate analytics, scenario modeling, and modernized continuity systems. Clients are adopting sustainable IT through energy-efficient cloud, low-carbon architectures, and emissions-tracking platforms. Regulatory complexity is accelerating the need for digitized climate reporting and verification. Green IT is increasingly relevant to transformation strategies, influencing both client priorities and provider capabilities.

Our sustainability priorities

Our sustainability program is based on the priorities of our internal and external stakeholders. Our priority assessment was last updated in 2025 and considered stakeholder input, relevant market shifts, risks and opportunities and developments in the regulatory environment. To remain attuned to our stakeholders, senior management is presented with the summary of the annual assessment. The Governance and Sustainability Committee of the Board also has visibility into our priority topics, annually.

As a global company and participant of the United Nations Global Compact (UNGC), we also shape our sustainability initiatives to support a number of the United Nations Sustainable Development Goals (UN SDGs).

[Read more about our priority topics on pages 8–9.](#)

Below are our priority topics for this report:

People and communities

- Talent and culture
- Social impact
- Health, safety and wellbeing

Environment and climate action

- Climate risk
- Greenhouse gas emissions
- Sustainability services
- Nature impacts
- Waste management

Corporate governance

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



From targets to impact

Progress on our commitments

Our commitments align with our business strategy of growing responsibly and serving the needs of our clients, associates and the communities where we conduct business. Throughout 2025, we continued to progress towards our goals.

People and communities

Our commitments & goals	2025 actions & metrics
Talent and culture Become the employer of choice in our industry, providing a safe and supportive workplace where people are able to do their best work and are recognized for their efforts	<ul style="list-style-type: none"> Over 240,000 associates took part in our 2025 People engagement survey 100% of our eligible facilities were covered by ISO 45001:2018 certification for Occupational Health and Safety Management Systems
Skilling for the future Develop our people for critical and leadership roles, and empower one million people inside and outside of Cognizant in new technology advancements by the end of 2026 through our Synapse program and extended to two million by 2030	<ul style="list-style-type: none"> 259,000 associates have participated in our Gen AI Learning Program We doubled our Synapse program commitment having achieved our goal early, now targeting upskilling 2 million future workers by 2030
Outreach and philanthropy Uplift the communities where we operate and energize our culture by providing philanthropic grants and volunteering opportunities around the world	<ul style="list-style-type: none"> More than 45,000 Cognizant volunteers devoted more than 244,000 hours to volunteering and supporting our communities Awarded over \$13.4 million in grants and gifts to more than 100 organizations worldwide

Aligned UN SDGs




Priority topics:

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

Environment and climate action

Our commitments & goals	2025 actions & metrics
Emissions reduction Reduce our absolute emissions by 50% by 2030 and 90% by 2040 Obtain 100% of our electricity from renewable sources by the end of 2026 Engage direct suppliers to set emissions reduction targets	<ul style="list-style-type: none"> Reduced our total emissions by 48% since our baseline year of 2019 Globally sourced 49% of our electricity from renewable sources Approximately 51% of our top 150 direct suppliers representing the highest emissions-generating areas of procurement, have set science-based emissions reduction targets
Addressing nature impacts Help protect nature by minimizing our water consumption and reducing waste	<ul style="list-style-type: none"> Reduced total water withdrawal across all Cognizant sites by 26 million liters compared with 2024 Reduced internal waste through the refurbishment of more than 3,700 laptops to be reused by associates

Aligned UN SDGs



Priority topics:

- Energy, GHG emissions & climate
- Natural resources and biodiversity, including electronic waste
- Opportunities in clean tech

Corporate governance

Our commitments & goals

Ethics and compliance

Uphold the highest ethical standards, ensuring all associates are guided by integrity and respect

2025 actions & metrics

- Achieved nearly 100% timely completion of mandatory ethics and compliance training for all existing associates
- Maintained our independent **portal** for anonymous reporting of ethical concerns

Innovative and responsible AI

Advance AI solutions that benefit both business and society through a standards-based approach

- Launched the Cognizant Trust Framework, a practical methodology for applying responsible AI in our organization
- Established a Responsible AI skill-building program and Responsible AI Champion Network to promote associate learning development

Data security and privacy

Improve policies and practices to stay current with regulations and best practices

- Reviewed and responded to new privacy requirements across our footprint, including in India, China and the US
- Achieved nearly 100% timely completion of the Acceptable Use and Data Security training

Supply chain and human rights

Maintain a diverse supply base that upholds our high ethical standards and collaborates with us to drive mutual success

- Enhanced our human rights policy, adding more detailed requirements on responsible AI, governance, training and modern slavery
- Strengthened our modern slavery program through a revamped supplier questionnaire and review of our supplier risk assessment process

Aligned UN SDGs



Priority topics:

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



Our people and communities

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

In this section:

- Talent and culture
- Health, safety and wellbeing
- Social impact



Talent and culture

Human ingenuity remains the defining advantage in an AI-empowered world. That’s why we work hard to attract, develop and retain the best people, and create a supportive culture where they can flourish. Our investment in skills development extends beyond Cognizant’s associates to the wider economy where we’re working to equip people to reap the rewards of a smarter, more connected world.

Skilling for the future

Demand for AI-savvy people is skyrocketing around the world. Two out of three employers globally want to hire talent with specific AI skills, yet half say a skills shortage is their biggest

barrier to harnessing the power of this new technology¹. Cognizant’s Synapse program initially aimed to address empowering more than one million people inside and outside of the company with cutting-edge technology skills by the end of 2026; having achieved this milestone ahead of schedule, Cognizant expanded the program’s goal to reach two million people by the end of 2030. Synapse plays a critical role in our associates’ learning and development, as well as in our social impact work with communities.

Skilling highlight

In 2025, Synapse aligned grantees, through our Donor Advised Funds, reported serving over 1.2 million people, and Cognizant Synapse aligned outreach volunteer activities reached over 22,800 individuals. As a whole, social impact far exceeded the 2026 goals.

Jumpstarting India’s future tech workforce

Graduates across India got off to a flying start in Cognizant careers and internships in 2025 after completing one of our Synapse GenC programs. This suite of seven flagship programs aims to nurture innovation and empower India’s emerging tech talent by preparing students for immediate deployment on client projects at our company.

For example, the Digital Nurture Partner Network program upsills pre-final engineering students in niche areas such as Java Full Stack, Salesforce, Cybersecurity, Artificial Intelligence, Machine learning, and Biotechnology.

The Cognizant Academia Research Ecosystem (CARE) for Industry Innovation runs research projects with partner institutions to prototype real-time industry solutions, with students getting exposure to futuristic technologies.

Together, the seven programs build ready-to-deploy talent for Cognizant and the Indian economy.

“I gained not only hands-on knowledge in gen AI but also essential soft skills like pitching technical solutions to non-technical stakeholders.”

Dhaanish Ahamed M,
Synapse CARE program participant

The Synapse program is a collaborative effort across Cognizant to equip people inside and outside of our organization with the skills to thrive in the digital age. The program centers on five pillars.



Skills accelerator

We are equipping job seekers with in-demand tech skills through sponsored upskilling programs. High-scoring participants are shortlisted for a specialized Cognizant “train-to-hire” program or interview with Cognizant or one of its Synapse partners for a job opportunity.



Technology partnerships

Enabled by the technology ecosystem in which Cognizant operates—including organizations like Cognizant Google Cloud AI University—we’re providing training to help open up the technology market to a new workforce pool for the first time.



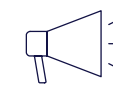
Apprenticeships & internships

Partnering with universities, community colleges and workforce development groups, we aim to train entry-level associates and mid-career professionals with IT and AI skills through our earn-while-you-learn apprenticeship program.



Employee skilling

We aim to upskill Cognizant associates for the AI era through our award-winning learning and development platform. We deliver gen AI training through curated learning pathways and technology partnerships with Google, Microsoft, Amazon Web Services, Salesforce, SAP and Oracle, amongst others.



Community education

We help to upskill people worldwide through philanthropic grants to community organizations and volunteering by Cognizant associates, as well as mentoring and education partnerships.

1. The World Economic Forum reported in 2025.

Associate learning and development

Nurturing our people’s talent is central to our business. We encourage our associates to continuously upskill and grow using our best-in-class learning ecosystem. By developing people for critical roles, including our next generation of leaders, we encourage associates to stay with us and enjoy fulfilling careers that drive our mutual success.

To meet the individualized learning needs and styles of our associates, we offer a wide array of content and learning formats, including programs for achieving industry-relevant professional certification. Our alliance partnerships with organizations such as Microsoft, AWS, Google, Anthropic, NVIDIA and SAP help associates stay up to date, and we use gen AI tools to deliver a more efficient, engaging learner experience.

Our offering includes:

Gen AI Learning Program: AI skill building is a core focus—from July 2023 to end of 2025, we have upskilled more than 330,000 associates on GenAI via more than 1,000 learning programs. We collaborate with industry leaders to build associates’ GenAI capabilities, combining in-house content with curated learning from partner learning libraries. In 2025, 259,000 associates have participated in the program, which ranges from short online modules to hands-on labs, hackathons and immersive learning.

Functional and industry learnings: We support well-rounded development by offering functional and domain-focused learning alongside technical training. Our industry-aligned programs combine training and mentorship to build associates’ understanding of the sectors they serve, strengthening client relationships.

Entry level (Gen C) skilling: This program helps to prepare campus graduates for immediate deployment on client projects at Cognizant. Through a high-quality learning experience that includes real-world project exposure, it develops

relevant technical skills and behavioral capabilities while instilling our values.

Job readiness program: This program is designed to provide associates with the skills needed to deliver current and future client projects. Cognizant’s learning teams work closely with the business to identify priority skills and build targeted training, helping us respond quickly to client demand today and upcoming opportunities.

Role-based program: We provide customized learning plans for specific role requirements, covering technical, functional, domain, leadership and behavioral skills. These upskill associates in existing roles and help them transition into new ones.

Leadership development

We foster leadership skills across Cognizant, building a pipeline to secure our long-term success. We have enterprise programs to support our leaders’ lifecycle as they go from one career stage to the next. In 2025, the Milestone program achieved more than 28,000 completions.

New to the role: Our onboarding and assimilation programs help individuals build key relationships and engage effectively with their new responsibilities.

Now in role: We have capability-building and programs for all segments of the workforce, alongside milestone learning journeys that strengthen performance and help leaders transition to the next level. Learning is delivered through blended formats that include assessments, digital learning, virtual sessions, simulations and leader interactions.

Next in role: We offer accelerated development programs for top senior talent. These include programs delivered in partnership with Ivy League universities and other leading institutions.

These programs are overseen by management and development metrics are reported to the Board on an ad-hoc basis. Together, they form an integrated leadership development ecosystem that we will continue to modernize

through data, AI-enabled tools and stronger measures of impact.

🔗 [For more information on our talent development efforts, see our most recent Annual Report.](#)

2025 highlights

Over

13,000

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

On average, our associates utilized approximately

55 hours

of training and development per full-time equivalent (FTE)

Talent attraction and retention

Cognizant is a people-centric company powered by innovation and collaboration. We aim to become the employer of choice in our industry, providing a welcoming workplace where people are motivated to do their best work and are recognized for their efforts.

🔗 [You can read about our culture and values on our website.](#)

Associate attraction

Our campus recruiting strategy in the Americas focuses on attracting and developing local talent through partnerships with universities and colleges. We engage students through career fairs, information sessions, hackathons and digital platforms, supported by assessments and interviews aligned to business needs. Programs such as our Generative AI Externship and Fusion Internship prepare students for specialized roles and long-term careers.



Each year, Cognizant hires interns from institutions in the US, Canada, Mexico and Latin America, many of whom convert to full-time positions. In the US and Canada, we also run localized internship and co-op programs and collaborate with universities to source graduates for technology and consulting roles.

When seeking candidates for Director-level roles and above, we focus on providing a personalized experience that builds rapport and trust. Once appointed, leaders take part in a 12-month, role-specific assimilation program that supports their transition including introductions to key stakeholders.

Engagement and retention

We measure associate engagement through our annual people engagement survey. The results inform action plans at organizational and team levels, addressing areas for improvement.

We regularly assess retention levels, including attrition trends.

[For more information on attrition, see our most recent Annual Report.](#)

Performance management

It is our policy that eligible full-time employees take part in a performance management cycle. This is an ongoing process that begins with goal setting and includes regular feedback, development opportunities and annual review. Associates collaborate with managers to set individual, role-specific and organizational goals.

Progress is tracked through self-assessment and discussions at key milestones such as onboarding, scheduled check-ins, and project completion. At year end, managers review each associate's achievements against defined expectations, assign ratings using a standardized scale, and communicate the final performance outcome. Ratings are connected to performance-based rewards, informing bonuses and salary increases. In 2025, over 98% of employees received regular performance and career development reviews. Other mechanisms designed to enhance associate performance and progression include:

- Customized career development processes, including career-growth opportunities for entry levels, internal job moves for mid-management levels and bi-annual leadership promotions
- Role rotation and leadership job boards offering lateral or promotion-eligible associates and leaders opportunities to make strategic horizontal moves, helping them upskill and advance their careers
- A long-term incentive program including restricted stock units (RSUs) for Director and above levels and performance stock units (PSUs) for Senior Vice President and above levels, closely tied to performance

[For more information on our executive compensation program, see our most recent proxy statement.](#)

Awards and recognition

Recognition plays a visible role in our culture, and leaders regularly review its impact through our engagement surveys and ongoing feedback. Associates can recognize each other's contributions through our internal Cheers awards portal, which reinforces core values and allocates points that can be redeemed for retail items and gift cards. We also celebrate achievements through our annual global Impact Awards ceremony.

Pay transparency

We publish annual gender pay gap reports for [Australia](#), [Brazil](#), [Ireland](#), Spain, and the [United Kingdom](#), disclosing the difference in average earnings between men and women across our workforce.

Accessibility

As a company driven by AI, we recognize how this technology can break down barriers to participation for people with disabilities, helping us broaden our talent pool. We aim to provide reasonable accommodations or adjustments to associates who have disabilities or medical conditions. Our approach to driving initiatives focused on disability varies according to business needs on the ground in different regions. For example:

- **India:** Our Accessibility Concierge Service helps associates with disabilities access accommodating applications and assistive technologies.

- **UK:** Cognizant UK is certified as a Disability Confident Level 2 employer, committing us to accessible hiring practices, reasonable adjustments and ongoing support. We are members of the Business Disability Forum (BDF), a global non-profit organization working with businesses to improve working opportunities and conditions for people with disabilities.
- **US:** We support employees with disabilities through voluntary self-disclosure and a case-by-case reasonable accommodations process designed to comply with the Americans with Disabilities Act.
- **Australia:** We are publishing our first Disability Inclusion and Accessibility Plan, designed to comply with national legislation, to remove barriers, promote inclusive design and embed disability inclusion across our workforce, services and culture.

In 2025, we hired more than

87,500

associates

People engagement survey highlights

over 240,000

associate responses

Our employee engagement scores stayed strong. Our scores continue to be higher than global and IT industry benchmarks across most drivers.

Our focus on engagement

How we engage



Annual people engagement survey



Community, volunteer and mentoring engagement programs



Year-round employee engagement through training, support groups, external partnerships and sponsorships



Small group listening sessions led by top leadership with Q&As and feedback review

Health, safety and wellbeing

The health, safety and wellbeing of our people and everyone involved with Cognizant is a top priority for our organization. We work to integrate the principles and practices of our Occupational, Health and Safety (OHS) management system across our value chain. Through our efforts, we aim to create a healthy and safe working environment that improves productivity, promotes sustainability and protects wellbeing.

Our global **OHS Policy Statement** sets out our commitment to protect our associates, vendors, clients, and visitors to our facilities and the global communities where we live and work. Our senior management is responsible for the formulation, implementation and review of OHS Policy Statement and performance. Senior management also carries out periodic reviews against objectives and targets, echoing our efforts to set the tone at the top.

Our global guidelines provide a framework for the reporting, classification and investigation of OHS-related incidents. As a result, in 2025, Cognizant assessed through these risk assessments that our facilities are ISO certified using ISO 14001 and ISO 45001:2018.

A culture of health and safety

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

We encourage our associates and appropriate vendor partners to share feedback whenever there is a significant change in process or practice, reporting any concerns or improvement suggestions to management for its review. Associates and vendor partners are invited to use the dedicated OHS feedback form on our global OHS web page. Alternatively, associates can reach out to their management and HR point of contact. The account management team addresses inputs received from associates working at client locations.

Training and communication

All associates in relevant roles are expected to complete a series of e-learning modules on OHS, including modules relevant to their specific role at Cognizant.

Contractors, integrated facilities management (IFM) partners and other sub-vendors or contractors are responsible for ensuring their staff are trained and aware of the safety protocols expected within Cognizant premises.

We work to ensure that everyone working under Cognizant’s operational control for OHS-related activities, are aware of:

- Our OHS Policy Statement
- Significant OHS hazards and aspects and related actual or potential OHS risks and impacts associated with their work
- Their contribution to the effectiveness of the OHS management system, including the benefits of enhanced OHS performance
- The implications of not conforming to the OHS management system requirements, including not fulfilling the organization’s compliance obligations

- Incidents and the outcomes of investigations that are relevant to them
- The ability to remove themselves from work situations that they consider present an imminent and serious danger to their life or health, as well as the arrangements for protecting them from undue consequences for doing so

We use various methods to increase awareness, including e-learning and other training modules, toolbox talks, mentoring, visual signs and banners, internal communication and periodic campaigns.

Workspace coverage

By the end of 2025, 100% of our eligible facilities were covered by ISO 45001:2018 certification for Occupational Health and Safety Management Systems¹. This underscores our desire to maintain the highest standards of health and safety across our operations.

Mental Health Ally Program

We want to create a culture of mental health at Cognizant, reducing stigma, and promoting the overall health and wellbeing of associates. Our Mental Health Ally Program provides associates with meaningful support and opportunities to have trusted, confidential conversations.

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



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

Wellbeing of our people

We care about our people and seek to be there for them through life's ups and downs. Our flexible Be Well program offers all our associates and their families physical, mental and financial support to help them navigate life and work.

Four wellbeing dimensions



Physical wellbeing

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



Financial wellbeing

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



Mental wellbeing

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



Life and work wellbeing

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



Social impact

Cognizant is dedicated to building stronger futures for our people and the communities where we operate by equipping them with the skills to succeed today and tomorrow. From philanthropic grants to volunteering, mentoring to education partnerships, our award-winning social impact programs uplift communities and energize our culture.

The programs also contribute to Cognizant’s Synapse initiative, which aims to empower more than two million people with advanced technology skills by the end of 2030.

Outreach

Our voluntary work brings our people together to give back to the communities we call home and focuses on several themes.

Cognizant associates globally share their time and talents for activities including coding hackathons, mentoring, career guidance, science and technology initiatives, blood donation, disability support, tree planting and environmental cleanups.

Aston Martin Formula One AI Idea-thon

For the second year running, we partnered with the Aston Martin Formula One (AMF1) team and universities in the US, Canada and India to host gen AI-themed idea-thons, providing students with a deeply experiential work-based learning opportunity as part of our Synapse initiative. During the six-week virtual competitions, mentors from Cognizant’s enterprise innovation program, Bluebolt, volunteered more than 880 hours to help the students go from ideation to implementation to solve real-world problem statements from AMF1. The program provided students with an opportunity to demonstrate their business acumen and creativity before Cognizant executives and clients who served on the judging panels.

“This win will always remain a memorable milestone—a perfect blend of teamwork, technology, and passion.”

Varshitha

Hyderabad Idea-thon participant



Coaching underserved students in India

Cognizant volunteers helped empower more than 20,000 students from remote Indian villages and tribal communities to pursue meaningful corporate careers in 2025. Addressing the limited access to industry skills and job awareness among economically disadvantaged students, our Skilling-Impact hiring initiative program uses a five-step employability model supported by multiple stakeholders. Our volunteers play a vital role, coaching students in communication, soft skills, interview readiness, life skills and preparation for the Aspiring Minds Computer Adaptive Test (AMCAT) employability test. Through this effort, Cognizant has hired from underserved communities over the last few years, expanding opportunities and strengthening our talent pipeline.

“Giving my time feels like giving a piece of my heart.”

Vinoth

India

This year, associates also helped communities by:

- Leading blood donation drives
- Donating laptops to children’s charities

In 2025, more than

45,000

unique volunteers worldwide collectively contributed over

244,000

hours to various volunteering initiatives across more than 30 countries

Global philanthropy

Cognizant’s philanthropy focuses on improving economic mobility and community resilience. Our support spans strategic programmatic giving, local community support and disaster relief. While there is more to do, we are proud of our positive impact to date. Since 2018, our investments in global organizations and non-profits have helped individuals build critical skills to strengthen their communities and expand participation in the digital economy.

Breaking barriers to tech access

Many college computer science programs lack the resources to set students up for success in the digital economy. Through targeted grant funding, Cognizant is supporting US non-profit CodePath to expand opportunities for students in tech, doubling their Tech Fellow program and serving computing students with enhanced career resources. In 2025, the grant funded major initiatives including an emerging engineers summit, regional alumni events and alumni accelerator workshops.

Cognizant’s investment is also helping CodePath expand nationwide, connecting students and alumni from colleges across the country and a wide network of companies. Students have gone from feeling invisible in tech to securing full-time roles and now mentor others, exemplifying the program’s transformative impact.

Gen AI skills program in Singapore



The volunteer-led 2025 Gen AI Skills for Impact series

The AI for Impact 2025 APJ GenAI Skills program, powered by over 240 Cognizant volunteers in collaboration with Johnson & Johnson, upskilled 2,700 students and professionals across 13 countries—including Singapore through various initiatives—with 99% of respondents reporting improved GenAI proficiency and confidence.

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



Skilling for the future

Support opportunities in tech

Digital enabler (K-12)

Vehicle:

- Science, technology, engineering, mathematics (STEM) workshops and programs
- School career talks, learning journeys
- Scholarship programs

Supported communities:

- Students and teachers from public and under-funded schools and communities

Future accelerator

Vehicle:

- Technology boot camps, hackathons
- 1:1 skills mentoring programs
- Career readiness workshops and boot camps

Supported communities:

- Youth
- Mid-career job seekers
- Persons with disabilities
- Veterans

Digital capacity building

Vehicle:

- Digital skilling workshops, clinics
- Mentoring programs
- Technology advisory and consulting services

Supported communities:

- NGOs
- Charities
- Public sector



Increasing community impact

Community impact

Conservation awareness

Vehicle:

- Volunteering and advocating for local environmental organizations

Supported communities:

- Local and global environmental organizations

Community and people engagement

Vehicle:

- Volunteering and fundraising support for local community organizations
- AI for health volunteering

Supported communities:

- Local and global community impact organizations

Environmental sustainability

Cognizant is focused on managing its environmental impacts and providing clients with services that support their needs.

- Environmental risk management
- Climate risk
- Nature impacts
- Sustainability services



Environmental risk management

At Cognizant, we're focused on managing our risks and impacts related to climate and nature while using our technologies to help clients meet their own sustainability goals.

Our environmental sustainability strategy focuses on reducing our greenhouse gas (GHG) emissions and managing climate-related risks and opportunities. We believe integrating environmental risk management into corporate strategy supports resilience, drives long-term value creation, and positions the organization to proactively address emerging sustainability challenges.

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

Additionally, we are committed to improving water efficiency at our owned sites, promoting responsible e-waste management, and working with landlords to extend sustainable practices across leased facilities.

To support continued improvement in our management of environmental risks, we have implemented an ISO 14001-certified Environmental Management System (EMS). The system is audited and certified annually by the global independent assurance provider Det Norske Veritas (DNV), demonstrating our ongoing compliance with recognized environmental standards and commitment to continued improvement. In 2025, 100% of our eligible global facilities were covered by an EMS.¹

[For information on environmental risk oversight, see the corporate governance section of this report. For information on climate-related risk management, see pages 20–24.](#)

Our carbon reduction levers

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



Sourcing renewable electricity



Incorporating energy efficiency into buildings



Optimizing associates' business travel and employee commuting



Sourcing high-quality, credibly certified carbon offsets



Engaging our suppliers to set emissions reduction targets



Creating a climate-competent workforce

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

Climate risk

Our reporting of Cognizant’s climate-related risks and their management is informed by the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). This report explains our approach to governance, strategy, management and measurement, relating to:

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

Governance

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

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

[For more information on sustainability governance and management at Cognizant, see page 31.](#)

Strategy

Cognizant’s climate strategy is designed to minimize our contribution to GHG emissions that may accelerate global heating, while managing the impact that climate disruption may have on our business. We have taken a systematic approach towards identifying our priority climate risks and opportunities across our operations, supply chain and services to clients, following a three-stage 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 Enterprise Risk Management (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. Timeframe analysis:** We considered how the identified priorities could be relevant to Cognizant over the:
 - Short term (up to five years)
 - Medium term (6–15 years)
 - Long term (16–30 years)

To further strengthen our risk management and business continuity, we conduct annual Facilities All Hazards Risk Assessments (FAHRA) across our organization to proactively identify and address climate, natural, and security risks.

[For more information please review our Climate Action Plan.](#)



Building on our systematic approach, we have assessed and categorized Cognizant’s priority climate risks and opportunities. The following table summarizes these key risks and opportunities, their expected timeframes, and our mitigation measures to strengthen resilience and business continuity.

Type of risk	Risk description and opportunity priorities	Risk timeframe	Cognizant’s mitigation measures and resiliency to risk
Physical risks	<p>Acute</p> <p>Extreme weather events causing damage to property that render it unusable</p> <p>Severe flooding and other extreme weather events may damage and disrupt operations across Cognizant’s offices and data centers, most notably in India (for example, Chennai’s coastal location may be prone to flood risk). The business may incur financial costs in order to repair damage and restore normal operations, and could experience client dissatisfaction if service is disrupted.</p> <p>In the short term, flood risk is more likely to be driven by extreme rainfall. Nevertheless, rising sea levels may increasingly accentuate flood risks at our coastal sites.</p>	Short–long term	We use forecasting tools to help us predict extreme weather events. Buildings are managed and maintained to withstand flooding events with business continuity plans (BCPs) in place to provide effective maintenance of service. Cognizant experienced heavy flooding in Chennai in 2015 and again in 2023 due to extreme rainfall. This resulted in some operational disruption and recovery costs. In 2025, Corporate Security’s Global Business Resilience team conducted facility all-hazard risk assessments (FAHRA) at 52 targeted global delivery centers worldwide. Assessors found that most Cognizant facilities are in secure locations, supported by effective and well-managed safety and security controls. Many facilities have shown strong and well-regulated business resilience control systems, qualifying them as secure sites for Cognizant business operations.
	<p>Acute/chronic</p> <p>Extreme weather events and trends affecting delivery capability</p> <p>Potential deterioration in associates’ wellbeing through extreme weather such as heat, humidity, and poor air quality, most notably in India and the Philippines where we have large associate populations and there is a high potential for extreme weather. (One example of this is poor air quality that can be experienced particularly in Noida and Gurgaon, in India). These conditions may adversely affect associate commuting and business travel, thereby impacting their productivity and service delivery to clients.</p>	Short–long term	We use forecasting tools to help us predict extreme weather events. These insights are integrated into pre-assessments of potential new locations for Cognizant offices. For existing offices, measures are in place to enable associates to adapt to extreme spikes in heat, including flexible working policies and provision of advice on staying cool while commuting and working. Such circumstances may necessitate investment in measures to maintain associates’ wellbeing.
Transition risks	<p>Technology</p> <p>Power outages leading to disruption in operations</p> <p>Climate change may pose risk to power grid resiliency, with drought, high temperatures, extreme storms and floods potentially impacting energy assets and availability where Cognizant operates including offices, data centers and associates’ homes. Cognizant’s operations may be affected by power outages on the grid which could disrupt services to clients. This may result in financial losses and customer dissatisfaction.</p>	Medium–long term	Cognizant maintains back-up power provision through onsite fuels such as diesel across its sites globally. This mitigates against loss of service while electricity provision is restored. Back-up power provision was assessed across key sites in 2025 and found to be sufficient. No major outages were experienced.
	<p>Market</p> <p>Increased costs of transitioning to lower-emission technology</p> <p>Cognizant’s net zero goal will require investment in new technology to significantly reduce operating emissions. Technology will be required across the management of buildings, IT infrastructure and business travel. Financial risks could be generated in the event of poor technology choices, underestimation of cost and an unrealistic expectation regarding the speed and ease of the global transition to low-carbon technology. As a largely technology-reliant and data-intensive business, Cognizant faces the risk that its data centers may require significant investment in new lower-emission technologies to achieve targeted emission reductions.</p> <p>Changing client behavior demanding greater commitment to climate strategy</p> <p>Businesses are becoming more conscious of climate change and the impact on their own operations. They may increasingly expect their suppliers and partners to have a sustainability strategy that matches their own ambitions and may look to disassociate themselves from those perceived as climate laggards. There may be an expectation from some of our clients for sustainability performance, which is based on the nature and extent of our disclosures. If Cognizant does not meet evolving client expectations regarding partner sustainability strategy and execution offering then it could potentially lose market share.</p>	Medium–long term	We have maintained our investment in upgrading our heating, ventilation and air conditioning (HVAC) systems for our properties and data centres in India. We anticipate a return on this investment through lower electricity demand and bills. We did not observe a significant change in equipment costs in 2025. Cognizant’s energy intensity (gigajoules/m ²) improved by 44% in 2025 compared to 2019.
		Short–medium term	Cognizant is aiming to deliver its net zero goal having reduced its emissions by 48% in 2025 compared to its 2019 baseline year. Consequently, we have been able to satisfy the expectations of clients with ambitious climate goals that require Cognizant support on decarbonization and execution to date. Our ability to calculate service-level emissions and to provide advanced climate solutions has helped us maintain a positive reputation for sustainability commitment in the market.

Type of risk	Risk description and opportunity priorities	Risk timeframe	Cognizant's mitigation measures and resiliency to risk
Transition risks	Market Increasing energy costs Energy demand may continue to increase globally while supply may be impacted by economies transitioning away from fossil fuels to renewable energy sources.	Short–medium term	Cognizant has invested in energy efficiency measures for its offices and data centers. The business has also secured long-term access to renewable electricity at a lower cost than grid prices, due to power purchase agreements (PPAs) in India.
	Reputation Failure to meet climate commitments leading to reputational damage A disconnect between Cognizant's stated climate goals and its execution may negatively impact our relationships with clients and partners. Increased scrutiny of sustainability claims presents risks of being perceived in the market for greenwashing if our claims do not hold.	Short–medium term	Cognizant is making progress to deliver its sustainability commitments and has received external recognition for its environmental performance. We have an internal Disclosure Committee to help facilitate a consistent and rigorous approach to sustainability disclosure to drive accuracy and reduce the prospect of greenwashing. We also continue to be rated positively by external sustainability assessors such as CDP, MSCI and S&P Global.
Opportunities	Services New and increasing client demand for climate solutions Corporations, including Cognizant clients, may experience pressure to capture and disclose their climate data. Cognizant has an opportunity to engage with the changing needs of its clients and provide advanced sustainability solutions that support the delivery of their climate commitments.	Short–medium term	Cognizant's sustainability solutions, which include cloud-based and software offerings as well as data and AI, IoT, enterprise platforms and other sustainability services, help organizations reduce their emissions. In 2025, we enhanced our client sustainability solutions, offering a diverse array of tailored services. These include sustainable finance, sustainability data reporting, sustainability consulting, and sustainable buildings and infrastructure, which are designed to meet our clients' unique needs.
	Resource efficiency Use of new climate technologies and more efficient facilities By improving how we operate our offices and data centers, Cognizant can unlock substantial financial and carbon savings. Moving to more efficient buildings, or upgrading existing sites with measures such as high-efficiency lighting, better insulation, smart windows, and heat-recovery systems, could meaningfully reduce energy use and expense. Given the scale of our real-estate footprint, applying these upgrades across locations could deliver greater benefits while advancing our sustainability goals.	Short–medium term	Cognizant has continued to strengthen the efficiency of its real-estate operations by upgrading heating, ventilation and air-conditioning (HVAC) systems and lighting infrastructure across key sites. This includes a pilot AI-enabled chiller plant automation project at a Chennai facility, which is now being scaled to additional owned locations.

Climate risk management

Climate risk management at Cognizant is incorporated into our global Enterprise Risk Management (ERM) program. We assess the impact of climate risk on Cognizant’s delivery capability quarterly and assign it a risk rating.

Our physical climate risk tooling is used to assess future risks around relevant threat parameters and plotted against location headcount. Each location is then given a risk rating (low, moderate, medium, high, extreme) based on the percentage of associates exposed to physical risks. The average outcome for all Cognizant sites in 2025 was moderate to medium. This rating feeds into an overall rating for sustainability risk management and is documented via a risk scorecard that contains an update on the status of key mitigation actions.

Risks identified to be high are expected to be reported to the Audit Committee. Our overall rating for Sustainability risk in 2025 was medium.

Business continuity

Our Global Business Resilience (GBR) team is responsible for maintaining continuous operations while keeping our people safe. It monitors many risks, including physical climate risk, across our operations through our annual Facilities All Hazards Risk Assessment (FAHRA) process. The Sustainability Team supports risk control through the provision of quantitative and qualitative physical climate risk data acquired from credible external sources fed into the FAHRA. These sources include the Intergovernmental Panel on Climate Change’s Advanced Interactive Atlas and the World Resources Institute’s (WRI) Water Risk Atlas.

Having assessed climate, natural and security risks using historical and forward-looking data, the FAHRA assigns each facility a risk rating using the Cognizant Risk Management Scoring Framework. We follow the ISO 22301 global business continuity standard and have certified delivery centers across India, North America, Latin America, the EU and Asia-Pacific.

The GBR team also manages our incident response planning, which aims to increase infrastructure resiliency, with controls designed to predict and prepare the business for acute and chronic physical shocks.

Metrics and targets

The targets and metrics we use to monitor and manage climate risks and opportunities are guided by the examples provided by the TCFD framework. We are in the process of identifying material measurements corresponding to the risks and opportunities detailed on [pages 21–22](#).

We continue to measure our emissions generation and energy consumption data. We commissioned an external third party to perform attestation procedures for all emissions data contained in this table for the years ended December 31, 2019, to December 31, 2025 (excluding the percentage change from the 2019 baseline and R22 refrigerants). Full details and data methodology are available in the [Report of Independent Accountants and Management Assertion](#).

Scenario analysis¹

We have sought to deepen our understanding of the impact that our priority risks and opportunities could have on our business and to identify ways to build resilience across our operations and supply chain. We have conducted scenario analysis around our risks and opportunities to help achieve this.

For each of the timeframes² that we have considered, we investigated potential impacts to Cognizant under varying degrees of heating and global responses to the impacts of that heating. The scenarios selected were as follows³:

Scenario 1: Orderly transition to net zero 2050 (1.5°C)⁴—a high degree of policy ambition and implementation of the Paris Agreement

Scenario 2: Disorderly and delayed transition (1.8°C)—rapid, disruptive transition over a short time horizon

Scenario 3: Hothouse World (3°C)—limited or no action taken to transition, thereby presenting the greatest stress test of physical climate risks

High-level outputs from scenario analysis

For physical risks, Scenario 3 poses the greatest threat to property and operational continuity, driven by extreme weather events and rising sea levels. The increased frequency and severity of heatwaves and flooding could significantly impact employee wellbeing and the resilience of infrastructure.

For transition risks, Scenario 1 presents the highest reputational risk, where failure to meet sustainability commitments may adversely affect business relationships and public perception. This scenario also introduces substantial market risks, including higher costs for low-emission technologies and energy, alongside increased client demand for climate-related commitments. Under this scenario, rapid global decarbonization and evolving stakeholder expectations could increase pressure on Cognizant to keep pace.

Technology risks, such as power outages, are most acute in Scenario 3 due to the likelihood of extreme weather.

For opportunities, Scenario 1 offers the most significant growth potential for Cognizant, with strong demand for climate solutions and sustainable technologies driving expansion in consulting, technology and resource efficiency services. Early investments in energy-efficient buildings and AI-driven solutions are expected to deliver long-term financial and environmental benefits. In scenarios with less ambitious climate action, these opportunities are diminished due to weaker client demand and regulatory incentives.

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

2. Cognizant selected timeframes in line with the TCFD recommendations.

3. 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.

4. Meets the TCFD recommendation for selection of a below 2°C scenario and is aligned with the nature of Cognizant’s infrastructure and assets.

Emissions reduction and energy performance

Cognizant has set a goal of achieving net zero GHG emissions. Using our 2019 emissions as a baseline¹, we are committed to reducing our total emissions by 50% by 2030 and 90% by 2040. The 2030 goal will entail a reduction of 74% in our Scope 1 and 2 (market-based) emissions and 44% for Scope 3 emissions. We intend to offset unabated emissions beginning in 2030. Our near- and long-term science-based reduction targets have been validated by the Science-Based Targets initiative (SBTi). We report annually on progress made towards meeting these targets to CDP (formerly the Carbon Disclosure Project). Our emissions reduction strategy is designed to address consumption across Scopes 1, 2 and 3 of our footprint. For Scopes 1 and 2, we focus on improving the efficiency of our operations and increasing the percentage of electricity obtained from renewable sources. For Scope 3, we are concentrating on engaging our suppliers to reduce their emissions and reducing our associates' business travel. We continue to share details of progress made towards meeting our emissions reduction targets with relevant internal stakeholders. In 2025, our total emissions decreased by 48% compared to 2019. Our emissions intensity for 2025 was 25 MtCO₂e per million dollars of revenue, 59% lower than 2019².



Supply chain

Our supply chain is the biggest contributor to our emissions, with 52% of our total footprint in 2025 attributable to our purchasing of goods and services and capital goods. Emissions from this sourcing increased by 12% in 2025 compared to 2024.

To address this impact, we focus on areas of procurement that generate the highest emissions.

Where contracts are new or due for renewal, we include a **climate clause** with these suppliers that requests them to report their emissions data to us through a third-party provider and set science-based emissions reduction targets within prescribed timeframes. By the end of 2025, 51% of suppliers representing the 150 highest emission-generating areas of procurement set these targets.



Travel

In 2025, 10% of our emissions were attributable to our associates' business travel. The main source of these emissions is air travel. To further reduce emissions from business travel, we are implementing carbon budgets, defaulting to economy-class flights, prioritizing rail over air where practical, consolidating trips, exploring sustainable aviation fuel (SAF) options, and using distance-based accounting for transparency.

Our system for capturing and assessing our associate travel data enables us to better identify inefficient travel practices. We are also focused on encouraging efficient associate work commuting. We maintain a fleet of more than 550 electric vehicles for associate commuting and installed electric vehicle charging stations across six of our owned office locations in India in 2025. For commuter decarbonization, we are expanding EV charging infrastructure, introducing pooled electric shuttles, and enabling flexible work arrangements during extreme heat or flood alerts.



Carbon offsetting

We aim to offset all unabated emissions beginning in 2030 and have developed principles aligned with recognized standards to guide our purchases of offsets.



Climate training

Our associates have a critical role to play in enabling our net zero goal. We are committed to providing them with climate skills to support emissions reduction and help us deliver climate solutions to clients. In 2025, we enhanced our global climate training package which is available to all associates. It provides an overview of climate and biodiversity science and explains the specific role Cognizant can play in addressing the challenges of the climate crisis.

1. Following guidance provided by the SBTi, we selected 2019 as the most recent year with comprehensive data on emissions and other applicable metrics. We have established an emissions recalculation policy aligned to the GHG Protocol which requires Cognizant to re-baseline its emissions if total emissions change by more than 5%.
 2. Belcan, LLC ("Belcan") was integrated under Cognizant's operational control in Q4 2025. Emissions reporting for Belcan will commence from 2026 and appear in the 2027 sustainability report, consistent with Cognizant's GHG accounting policy.

Emissions data

Carbon dioxide equivalent (metric tonnes) reporting year 2025 for Cognizant globally

	2019	2023	2024	2025	Increase / (decrease) in 2025 compared to 2019 baseline
Scope 1					
Scope 1	15,789	9,420	8,639	6,393	(60)%
Scope 2					
Location-based	315,544	119,364	115,630	112,371	(64)%
Market-based	249,773	67,146	59,536	55,026	(78)%
Scope 2 (referencing market-based)	249,773	67,146	59,536	55,026	(78)%
Scope 3¹	748,721	456,488	423,026	466,298	(38)%
Purchased goods and services ²	181,179	190,530	174,199	217,148	20%
Capital goods ²	73,729	69,726	68,859	56,152	(24)%
Fuel and energy-related activities (FERA)	74,334	49,105	40,196	41,140	(45)%
Business travel ³	251,346	95,230	86,270	50,470	(80)%
Employee commuting ⁴	103,139	28,967	35,482	86,271	(16)%
Upstream leased assets ⁵	61,838	21,888	17,204	13,479	(78)%
Upstream transportation and distribution ⁶	1,563	527	368	1,040	(33)%
Waste generated	242	203	356	188	(22)%
Investments ⁷	1,351	312	92	410	(70)%
Total Scope 1, 2 (referencing market-based) and 3⁸	1,014,283	533,054	491,200	527,717	(48)%
Outside of scopes (R22 refrigerant)	2,033	340	60	0.01	(100)%

1. Due to the nature of Cognizant's business as a provider of IT services and solutions, Scope 3 downstream categories such as transportation and distribution of sold products, processing, use, and end-of-life treatment of sold products, downstream leased assets, and franchises are not applicable and have therefore been excluded from our GHG emissions inventory.

2. Purchased goods and services emissions (Scope 3, Category 1) increased by 20% versus the 2019 baseline, driven by growth in procurement.

3. Business travel emissions reflect a reduction in travel activity; however, the majority of the reduction is attributable to the availability of more granular travel activity data across regions.

4. The increase in employee commute emissions (Scope 3, Category 7) compared to the 2024 reflects higher office attendance following our return-to-office transition, as well as the use of updated emission factors in line with current industry standards.

5. Upstream leased assets emissions reflect an enhanced methodology applied in line with GHG Protocol guidance.

6. Upstream transportation and distribution emissions increased from 2024 driven by increase in spend.

7. Investment emissions (Scope 3, Category 15) increased from 2024, reflecting changes in methodology including expanded coverage of minority investments and the exclusion of investee Scope 3 emissions, in line with updated GHG Protocol guidance.

8. The reduction against the 2019 baseline decreased from 52% in 2024 to 48% in the current reporting year, primarily due to increases in purchased goods and services emissions driven by increased procurement, and employee commute emissions as per note 3. Scope 1 and market-based Scope 2 emissions continue to demonstrate strong reductions of 60% and 78% respectively against the 2019 baseline.



Energy efficiency

We continue efforts to improve energy performance at our facilities, prioritizing our operations in India.

Our focus is on upgrading our heating, ventilation and air conditioning (HVAC) systems and replacing fluorescent lighting with LED fixtures. Building on the successful pilot of an AI-based chiller plant operation automation at a Chennai facility, we are expanding and scaling the initiative across additional owned facilities in Chennai and Pune.

In 2025, we successfully piloted an intelligence-based air handling unit (AHU) operation, which uses real-time occupancy data from our access control system at five owned campuses in India.

Over 78% of the office space we own in India is Leadership in Energy and Environmental Design (LEED) certified for new construction by the India Green Building Council (IGBC). Five of our owned campuses are Platinum certified for LEED EB O&M by U.S Green Building Council (USGBC). All our new fit outs in India in 2025 were Platinum-certified for LEED ID+C: Commercial Interiors by USGBC.

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

- Moving from physical to virtual servers, which reduces energy demand
- Continuing the migration of workloads from Cognizant’s internal data centers to cloud service providers
- Upgrading hardware in our data centers. In 2025, we achieved a weighted average Power Use Effectiveness (PUE) of 1.73 for our two largest data centers in Chennai and Pune



Renewable electricity

Cognizant has committed to achieving 100% renewable electricity sourcing for its operations by 2026. In 2025, 49% of the electricity we consumed globally came from renewable sources. Our renewable electricity sourcing plan is based on:

- Power purchase agreements (PPAs) with developers to source solar and wind-generated electricity for the properties we own in Tamil Nadu and Maharashtra, in India. We plan to use this mechanism to source additional solar power for our owned facilities in Maharashtra with supply starting in mid-2026.
- Onsite solar power generation for our properties in Tamil Nadu and Kerala.
- Procuring electricity on a green tariff. In 2025, we implemented this for our owned facility in Kolkata.

- Engaging landlords to source renewable electricity where we lease property. We added renewable electricity for leased sites in Noida and Gurgaon, India, during 2025.
- Purchasing energy attribute certificates (EACs) as needed.

AI and sustainability

We aim to unlock the value of AI for our operations and our clients, while actively managing the environmental risks and opportunities that accompany its growth. As energy and water consumption rises in line with increased data center demand, we recognize that the pace and scale of AI adoption introduces inherent uncertainty into our long-term emissions outlook, and we continue to evolve our approach as its environmental implications become clearer. We are taking steps to reduce our footprint. We strive to schedule AI training during times when renewable energy is most available and make models as efficient as possible. In parallel, we work with our data center partners to advance more sustainable engineering practices.

Energy data

Metric reported in gigajoules	2019	2023	2024	2025	Increase/(decrease) in 2025 compared to 2019 baseline
Diesel/gas oil	40,435	17,602	19,933	15,663	(61)%
Liquid Petroleum Gas (LPG)	9,192	5,413	9,471	9,050	(2)%
Natural gas	59,451	34,791	25,516	14,043	(76)%
Gasoline (Mobile fuels)	36,518	9,472	14,107	12,290	(66)%
Captive diesel generators	68,094	8,651	1,716	2,656	(96)%
Non-renewable electricity	1,192,601	354,723	339,424	314,691	(74)%
Renewable electricity (onsite)	10,069	5,386	4,561	7,561	(25)%
Renewable electricity (purchased)	291,138	235,407	283,543	297,694	2%
District heating and cooling ¹	-	-	4,575	3,935	-
Total energy use	1,707,498	671,445	702,847	677,583	(60)%
% electricity from renewable sources	20%	40%	46%	49%	-
Energy intensity (gigajoules/m ²)	0.62	0.30	0.33	0.35	(44)%

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

Nature impacts

At Cognizant, we believe it is important to help protect the natural world by using water wisely and reducing waste. Our nature-based impacts are highest in India where the majority of our operations are located. Here we work to introduce sustainable practices across the sites in which we operate.

Water

Water data ¹	2023	2024	2025
Total water withdrawal across all Cognizant sites (in million liters) ²	741	890	864
Total water withdrawal (in liters per square meter)	344	430	458
Percentage of water withdrawal in high or extremely high baseline water-stressed regions	62%	70%	72%

To help reduce our water withdrawal in 2025, we carried out various initiatives at our owned facilities. These included:

- Harvesting of rainwater, which met approximately 4.6% of our water withdrawal requirements
- Recovery of condensate from Air Handling Units (AHUs), which contributed 1.6% to our water withdrawal need
- Reuse of all treated water for horticulture, toilets and cooling towers across some of our owned sites
- Installation of aerators in washbasin taps at two owned locations in 2025, contributed to approximately 4.1% reduction in water withdrawal at those sites
- Use of recycled water in cooling towers at three owned locations, enabled through installation of scale and bio-removal systems, offsetting approximately 3.8% of total water withdrawal at these sites

Waste

As an IT company, Cognizant’s waste management efforts concentrate primarily on electronic waste (e-waste). Our policies are designed to follow international guidelines on responsible e-waste management and we have a goal to achieve zero e-waste to landfill by 2030. In 2025, globally we generated 328 tonnes of IT e-waste across various regions, of which 98% was diverted from landfill. This included a donation of more than 3,400 laptops to local communities in India.

Laptops and other electronic equipment returned to our IT department are sent to licensed recyclers with verified recycling capabilities. We strive to reduce internal waste through reuse, where possible. For example, in 2025, our IT team refurbished more than 3,700 laptops to be reused by associates.

To further strengthen assurance, we are working toward independent third-party certification, with plans to achieve TRUE Zero Waste to Landfill certification for one owned campus next year.

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

Waste data ³	2023 (tonnes)	2024 (tonnes)	2025 (tonnes)
Battery waste	348.44	218.55	68.99
Biomedical waste	0.28	0.23	0.20
Hazardous waste ⁴	29.03	30.11	30.16
Non-hazardous waste ⁵	587.62	784.15	878.47
E-waste (Operational) ⁶	73.58	19.64	62.48
Total waste ⁷	1,038.95	1,052.68	1,040.30
Waste reused or recycled ⁸	97%	95%	94%

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

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

3. Waste data is derived from a combination of estimates and actual measurements.

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

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

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

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

8. The waste reused or recycled refers to the percentage of waste by weight that is disposed to authorized recyclers with capabilities to recycle specific waste streams.

Sustainability services

Many of our clients seek advice and innovative solutions to help them reduce their environmental footprint and achieve other sustainability goals. To meet this demand, we develop tailored sustainability services based on our expertise in IoT, AI, software engineering and cloud, as well as business strategy and management. Our extensive partnerships with Microsoft, IBM, Salesforce and other experts enhance the solutions we can offer. For example, we partner with RS Metrics and Google Cloud to use geospatial analytics and AI to help quantify and manage climate risk.

Our sustainability services cover six core capabilities:



Net zero pathways

Sustainability strategy and implementation across climate and net zero, biodiversity and nature, environmental management and social responsibility



Sustainability data management and reporting

Data landscape and maturity assessment; tool evaluation; integrated data management platforms; automated reporting; framework alignment; performance tracking; scenario planning



Sustainable supply chain and portfolio

Supplier due diligence; Scope 3 accounting; supply chain risk mitigation and resilience; supplier engagement and decarbonization strategy; responsible sourcing



Circular economy and sustainable products

Product-as-a-service advisory; lifecycle assessment (LCA) and product environmental footprint (PEF) and environmental product declarations (EPD); digital product passports; product end-of-life insights



Sustainable manufacturing and operations

Digital twin and smart spaces/ manufacturing; process optimization; building and asset management; triple bottom scenario planning



Sustainable IT

Strategy, energy-efficient and carbon-aware cloud solutions and application architecture, e-waste management, IT impact monitoring

Empowering clients with emission insights

Cognizant's proprietary carbon footprint calculator enables clients to use more accurate data in their decarbonization plans. The tool is aligned to the GHG Protocol and has been independently assessed. We use it ourselves to measure the emissions we generate when delivering projects and services, improving the accuracy of both our operational footprint and our clients' value chain footprint. In 2025, we used the platform to calculate GHG emissions for various accounts, enabling quarterly or annual reporting at the account level based on specific needs or client requests.

Green IT

Cognizant has pioneered its Green Engineering framework to help delivery teams minimize the carbon footprint of IT services provided to clients. Spanning application development, data management and reporting, and infrastructure

operations, the framework offers best practices, tools, and metrics to build energy- and carbon-efficient solutions. It also includes an assessment model that enables organizations to measure and reduce emissions at the application level.

Unified data management for global chain

When a global restaurant chain faced pressure to standardize its sustainability data across markets, it turned to Cognizant for help. With new regulations like the Corporate Sustainability Reporting Directive (CSRD) on the horizon, the company needed to track and report sustainability performance more consistently.

We supported the client through a three-phase approach combining strategic advisory with technical implementation:

- Extensive gap analysis examining a substantial number of data points to identify reporting vulnerabilities

- Tailored sustainability roadmap and data governance framework aligned with regulatory requirements
- Integrated platform to centralize sustainability data management

The new system seamlessly manages a vast array of data elements from many different sources, tracking numerous KPI categories and enabling a broad set of disclosures across the company's entire global footprint. The restaurant chain now has real-time visibility into its sustainability performance and can confidently meet CSRD and other regulatory requirements while driving meaningful impact.

Energy firm's automated carbon tracking

A major Australian energy company needed to modernize how it tracked and reported greenhouse gas emissions across its diverse operations. Manual processes were slowing down reporting and creating audit challenges. We

partnered with Microsoft to provide an automated sustainability data lifecycle management platform that standardized emission factor calculations and integrated data seamlessly across all facilities. The platform now automatically tracks many metrics across several plants, with National Pollutant Inventory reporting capabilities for multiple facilities. The energy company gained real-time visibility into its emissions profile, dramatically reduced manual reporting effort and established an auditable trail for all sustainability data.

Corporate governance

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

In this section:

- Governance framework and structure
- Stakeholder engagement
- Ethical business practice
- Innovative and responsible AI
- Data security and privacy
- Supply chain management and human rights

Governance framework and structure

Cognizant's governance framework is designed to ensure ethical leadership, effective risk management, and strategic oversight, all of which are essential for maintaining the trust of its stakeholders and achieving sustainable growth. For more detailed information, you can refer to Cognizant's official corporate governance page [here](#).

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

Board of Directors

Audit Committee

Oversight of Enterprise Risk Management program, security (including cybersecurity) and data privacy risks, ethics and compliance, and business continuity management

Compensation and Human Capital Committee

Oversight of human capital management issues, including people and culture, general talent engagement, retention, development and training

Governance and Sustainability Committee

Oversight of various dimensions of our sustainability strategy, initiatives, policies, disclosures and outcomes, including environmental protection and sustainability, employee health and safety, and corporate social responsibility programs

Board level

Oversees management of the company

Chief Executive Officer and Executive Committee

Chief Financial Officer

Chief People Officer

Chief Legal Officer, Chief Administrative Officer and Corporate Secretary

Chief Ethics and Compliance Officer

Head of Sustainability

Management level

Monitors and reports to Board

Executive and Senior Leadership teams integral to related change management

Stakeholders

Stakeholder level Consulted and informed

Sustainability governance

Primary responsibility for sustainability at Cognizant resides with our Chief Ethics and Compliance Officer (CECO). Our Chief Executive Officer (CEO) and other senior leaders periodically review and contribute to this work, while the Board and its relevant committees provide regular independent oversight. Management is responsible for promoting and monitoring the execution of our sustainability programs and initiatives, regularly reporting to the relevant Board committees on progress. Collectively, our management and Board work to safeguard a resilient strategy and business operations by understanding and addressing material sustainability-related impacts and risks. We regularly review our governance practices and whether they continue to support our long-term sustainability and business objectives.

Board of Directors

Our Board, through its committees, provides ultimate oversight of our social and sustainability initiatives, ethics and compliance, and risk management and how these elements influence our business.

[Board committee charters are available here.](#)

The Board's Governance and Sustainability Committee oversees our sustainability strategy, initiatives and policies and tracks progress on our commitments. In 2025, members of this committee reviewed progress on our efforts towards reducing greenhouse gas emissions, including progress on the targets determined by our net zero goal and continued to monitor the company's global sustainability-related reporting requirements.

Our Audit Committee oversees the company's enterprise risk assessment and management framework, including processes for identifying, assessing, monitoring and mitigating climate risks.

The Compensation and Human Capital Committee oversees talent management and development, including the company's people and culture efforts.

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

Management

Cognizant maintains dedicated leadership and operational oversight for climate and sustainability matters. Our Head of Sustainability holds overall responsibility, including aligning climate risk management with the company's broader business strategy and managing related trade-offs. Day-to-day oversight is led by the CECO, who reports to the Chief Legal Officer, Chief Administrative Officer and Corporate Secretary.

The CECO and the Sustainability team embed sustainability considerations across the business by advancing our climate and net zero programs and tracking developments in sustainability-related disclosure requirements. This work is delivered through close cross-functional coordination with operational leads.



Stakeholder engagement

Our stakeholders are central to how we operate and we are committed to meeting the needs of our clients, associates, investors, suppliers and communities in ways that build lasting partnerships and support mutual success. Strengthening understanding, engagement and support across these groups is integral to our business.

Stakeholder group

Our approach



Clients

We strive to empower our clients in achieving sustainable business outcomes and fulfilling their sustainability goals



Associates

We work to involve our associates, fostering their contributions to both the company and its culture, and amplifying their individual influence on the world



Investors

We seek to meet investor expectations by actively demonstrating the relationship between sustainability and our business



Suppliers

We collaborate with our suppliers to establish sustainability expectations, drive progress across the value chain, and communicate requirements via our Supplier Standards of Conduct



Communities

We aim to equip associates and communities for the future of work by sharing resources and leveraging technology to foster resilience and growth

How we engage

- Regular interactions with clients in the ordinary course of business
- Client satisfaction surveys
- Client information requests

- Annual engagement survey
- Employee training and development programs
- Networking groups
- Community volunteering and mentoring opportunities
- Small-group listening sessions and Q&As led by top leadership

- Quarterly earnings calls with investors
- Annual shareholder meeting
- Periodic investor engagement throughout the year. In March 2025, Cognizant hosted an in-person Investor Day
- Annual Form 10-K report and other SEC filings

- Pre-qualification, due diligence and risk assessment
- Net zero emissions engagement
- Training and resources

- Associate volunteering
- Training and development
- Funding NGO partners and program deployment

Stakeholder engagement in 2025

[See our sections on the Synapse program and talent and culture on page 11, sustainability services on page 28, and innovative and responsible AI on page 35.](#)

[See our sections on Synapse: associate learning and development; talent attraction and retention; health, safety and wellbeing, and social impact on pages 11–17.](#)

[See our most recent proxy statement. We also have periodic engagement with investors on sustainability matters.](#)

[See how we engage suppliers in our net zero goal in the environment section on page 24, plus our section on supply chain management and human rights on pages 38–39.](#)

[See our Synapse initiatives on page 11 and our social impact section on pages 16–17.](#)

Ethical business practice

Policies and guidelines

The policies and guidelines mentioned below are publicly available on our website and intranet, including several in multiple languages. These and our other corporate policies are reviewed periodically and updated as appropriate.

Code of Ethics

Sets clear expectations for ethical behavior, legal compliance and accountability, and provides a framework for raising concerns without fear of retaliation.

Applies to all associates.

[Read our Code of Ethics here.](#)

Anti-Corruption Policy and Standards

Describes our zero-tolerance of bribery and corruption and commitment to complying with all applicable anti-corruption laws.

Applies to all associates and all vendors.

[Read our Anti-Corruption Policy here.](#)

Anti-Corruption standards for our Vendors

Sets out our anti-bribery and anti-corruption expectations for our high-risk suppliers, vendors and subcontractors.

Applies to our high-risk vendors.

[Read our Anti-Corruption Standards for our Vendors here.](#)

Occupational Health & Safety (OHS) Policy Statement

Outlines Cognizant’s commitment to protecting the Occupational health and safety of our associates, vendors, visitors, clients, and the global communities in which we live and work.

Applies to all Cognizant associates, vendors, and visitors working at or from Cognizant facilities.

[Read our Occupational, Health and Safety Policy Statement here.](#)

Environment Policy Statement

Guides Cognizant’s approach to reducing environmental impact, managing climate-related risks, and meeting environmental compliance obligations through science-based targets, strong governance, and transparent reporting.

Applies across all Cognizant entities and subsidiaries over which Cognizant has operational control.

[Read our Environment Policy Statement here.](#)

Human Rights Policy

Commits us to respect and uphold internationally recognized human rights principles across our operations and outlines our expectations that suppliers, business partners and clients will do likewise.

Applies to all associates.

[Read our Human Rights Policy here.](#)

Modern Slavery Statements

Annual statements in the UK, Australia and Norway setting out the steps we take to prevent modern slavery in our business and supply chains.

[Read our Modern Slavery Statements here.](#)

Public Policy Engagement

Cognizant actively engages in public policy advocacy on issues that are important to our business operations, clients and communities. In the US, Cognizant’s Political Action Committee strives to donate equally to major political parties. For information on our corporate contributions that may be used for political purposes, see our Semi-Annual Political Spend Reports.

[Read our Public Policy Engagement here.](#)

Whistleblower and Non-Retaliation Policy

Establishes confidential reporting channels for employees and others to raise concerns about suspected legal or ethical violations and prohibits retaliation against individuals who report issues in good faith or cooperate with investigations.

Applies to all associates.

[Read our Whistleblower and Non-Retaliation Policy here.](#)

Supplier Standards of Conduct

Sets out the ethical, legal, human rights, labor, environmental, health and safety, and business integrity expectations that we expect all our suppliers, vendors, subcontractors and related entities to uphold in their operations and supply chains.

[Read our Supplier Standards of Conduct here.](#)

Supplier Policies

Cognizant provides opportunities for qualified businesses to participate as suppliers of products and services to our company.

[Read our Supplier Policies here.](#)

Ethics and compliance

Acting with integrity and to the highest ethical standards is a critical commitment we make to our clients, associates, investors and communities. Our CECO spearheads the day-to-day operation of the E&C organization, reporting to our Chief Legal Officer, Chief Administrative Officer and Corporate Secretary.

Ethics and compliance risk management model

- The E&C team leverages policies, processes, training and controls designed to reinforce ethical behavior throughout our business operations. Our Code of Ethics embodies our core values and empowers our associates to make principled choices, even and especially when confronted with complex challenges. We regularly review and enhance these where necessary to deter non-compliance and reduce exposure to ethical risks.
- Our bi-annual ethical culture survey informs our understanding of higher ethical risk areas, providing input into an ethical risk assessment.

Reporting grievances and unethical behavior

- We have grievance procedures across Cognizant and various company entities have their own employee councils, forums and/or works councils.
- Cognizant has established a **portal** for anonymous reporting of ethical concerns. Managed by an independent third-party provider, it is available by phone or online 24/7. This whistleblowing **portal**, part of our corporate culture and business conduct framework, encourages employees to report unethical behavior without fear of retaliation, so that compliance concerns can be reported and addressed in a timely and appropriate manner. Associates are required to confirm annually that they have read and understood the Whistleblower and Non-Retaliation Policy and their obligations to comply with it.

Compliance training

Our mandatory annual training is refreshed every year and includes:

- Cognizant’s Code of Ethics and data security training, designed to help associates understand and adhere to the company’s values, ethical standards and data security practices.
- On completion of annual Code of Ethics training, which includes a module on anti-bribery and anti-corruption, associates are required to confirm they have read and understood the Code of Ethics and understand that failure to comply with any company policies could subject them to disciplinary action.
- In addition to Code of Ethics e-learning for all associates, senior leadership receive annual face-to-face training, which specifically addresses ethical leadership.
- The Preventing Harassment and Discrimination Training for associates to encourage an environment that is free of any behavior that could be interpreted or perceived as harassment, discrimination or bullying.

E&C program highlights

- Our Code of Ethics applies to all of our directors, officers and employees
- Achieved nearly 100% timely completion of mandatory ethics and compliance training for all existing associates
- All new associates are required to complete our Code of Ethics course within 30 days of joining

Anti-bribery and corruption

Our zero tolerance of bribery and corruption is enshrined in a dedicated policy and communicated through mandatory annual compliance training. We have risk assessment, training, monitoring and auditing embedded in our travel and entertainment expenses system, and we conduct manual corruption risk monitoring for high-risk vendors. We conduct annual bribery and corruption risk assessments across our corruption risk areas.

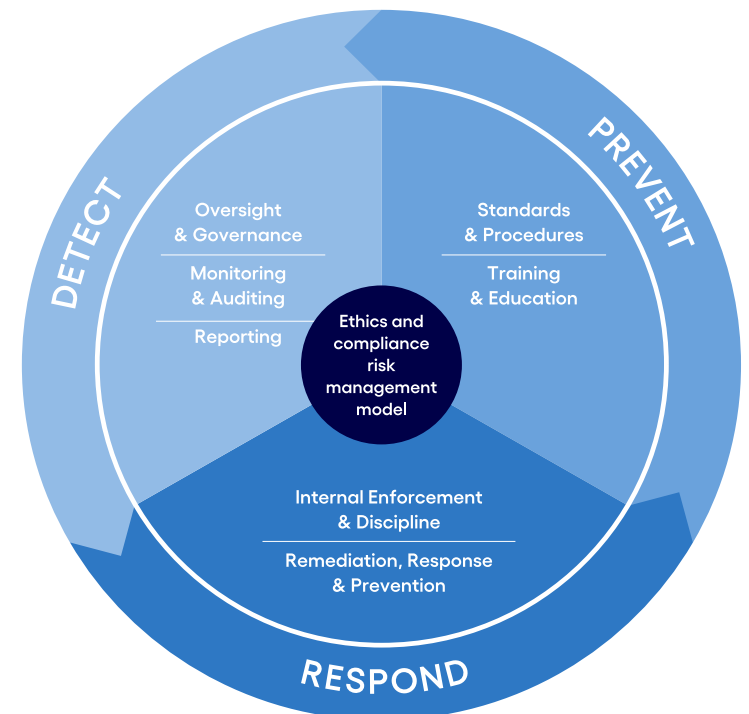
We aim to align with best practice anti-corruption standards. Our anti-corruption program was assessed and approved by the US Securities and Exchange Commission in 2021.

Incident investigation and corrective actions

We have an Internal Investigations team that is expected to respond, review, investigate and recommend corrective actions in relation to ethics and compliance incidents.

Tone at the top and middle

Ethical conduct at Cognizant is reinforced through a strong “tone at the top,” led by the Board and executive leadership. Senior leaders model ethical behavior and share values, policies and compliance messaging, supported by presentations and forums on doing the right thing. Meanwhile, our “tone at the middle” program embeds our values and ethical culture across middle management. Strengthening awareness of the Code of Ethics through enhanced training, toolkits and workshops, it supports compliance and stakeholder trust.



Innovative and responsible AI

Leading in the AI era means pushing the boundaries of technology while preserving the deep trust our clients place in us. Through our standards-based approach, we aim to advance transformative AI solutions that align with our values, mitigate risk and benefit both business and wider society.

As a company focused on AI, we recognize the importance of developing and deploying AI systems with transparency, accountability and respect for human agency. Our dedicated Chief Responsible AI Officer leads this endeavor, which is overseen by our Responsible AI Governance function. Together, they drive continued improvement of responsible AI across Cognizant in alignment with our risk, compliance, security, safety and ethics practices.

Cognizant Trust Framework

In 2025, we launched the Cognizant Trust Framework, a practical methodology for applying responsible AI in our organization across technologies and jurisdictions. The framework incorporates our principles and standards for ethical, safe and trustworthy AI systems that reflect our values and societal expectations. The standards are organized in three dimensions.

Foundational

- Implement fairness and broad engagement across all AI systems
- Ensure transparency and explainability of AI processes and decisions
- Maintain privacy and security of data and systems
- Establish accountability mechanisms throughout the AI lifecycle.

Operational

- Enable meaningful human oversight and control.
- Build safe and reliable technical systems.
- Implement consistent governance and evaluation frameworks.

Strategic

- Design for environmental, economic, and social sustainability.
- Develop scalable and agile solutions that integrate with existing systems.
- Develop adaptable approaches that evolve with technology, standards, and regulatory landscapes

Upskilling our associates

We want Cognizant associates to feel empowered to meet the expectations of our clients and wider society for safe and trustworthy AI solutions. Our Responsible AI Office coordinates efforts to prepare associates to develop and use AI technologies responsibly in a rapidly changing regulatory environment. In 2025, we established our Responsible AI skill-building program with foundational, role-based and tool-based training at different proficiency levels. To incentivize associates and raise our professional standards, we established formal routes to certification, through both in-house programs and external accreditors.

We also launched a Responsible AI Champion Network to promote internal peer-to-peer learning. Comprising associates across our global footprint, the network will serve as a trusted resource to foster ethical innovation and consistent practices.

AI for good

Cognizant is an active contributor to AI for Good, a UN-led global movement aiming to unlock AI's potential to serve humanity. The multi-stakeholder community, which includes governments, academia, industry and civil society, focuses on projects that advance progress on the UN Sustainable Development Goals (UN SDGs), particularly in the building of skills and standards. In 2025, we became one of the founding contributors to the AI Skills Coalition, the UN's global, open-access platform on AI education and capacity building. Our Chief Responsible AI Officer and Chief AI Officer were also speakers at the annual AI for Good summit in July.

Addressing our impact

We are focused on monitoring and managing AI-related energy consumption across our operations and are assessing how Sustainability metrics can be integrated into this work. Initial measurement efforts are being piloted within selected initiatives, including our employee wellbeing and performance program Neuro SAN and our OneCognizant internal portal.



Responsible AI certification

Cognizant was the world's first global IT services company to become certified in the global AI management standard ISO/IEC 42001:2023. The certification validates our responsible approach to AI, confirming that we manage AI-specific risks effectively and pursue innovation in an ethical, structured way that supports compliance with legal and regulatory standards. We believe it underscores Cognizant's leadership in the AI domain and helps assure clients that they can trust Cognizant to develop and implement AI systems and agents for generative problem-solving and decision-making. In 2025, we expanded the scope of our ISO certification beyond our global headquarters to seven other locations.



Data security and privacy

Cognizant maintains robust cybersecurity and data privacy risk management practices to protect our clients, associates and other stakeholders. Our data security and privacy governance, policies and modernization initiatives are designed to reduce risk exposure while creating additional value for our clients.

We centralize teams, technology and processes to enhance incident management and align with upcoming regulatory requirements. Where appropriate, we automate compliance processes to support our business teams to better meet client needs.

Privacy by design

We are committed to complying with all applicable national privacy laws and regulations. In 2025, we reviewed and responded to new privacy requirements across our footprint, including in India, China and the US.

We also updated our existing privacy controls and risk assessments to manage evolving privacy requirements in the digital space, particularly in areas such as AI, profiling and automated decision-making. We will continue to periodically review and update these controls as the global regulatory landscape evolves.

Our privacy team plays a key role in our responsible AI initiatives to confirm our alignment with privacy obligations throughout the AI lifecycle, including the implementation of the principles of data protection and privacy by design, transparency and individual rights.

To keep pace with emerging data security and privacy risks, we participate in industry groups including the Information Technology Industry Council, the Information Accountability Foundation and the Data Security Council of India.

Protecting company and customer data

Cybersecurity risk management is an integral part of our enterprise risk management program. Our Corporate Security team is responsible for identifying, assessing and managing cybersecurity risks, using a clear framework for responding to associated threats and incidents. For additional information regarding our approach to cybersecurity, see our most recent [Annual Report](#).

Cognizant's IT and Security teams have adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework (NIST CSF) to provide a standardized, risk-based approach for managing cybersecurity risk and aligning security priorities, and other security frameworks to address improvement opportunities. We continue to invest in advanced technologies aligned to a defense-in-depth strategy across key domains, including network, cloud, security incident and event management, endpoint, and vulnerability management.

As we adopt new technologies, data security remains a core priority, supported by strong controls, secure architectures, and consistent governance to maintain trust and resilience.

Governance and oversight

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

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

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

Engaging our associates

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

Privacy training for associates covers such critical topics as Privacy By Design and Privacy Impact Assessments. To strengthen our first line of defense, we rolled out new training for the HR function in 2025 and refreshed our organizational Privacy Champion Networks.

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

Training and awareness

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

External audits, certifications and policies

We seek to uphold high standards for managing privacy and the security of our digital systems through regular audits and certifications. Cognizant’s Information Security Management System aligns with standard industry security frameworks such as ISO/IEC 27001 and the NIST Cybersecurity Framework.

These frameworks and standards provide the guidelines and requirements for establishing and continually improving our information security management system.

- Cognizant has been ISO/IEC 27001 certified since 2002, and we are currently certified for ISO 27001:2022 through July 2027. Additionally, Cognizant is certified for ISO 22301:2019 through June 2027.
- Cognizant holds ISO/IEC 27701:2019 certification for our Privacy Information Management System for Managed Services under Cloud, Infrastructure and Security (CIS), with the company acting as a Personal Identifiable Information (PII) processor, and we’re actively working to broaden the scope of this certification going forward.
- Cognizant holds ISO 42001 Artificial Intelligence Management System (AIMS) certification. We are the first global IT service company to receive this accredited certification.
- Our enterprise certification program is not limited to ISO. Multiple geography requirements are met, such as Spain National Security Framework (ENS), Trusted Information Security Assessment Exchange (TISAX), Cyber Essentials Plus and HITRUST.
- Cognizant’s Acceptable Use Policy defines appropriate use of data within our IT services, supporting legal and contractual compliance, service delivery, confidentiality and data integrity. It applies to all Cognizant information users, including our associates, consultants, partners, suppliers, service providers, interns, volunteers and clients, across Cognizant facilities, Cognizant client sites and/or any other locations where the technology is accessed.

Supply chain management and human rights

Just as we hold ourselves to high standards of ethical conduct, we expect our suppliers to adopt similar standards within their own businesses, by adhering to Cognizant's Supplier Standards of Conduct, Code of Ethics and Anti-Corruption Policy. Through due diligence, transparency and continued improvement, we expect their alignment with Cognizant's policies and enable them to uphold the same principles with their own vendors.

Reaching net zero together

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

Supplier diversification

At Cognizant, we strive to maintain a broad supply base that enhances our innovation and resilience. Our Supplier Diversification Policy, revised in 2025, outlines our guiding principles for providing unbiased opportunities for qualified businesses to supply competitively priced and reliable products and services. Our aim is to remain agile and disruptive while upholding our high standards.

In 2025, we continued our initiatives aimed at expanding supplier diversification within our value chain, including:



NectariQ

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



Continued training sessions in our supply chain

We provide suppliers with valuable insights and skills to enhance their professional growth and success.



Human rights

Cognizant is committed to respecting human rights.

We consider, integrate and promote internationally recognized human rights principles and prioritize compliance with all applicable local laws and regulations. As set out in our dedicated Human Rights Policy, we expect our suppliers, business partners and clients to uphold these principles and urge them to adopt similar policies in their own businesses.

Cognizant also has a zero-tolerance approach to modern slavery and works to integrate ethical practices within its business and supply chains, and to comply with local laws.

As a participant of the United Nations Global Compact (UNGC), we align with their Ten Principles surrounding human rights, labor, environment, and anti-corruption. Our participation in the UNGC India, a country-level leadership platform, deepens this commitment.

Human Rights Policy

Our Human Rights Policy applies to our directors, officers and employees, and details core principles they must follow, summarized as:

- Prohibiting human trafficking
- Maintaining a safe and healthy workplace
- Zero tolerance of supply chain human rights abuses
- Respecting freedom of association and collective bargaining
- Ensuring fair and merit-based employment decisions
- Treating others with dignity and respect

2025 highlights

In 2025, we significantly enhanced the policy to reflect evolving global standards and strengthen our ethical commitments. The updated policy introduced structured sections on stakeholder engagement, risk identification and disciplinary consequences as well as:

- Responsible AI: a detailed new section aligned with international frameworks such as OECD AI Principles, UNESCO Ethical AI Guidelines and the EU AI Act, underscoring the link between technology and ethics
- Governance: reinforced through more defined accountability, with oversight of the E&C program by the Audit Committee and leadership from the CECO
- Training: to include mandatory annual courses on ethics and harassment prevention, alongside enhanced communication efforts
- Modern slavery: strengthening our stance on modern slavery by committing to publish statements for multiple jurisdictions (Australia, Norway, and the UK) and implementing annual reassessments of high-risk suppliers

These updates demonstrate Cognizant’s commitment to dignity, fairness, and zero tolerance for human rights abuses across its operations and supply chains.

Please refer to our public [Human Rights Policy](#) for further details.

Modern Slavery

Cognizant opposes all forms of slavery, human trafficking and forced labor in its operations and the operations of its suppliers. We currently publish an Australian, Norway and a UK modern slavery statement alongside our Human Rights Policy.

2025 highlights

In 2025, we began strengthening our modern slavery program through several key initiatives. We are introducing a revamped supplier questionnaire and conducting a comprehensive review of our current supplier risk assessment process to drive greater rigor and transparency.

Modern slavery awareness training has now been integrated into our Code of Ethics program for new employees, reinforcing our commitment across the organization. In addition, we are developing enhanced, role-specific training for colleagues in supply chain and other business areas where deeper knowledge is essential. To further demonstrate our focus and the importance we place on this risk, we are working to unify all geographical statements into a single, consolidated declaration that reflects our global stance against modern slavery. In the meantime, please refer to our [modern slavery statements](#) in the UK, Australia and Norway.

Our content indices

In this section:

- GRI index
- SASB index
- TCFD index
- Forward-looking statements



GRI index

Statement of use

Cognizant has reported the information cited in this GRI content index for the period January 1 through December 31, 2025, with reference to the GRI Standards, notably GRI 1: Foundation 2021.

GRI Standard	Disclosure	Response and Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Current Sustainability Report, page 4 Current Annual Report (Form 10-K), page 25 Current Proxy Statement, pages 4-5 Current CDP Survey C 1.7
	2-2 Entities included in the organization's sustainability reporting	Current Sustainability Report, page 2 Current Annual Report (Form 10-K), pages 5-6 Current CDP Survey C 1.7, C 6.1
	2-3 Reporting period, frequency and contact point	Reporting period: Fiscal Year 2025 (January 1 through December 31, 2025) Reporting cycle: Annual Publication date: June 1, 2026 Contact: sustainability@cognizant.com Current CDP Survey C 1.4
	2-4 Restatements of information	Not applicable
	2-5 External assurance	Report of Independent Accountants Current CDP Survey C 7.9, C 7.9.1, C 13.1
	2-6 Activities, value chain and other business relationships	Current Sustainability Report, pages 4, 24, 38 Current Annual Report (Form 10-K), pages 5-8 Current Proxy Statement, page 5 Current CDP Survey C 1.3, C 1.24, C 5.11

GRI Standard	Disclosure	Response and Location
GRI 2: General Disclosures 2021	2-7 Employees	Current Sustainability Report, page 4 Current Annual Report (Form 10-K), pages 10-11 Methodologies and assumptions: Applies to all Cognizant directors, officers and employees worldwide, as well as all Cognizant business units, subsidiaries and joint ventures over which Cognizant has operational control (collectively “associates”).
	2-8 Workers who are not employees	Current Annual Report (Form 10-K), page 11
	2-9 Governance structure and composition	Current Sustainability Report, pages 30-31 Current Proxy Statement, pages 7-8, 11-37 Current CDP Survey C 4.1, C 4.1.2, C 4.2
	2-10 Nomination and selection of the highest governance body	Current Proxy Statement, pages 18-19 Current CDP Survey C 4.1
	2-11 Chair of the highest governance body	Current Proxy Statement, page 8
	2-12 Role of the highest governance body in overseeing the management of impacts	Current Sustainability Report, pages 30-31 Current Proxy Statement, pages 33-37 Current CDP Survey C 4.1.1, C 4.1.2
	2-13 Delegation of responsibility for managing impacts	Current Sustainability Report, page 30 Current Proxy Statement, pages 33-37 Current CDP Survey C 4.3.1
	2-14 Role of the highest governance body in sustainability reporting	Current Sustainability Report, page 31 Current CDP Survey C 4.1.2

GRI Standard	Disclosure	Response and Location
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Corporate Governance Guidelines, page 5 Current Proxy Statement, pages 12, 15, 52
	2-16 Communication of critical concerns	Current Proxy Statement, pages 93-100
	2-17 Collective knowledge of the highest governance body	Current Proxy Statement, pages 15-16 Corporate Governance Guidelines, page 8 Current CDP Survey C 4.2
	2-18 Evaluation of the performance of the highest governance body	Current Proxy Statement, pages 12, 14, 18, 34-36, 39 Corporate Governance Guidelines, page 8
	2-19 Remuneration policies	Current Proxy Statement, pages 47-84
	2-20 Process to determine remuneration	Current Proxy Statement, pages 47-84 Corporate Governance Guidelines, pages 7-8
	2-21 Annual total compensation ratio	Current Proxy Statement, page 81 Corporate Governance Guidelines, pages 7-8
	2-22 Statement on sustainable development strategy	Current Sustainability Report, pages 19, 20 Current Proxy Statement, pages 39-42 Current CDP Survey C 5.2
	2-23 Policy commitments	Current Sustainability Report, pages 39-42 Current Proxy Statement, page 100
	2-24 Embedding policy commitments	Current Sustainability Report, page 33 Current Proxy Statement, pages 39-42
	2-25 Processes to remediate negative impacts	Current Sustainability Report, page 34 Ethics & Compliance Portal
	2-26 Mechanisms for seeking advice and raising concerns	Current Sustainability Report, pages 33-34 Code of Ethics Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Ethics & Compliance Portal

GRI Standard	Disclosure	Response and Location
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Current Sustainability Report, pages 33-34, 36-37 Current Annual Report (Form 10-K), pages 4, 9, 11,15-17, 19-26, 29, 38, 42 Current Proxy Statement, pages 36, 41, 45, 70
	2-28 Membership associations	Current Sustainability Report, pages 8, 9 Current CDP Survey C 4.10
	2-29 Approach to stakeholder engagement	Current Sustainability Report, page 32 Current Proxy Statement, pages 36-37 Current CDP Survey C 5.11
	2-30 Collective bargaining agreements	Current Annual Report (Form 10-K), page 11
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Current Sustainability Report, page 7
	3-2 List of material topics	Current Sustainability Report, page 7
	3-3 Management of material topics	Current Sustainability Report <ul style="list-style-type: none"> - Social, pages 11-17 - Environment, pages 19-28 - Governance, pages 30-39 Current Annual Report (Form 10-K), pages 5-11 Current Proxy Statement, pages 33-37 Other policies and reports such as: <ul style="list-style-type: none"> - Code of Ethics - Supplier Standards of Conduct - Whistleblower and Non-Retaliation Policy - Environment Policy Statement - Occupational, Health and Safety Policy Statement - Global Harassment, Discrimination & Workplace Bullying Prevention Policy

GRI Standard	Disclosure	Response and Location
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Current Proxy Statement, page 5 Current CDP Survey C 1.4.1
	201-2 Financial implications and other risks and opportunities due to climate change	Current Sustainability Report, pages 20–23 Current Annual Report (Form 10-K), pages 20–22 Current Proxy Statement, pages 36, 40 Current CDP Survey C 3.1.1, C 3.1.2, C 3.6.1, C 3.6.2, C 5.1.2, C 5.3.2
	201-3 Defined benefit plan obligations and other retirement plans	Current Annual Report (Form 10-K), pages F–36–37 Current Proxy Statement, pages 68, 77, 79–80
	201-4 Financial assistance received from government	Current Annual Report (Form 10-K), pages F–27–29
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Current Sustainability Report, pages 16–17
	203-2 Significant indirect economic impacts	Current Sustainability Report, pages 11, 16–17 Current Proxy Statement, pages 40–42
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Current Sustainability Report, pages 33–34 Anti-corruption policy Vendor anti-corruption compliance
	205-2 Communication and training about anti-corruption policies and procedures	Current Sustainability Report, page 34 Anti-corruption policy
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Code of Ethics
GRI 207: Tax 2019	207-1 Approach to tax	Current Annual Report (Form 10-K), pages 22–23, 26, 29, 30, 34–38, F–4–5, F–8, F–14–15, F–19–20, F–24–28, F–30–32, F–36, F–39 Cognizant UK Tax Strategy
	207-2 Tax governance, control, and risk management	Current Annual Report (Form 10-K), pages 22–23, 26, 29, 30, 34–38, F–4–5, F–8, F–14–15, F–19–20, F–24–28, F–30–32, F–36, F–39 Cognizant UK Tax Strategy
	207-3 Stakeholder engagement and management of concerns related to tax	Current Annual Report (Form 10-K), pages 22–23, 26, 29, 30, 34–38, F–4–5, F–8, F–14–15, F–19–20, F–24–28, F–30–32, F–36, F–39 Cognizant UK Tax Strategy
	207-4 Country-by-country reporting	Current Public Country by Country Report

GRI Standard	Disclosure	Response and Location
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Current Sustainability Report, page 26
		Report of Independent Accountants
		Current CDP Survey C 7.30.1, C 7.30.9, 7.30.16
	302-2 Energy consumption outside of the organization	Current Sustainability Report, pages 24-25
		Current CDP Survey C 7.8
	302-3 Energy intensity	Current Sustainability Report, page 26
		Current CDP Survey C 7.45, C 7.52
	302-4 Reduction of energy consumption	Current Sustainability Report, pages 24-26
		Current CDP Survey C 7.55.1, C 7.55.2
	302-5 Reductions in energy requirements of products and services	Current Sustainability Report, pages 24-26
		Current CDP Survey C 7.74
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Current Sustainability Report, page 27
	303-2 Management of water discharge-related impacts	Current Sustainability Report, page 27
	303-3 Water withdrawal	Current Sustainability Report, page 27
	303-5 Water consumption	Current Sustainability Report, page 27
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Current Sustainability Report, page 25
		Report of Independent Accountants
		Current CDP Survey C 7.2, C 7.5, C 7.6, C 7.16, C 7.17.3
	305-2 Energy indirect (Scope 2) GHG emissions	Current Sustainability Report, page 25
		Report of Independent Accountants
		Current CDP Survey C 7.3, C 7.5, C 7.7, C 7.16, C 7.20.3
	305-3 Other indirect (Scope 3) GHG emissions	Current Sustainability Report, page 25
		Report of Independent Accountants
		Current CDP Survey C 7.2, C 7.5, C 7.8, C 7.8.1
	305-4 GHG emissions intensity	Current Sustainability Report, pages 24-25
		Current CDP Survey C 7.45, C 7.52
	305-5 Reduction of GHG emissions	Current Sustainability Report, pages 24-25
		Current CDP Survey C 7.10, C 7.10.1, C 7.53.1, C 7.55.1, C 7.55.2
		Climate Action Plan

GRI Standard	Disclosure	Response and Location
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Current Sustainability Report, page 27 Current CDP Survey C 7.55.2
	306-2 Management of significant waste-related impacts	Current Sustainability Report, page 27 Current CDP Survey C 7.55.2 Climate Action Plan
	306-3 Waste generated	Current Sustainability Report, page 27 Current CDP Survey C 7.8
	306-4 Waste diverted from disposal	Current Sustainability Report, page 27 Current CDP Survey C 7.55.2
	306-5 Waste directed to disposal	Current Sustainability Report, page 27
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Current Sustainability Report, page 13 Current Annual Report (Form 10-K), page 11 Current Proxy Statement, pages 3, 39
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Current Sustainability Report, pages 14-15 Current Annual Report (Form 10-K), page 11 Current Proxy Statement, pages 36, 39-40, 68-69
	401-3 Parental leave	Current Sustainability Report, page 15
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Current Sustainability Report, page 14 Occupational, Health and Safety Policy Statement
	403-2 Hazard identification, risk assessment, and incident investigation	Current Sustainability Report, page 14 Occupational, Health and Safety Policy Statement
	403-3 Occupational health services	Current Sustainability Report, page 14
	403-4 Worker participation, consultation, and communication on occupational health and safety	Current Sustainability Report, page 14 Occupational, Health and Safety Policy Statement
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Occupational, Health and Safety Policy Statement
	403-6 Promotion of worker health	Current Sustainability Report, page 14 Current Proxy Statement, page 40
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Current Sustainability Report, page 14 Occupational, Health and Safety Policy Statement
	403-8 Workers covered by an occupational health and safety management system	Current Sustainability Report, page 14 Occupational, Health and Safety Policy Statement
	403-9 Work-related injuries	We do not disclose this information.
	403-10 Work-related ill health	We do not disclose this information.

GRI Standard	Disclosure	Response and Location
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Current Sustainability Report, page 12
	404-2 Programs for upgrading employee skills and transition assistance programs	Current Sustainability Report, pages 11-13 Current Annual Report (Form 10-K), pages 10-11 Current Proxy Statement, pages 39-41
	404-3 Percentage of employees receiving regular performance and career development reviews	Current Sustainability Report, page 13 Current Annual Report (Form 10-K), page 10-11
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Current Sustainability Report, page 4 Current Proxy Statement, pages 7-8, 12-13, 17, 33 Current Annual Report (Form 10-K), page 10 Current CDP Survey C 4.1
	405-2 Ratio of basic salary and remuneration of women to men	Australia Gender Pay Gap Report Brazil Gender Pay Gap Report UK & Ireland Gender Pay Gap Report
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Current Sustainability Report, pages 38-39 Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Modern Slavery Statements Current CDP Survey C 5.11.5
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Current Sustainability Report, pages 38-39 Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Modern Slavery Statements Current CDP Survey C 5.11.5
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Current Sustainability Report, pages 38-39 Supplier Standards of Conduct
	414-2 Negative social impacts in the supply chain and actions taken	Current Sustainability Report, pages 38-39 Supplier Standards of Conduct Whistleblower and Non-Retaliation Policy Modern Slavery Statements
GRI 415: Public Policy 2016	415-1 Political contributions	2025 Annual Political Spend Report Political Activity Policy
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	We do not disclose this information.

SASB index

Industry: Software and IT Services

Table 1. Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Response and Location
Environmental Footprint of Hardware Infrastructure	1. Total energy consumed,	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1	Current Sustainability Report, pages 24–26 Current CDP Survey C 7.30.1, 7.30.9
	2. percentage grid electricity				
	3. percentage renewable				
Environmental Footprint of Hardware Infrastructure	1. Total water withdrawn,	Quantitative	Thousand cubic meters (m ³), Percentage (%)	TC-SI-130a.2	Current Sustainability Report, page 27
	2. total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress				
Environmental Footprint of Hardware Infrastructure	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	n/a	TC-SI-130a.3	Current Sustainability Report, page 26 Current CDP Survey C 2.2.2, C 5.1.2, C 5.3.1, C 7.52

Topic	Accounting Metric	Category	Unit of Measure	Code	Response and Location
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	Current Sustainability Report, pages 36–37 Description of policies and practices relating to behavioral advertising and user privacy is discussed under “Data privacy” on pages 36–37
	Number of users whose information is used for secondary purposes	Quantitative	Number	TC-SI-220a.2	We do not disclose this information.
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Quantitative	Presentation currency	TC-SI-220a.3	We do not disclose this information.
	1. Number of law enforcement requests for user information, 2. number of users whose information was requested, 3. percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-SI-220a.4	We do not disclose this information.
	List of countries where core products or services are subject to government–required monitoring, blocking, content filtering, or censoring	Discussion and Analysis	n/a	TC-SI-220a.5	Not applicable

Topic	Accounting Metric	Category	Unit of Measure	Code	Response and Location
Data Security	1. Number of data breaches,	Quantitative	Number, Percentage (%)	TC-SI-220a.5	Current Annual Report, page 24
	2. percentage involving personally identifiable information (PII),				
	3. number of users affected				
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	n/a	TC-SI-230a.2	Current Sustainability Report, page 36 Current Annual Report, pages 24–25
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that require a work visa	Quantitative	Percentage (%)	TC-SI-330a.1	We do not disclose this information.
	Employee engagement as a percentage	Quantitative	Percentage (%)	TC-SI-330a.2	Current Sustainability Report, page 13
	Percentage of	Quantitative	Percentage (%)	TC-SI-330a.3	Available data:
1. gender and,					
	2. diversity group representation for				
	(a) executive management,				Senior Vice President+ Senior Manager+
	(b) non-executive management,				Male 85% 82%
	(c) technical employees,				Female 15% 18%
	(d) all other employees				

Topic	Accounting Metric	Category	Unit of Measure	Code	Response and Location
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	Presentation currency	TC-SI-520a.1	We do not disclose this information.
Managing Systemic Risks from Technology Disruptions	Number of 1. performance issues and 2. service disruptions; 3. total customer downtime	Quantitative	Number, Days	TC-SI-550a.1	We do not disclose this information.
	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	n/a	TC-SI-550a.2	Current Sustainability Report, pages 20–23 Current Annual Report, pages 19–21 Current CDP Survey C 2.2.2, C 3.1.1

Table 2. Activity Metrics

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

TCFD index

Climate risk and opportunity scenario analysis

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

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

For each timeframe, we considered possible impacts to Cognizant under varying degrees of heating and the global responses to the impacts of that heating. Three response scenarios were considered:

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

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

In 2022, we developed our climate scenario analysis by considering risk at a city-level and in the context of the size of our associate population by city. We leveraged proprietary data sets from engineering companies and climate risk software to explore possible risks at a city level. This reinforced the potential significance of two physical hazards: 1) flooding from extreme rainfall and storm surge; 2) extreme heat and humidity.

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

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



Topic	Recommended Disclosure	Response and Location
<p>Governance: Disclose the organization’s governance around climate-related risks and opportunities.</p>	<ol style="list-style-type: none"> 1. Describe the Board’s oversight of climate-related risks and opportunities. 2. Describe management’s role in assessing and managing climate-related risks and opportunities. 	<p>Current Sustainability Report: Climate risk, pages 20–23, 30–31 Current CDP Survey C 4.1.1, C 4.1.2, C 4.2 Environment Policy Statement Climate Action Plan</p> <p>Current Sustainability Report: Climate risk, pages 20–23 Current CDP Survey C 4.3, C 4.3.1 Environment Policy Statement Climate Action Plan</p>
<p>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.</p>	<ol style="list-style-type: none"> 1. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. 2. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning. 3. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. 	<p>Current Sustainability Report: Climate risk, pages 21–23 Current CDP Survey C 3.1.1, C 3.6.1, C 2.1 Environment Policy Statement Climate Action Plan</p> <p>Current Sustainability Report, pages 20–23 Current Annual Report, pages 20–22 Current Proxy Statement, pages 36, 40 Current CDP Survey C 5.3, C 5.3.1, C 5.3.2, C 3.1.2, C 3.6.2 Environment Policy Statement Climate Action Plan</p> <p>Current Sustainability Report, page 23 Current CDP Survey C 5.1.1, C 5.1.2, C 5.2 Environment Policy Statement Climate Action Plan</p>

Topic	Recommended Disclosure	Response and Location
<p>Risk Management: Disclose how the organization identifies, assesses, and manages climate-related risks.</p>	<ol style="list-style-type: none"> Describe the organization’s processes for identifying and assessing climate-related risks. Describe the organization’s processes for managing climate-related risks. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management. 	<p>Current Sustainability Report: Climate risk, pages 20–23 Current CDP Survey C 2.1, C 2.2.2 Environment Policy Statement Current Sustainability Report: Climate risk, pages 20–23 Current CDP Survey C 3.1.1, C 5.2 Environment Policy Statement Current Sustainability Report: Climate risk, pages 20–23 Current CDP Survey C 2.2, C 2.2.2, C 4.1.2, C 4.3.1 Environment Policy Statement</p>
<p>Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<ol style="list-style-type: none"> Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. 	<p>Current Sustainability Report: Climate risk, pages 20–23 Current CDP Survey C 7.45, C 7.52, C 2.2.2, C 5.1.2 Environment Policy Statement Current Sustainability Report, page 25 Current CDP Survey C 7.6, C 7.7, C 7.8 Environment Policy Statement Current Sustainability Report, pages 8, 24 Current Proxy Statement, pages 36, 40 Current CDP Survey C 7.53.1, C 7.54, C 7.55 Environment Policy Statement</p>

Forward-looking statements

This report includes statements that may constitute forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, the accuracy of which is necessarily subject to risks, uncertainties and assumptions as to future events that may not prove to be accurate. The forward-looking statements in this report and the materials or websites cross-referenced include, but are not limited to, express or implied forward-looking statements relating to our expectations regarding our strategy, goals, initiatives, commitments, risks and opportunities, including with respect to our Synapse initiative and other skilling efforts; climate strategy and other climate-related goals, including efforts to change the climate behaviors of our suppliers; the pace and magnitude of change and client needs related to AI; the effectiveness of our governance structures; our efforts to utilize AI in a responsible way; and the impact of our sustainability offerings and efforts on our business, future financial results, clients, associates and communities. These statements are neither promises nor guarantees, and are not intended to create legal rights or obligations, but are subject to a variety of risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from those contemplated in these forward-looking statements. Existing and prospective investors are cautioned not to place undue reliance on these forward-looking statements, which are based on the current and reasonable expectations of our management, but are inherently subject to uncertainties and changes in circumstances and their potential effects and speak only as of the date hereof. Factors that could cause actual results to differ materially from those expressed or implied include general economic

conditions; the competitive and rapidly changing nature of the markets we compete in; our ability to successfully use AI-based technologies and the impact those technologies may have on the demand and terms for our services; changes in the regulatory environment, including with respect to climate matters, immigration and taxes; legal, reputational and financial risks resulting from cyberattacks; the effectiveness of our business continuity plans; energy prices; climate-related conditions and weather events; and the other factors discussed in our most recent Annual Report on Form 10-K and other filings with the U.S. Securities and Exchange Commission ("SEC"). Further, these statements may be based on standards for measuring progress that are still developing, data and internal controls that are still evolving or provided by third parties and on assumptions that are subject to change in the future. Forward-looking statements are also aspirational and not guarantees or promises that goals or targets will be met or maintained. Cognizant undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required under applicable securities law and regardless of any historical practice of doing so. The information included in, and any issues identified as material for purposes of, this document should not be construed as being material to the SEC or other mandatory reporting purposes. This report may include or incorporate by reference information from third parties that we have not separately reviewed, approved, or endorsed. We make no representation, undertaking, or warranty as to the accuracy, completeness, or reasonableness of such information. Website references and hyperlinks throughout this report are provided

for convenience only, and the content on the referenced websites is not incorporated by reference into this report, nor does it constitute a part of this report.

Basis of presentation

Numerical figures included in this report have been subject to rounding adjustments. Accordingly, numerical figures shown as totals in various tables may not be arithmetic aggregations of the figures that precede them. In addition, we round certain percentages presented in this report to the nearest whole number. As a result, figures expressed as percentages in the text may not total 100% or, as applicable, when aggregated may not be the arithmetic aggregation of the percentages that precede them. Unless specified otherwise, (i) amounts in this report are presented in United States dollars and (ii) figures are provided as of December 31, 2025.





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