

2026

Global Impact Report

Championing people through advancing
health and financial security

alight®



About this report

We are proud to share our annual Global Impact Report presenting the highlights of Alight’s corporate sustainability activities in the areas of people, progress and principles in 2025.¹ It reflects our organization as of December 2025, following the divestiture of the Payroll & Professional Services business.²

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD). SASB and TCFD are now both incorporated under the International Financial Reporting Standards Foundation’s (IFRS) sustainability standards.

For stakeholders who use the United Nations Sustainable Development Goals (SDGs) as a reference point, we provide a summary of how our initiatives map to those goals here: [2026 Alight UN SDG Index](#).

In addition to the Management Sustainability Committee, which comprises leaders from across business functions, the Board of Directors and the Executive Team have reviewed this report in its entirety.

We welcome stakeholder interest and inquiries into our corporate sustainability commitments and disclosures. Please contact our colleague below for more information at sustainability@alight.com.

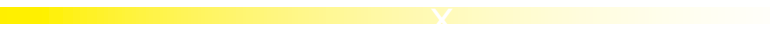
Christine Terborg
Vice President, Corporate Sustainability and Impact

¹ Activities included occurred during fiscal year 2025 ending December 31, 2025, unless otherwise noted.
² On March 20, 2024, Alight announced that it entered into an agreement to sell Alight’s Professional Services segment and Payroll & HCM Outsourcing businesses within the Employer Solutions segment (“Payroll & Professional Services”).

Table of contents

2	Introduction	39	Principles
3	A message from our CEO	41	Corporate governance
4	Who we are	44	Human rights
6	Our sustainability strategy	45	Responsible technology principles
		48	Data security and privacy
8	People	50	Business resilience
10	People philosophy and oversight	52	Supplier management
11	Investing in colleague wellbeing	54	Climate and environment
19	Empowering career growth		
23	Engaging our colleagues	59	Appendix
25	Supporting our communities	60	Stakeholder engagement table
		61	Sustainability metrics table
27	Progress	65	GRI/SASB index
30	Removing barriers to quality care	73	TCFD disclosure
33	Facilitating holistic wellbeing outcomes	81	Forward-looking statements
35	Retirement benefits and financial empowerment		
36	Our innovation strategy		
37	Insights and analytics driving innovation		





A message from our CEO

I'm often asked why I joined Alight. The answer is simple. Alight helps more than 30 million people navigate some of the most personal, complex and consequential decisions across healthcare, financial wellbeing, retirement and leave. Few companies sit at the center of so many important moments in people's lives.

I have met extensively with clients to understand where we are delivering value, where we must improve and where we have opportunities to lead the future of this industry. Those conversations have only strengthened my conviction that Alight is built to lead, not follow.

Today's organizations are managing increasingly fragmented systems, while employees are being asked to navigate more decisions than ever before. The challenge is managing complexity and helping people make the right decisions at the right time.

This is exactly where Alight is differentiated. We operate one of the industry's most connected benefits ecosystems, deeply embedded into the operations of many of the world's largest employers as a system of record and system of execution for benefits administration. That foundation positions Alight to build what we believe is the industry's first true unified benefits operating system, combining technology, AI-powered guidance, proprietary data and human expertise to simplify complexity and drive better outcomes at enterprise scale.

At Alight, we view AI as a force multiplier. We believe AI represents a transformational opportunity for our industry when applied responsibly, with human governance and purpose.

What differentiates Alight in this next era is not simply access to AI capabilities, but the strength of the foundation underneath them. With more than 30 million participants, nearly 180 million participant interactions annually, approximately \$1.7 trillion in assets under administration and more than 80 years of domain expertise and service delivery experience, we have the scale, data infrastructure and operational experience required to make AI actionable in the moments that matter most.

In 2026, we are strategically deploying more than \$100 million to strengthen the client and user experience, modernize operations, enhance our technology infrastructure and accelerate innovation across our platform. We are investing not only for the needs of today, but for where this industry is headed tomorrow.

At the same time, we recognize lasting success depends on disciplined execution, operational excellence and trusted relationships. That is why our path forward is grounded in three operating principles that guide our decisions across the business:

- Deliver service and operational excellence
- Innovate products that create real value and actionable insights
- Build relationships that result in enduring, trusted partnerships

These principles are shaping how we strengthen our operations, invest in innovation and improve the client and employee experience across every interaction. We are focused on long-term value creation and continue making strategic investments designed to modernize experiences, strengthen our operational foundation and help clients navigate an increasingly dynamic benefits landscape.

In conjunction with our operating principles, our corporate sustainability strategy focuses on three pillars:

People

To enhance the lives of our clients' employees, we must first support the wellbeing and financial security of our own colleagues. We strive to foster an inclusive and innovative culture that enables belonging, development and opportunity while supporting the evolving needs of our workforce.

Progress

At Alight, progress is grounded in our commitment to improve lives and support healthier and more financially secure workforces. As workforce expectations continue to evolve, we are continuously listening, learning and adapting how we serve employees and employers.

Principles

Our long-term success is built on ethical business practices, strong governance and an unwavering commitment to integrity, transparency, data security and privacy. We remain focused on operating responsibly, strengthening trust and holding ourselves accountable to the highest standards across our business.

Alight is a remarkable company with a long history of serving clients and their employees. What gives me confidence in our future is not only the strength of our business fundamentals, but the clarity of our strategy, the resilience of our people and our willingness to continue investing in innovation, operational excellence and client outcomes

As we look ahead to the remainder of 2026 and beyond, I remain confident in the opportunity in front of us, the strength of our foundation and the important role Alight will continue to play in helping organizations and employees navigate the future of work and benefits.

Rohit Verma
CEO



Who we are

Alight is a leading benefits administration provider of health, wealth, leave and point solutions for many of the world’s largest organizations and over 30 million people. Through the administration of employee benefits, Alight helps clients gain a benefits advantage while building a healthy and financially secure workforce by unifying the benefits ecosystem across health, wealth, wellbeing, absence management and navigation. Our Alight Worklife® platform empowers employers to gain a deeper understanding of their workforce and engage them throughout life’s most important moments with personalized benefits management and data-driven insights, leading to increased employee wellbeing, engagement and productivity. Learn more at alight.com.

Our purpose and values

At Alight, our purpose is to empower over 30 million people to become healthier and more financially secure by enabling employers to deliver exceptional employee experiences while driving efficiencies to meet business needs. By removing barriers to using benefit and wellbeing programs, Alight enables companies to foster an environment in which employees feel connected to the purpose and values of the organization. In turn, they are more likely to appreciate the company’s investment in helping them attain optimal wellbeing in every facet of their lives.

Building on our commitment to an inclusive, high-performing culture, we are refreshing our values to better reflect who we are today, the behaviors that drive our success and the experience we aspire to create for colleagues and clients. We look forward to sharing more about this evolution.

Alight at a glance



30M+

people served annually



The majority

of the Fortune 100 are clients



9,500+

colleagues globally



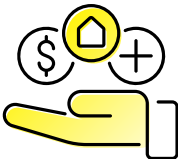
50+

partners



5,000+

clients



\$1.7T

in assets under administration

Awards and recognition



WORKPLACE AND CULTURE

- Great Place to Work® (7th year)
- Newsweek “America’s Greatest Workplaces” (2025)
- Newsweek “America’s Greatest Workplaces for Diversity” (2024, 2025)
- Newsweek “America’s Greatest Workplaces for Mental Wellbeing” (2025)
- Disability Equality Index – perfect score (2025)
- Military Friendly® Employer (2025)



INNOVATION AND CLIENT EXPERIENCE

- Fortune America’s Most Innovative Companies (2026)
- BIG Innovation Award (2025)
- IAOP Global Outsourcing 100® (12-time member, 2025)
- Lighthouse HR Tech Award (2024)
- Shortlister top vendor for 7 categories (2025)
- Sapient HR Systems Survey (Top 5 rankings, 2025)



INCLUSION AND IMPACT

- Human Rights Campaign Corporate Equality Index (6th year)
- ParityLIST Best Company for Equal Advancement Opportunity (2024, 2025)
- Seramount recognition (2024, 2025 – multiple categories)
- Best Company for Women in India (2025)



SUSTAINABILITY AND RESPONSIBILITY

- TIME World’s Most Sustainable Companies (2026)
- Newsweek “America’s Most Responsible Companies” (2026)
- USA Today America’s Climate Leaders (2025, 2026)



Our sustainability strategy

Championing people through advancing health and financial security

At Alight, we believe that true wellbeing extends beyond benefits—it’s about empowering people to thrive. Inspired by our values, Alight’s Corporate Sustainability and Impact program demonstrates our commitment to act with integrity and improve lives by working toward global sustainability goals so we can all win together. We execute our sustainability strategy in alignment with our purpose to create long-term financial value for our investors, colleagues, clients and communities. Informed by our sustainability materiality assessment and engagement with key stakeholders, Alight’s holistic sustainability strategy reflects our business purpose and values in support of delivering financial resilience. The strategy focuses on three pillars—People, Progress and Principles—and was approved by the Board of Directors’ Nominating and Corporate Governance Committee in 2023. It identifies key commitments, as well as goals or success indicators within each of our pillars. Alight reviews this strategy annually to monitor progress against its goals and ensure objectives are aligned with the company’s business strategy and financial performance.

2025 HIGHLIGHTS



PEOPLE

Wellbeing begins with us

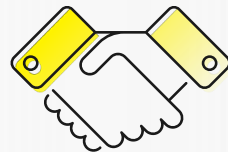
- Expanded access to wellbeing, career and family forming resources through enhanced AI capabilities and Microsoft Teams integration on Alight Worklife, improving how colleagues engage with benefits and support
- Launched Career Compass, a global, skills-based career platform designed to help colleagues navigate growth opportunities with greater clarity and confidence
- Enhanced engagement and retention through PULSE, an all-company Viva Engage channel connecting colleagues to wellbeing resources, learning pathways and cross-functional communities



PROGRESS

Shaping the future of wellbeing

- Advanced AI-enabled care and navigation by expanding our partner ecosystem, including the addition of Sword Health to support chronic pain, prevention and women’s pelvic health
- Increased automation and transparency in claims processing, enabling faster resolutions and a more streamlined experience for employees
- Expanded our integrated wellbeing partner ecosystem to 185+ partners, improving our ability to deliver the right support at the right time across health, wealth and wellbeing



PRINCIPLES

Responsible practices, lasting accountability

- Established a Global Acceptable Use of AI Policy, supported by new AI governance and AI engineering standards, to strengthen enterprise-wide oversight of AI systems and responsible use
- Reached 97% Code of Conduct training completion, reinforcing our culture of integrity and ethical behavior
- Recertified under ISO 27001 to maintain certification of Alight enterprise operations and reinforce our information security management practices
- Received validation of our Scope 1, 2 and 3 emissions reduction targets through the Science Based Targets initiative

Our sustainability focus

Governance and oversight

Our Board of Directors (Board) works with our executive team to govern and manage sustainability factors, both directly and through its standing committees within their respective areas of responsibility. The Nominating and Corporate Governance Committee exercises primary Board oversight of sustainability and climate risk management. Our Audit Committee oversees our enterprise risk management process, which includes relevant sustainability risks. Composed of cross-functional leaders across Alight’s management team, our Management Sustainability Committee drives sustainability strategy development and implementation.

Materiality

In early 2024, we conducted a double materiality assessment to identify the sustainability factors most important to our internal and external stakeholders in relation to Alight. This included conducting a comprehensive analysis of leading sustainability reporting frameworks, peer benchmarking and customer/investor priorities and surveying a broad group of our colleagues, including our executive leadership team and other senior leaders. Find more information on the assessment in our [2025 Global Impact Report](#).

Stakeholder engagement

Ongoing and extensive stakeholder engagement is key to our business success and informs our sustainability strategy. Our approach helps guide our Management Sustainability Committee on topics critical to our stakeholders, shape the development and execution of our sustainability efforts and drive long-term shareholder value creation. See the [Appendix](#) for more information on how we actively engage with key stakeholders.

BOARD OF DIRECTORS

BOARD OF DIRECTORS

Assumes responsibility for sustainability matters that impact our business

Works closely with management leaders to oversee sustainability areas associated with their respective responsibilities



NOMINATING AND CORPORATE GOVERNANCE COMMITTEE

- Reviews and monitors the development and implementation of sustainability matters and provides guidance to the Board on such matters
- Aligns with management on short- and long-term sustainability objectives and priorities
- Reviews the annual Global Impact Report



AUDIT COMMITTEE

- Oversees the technology security and data privacy programs
- Oversees the effectiveness of the risk management and overall corporate governance processes
- Oversees compliance with legal and regulatory requirements and corporate ethical standards, including those applicable to financials



COMPENSATION COMMITTEE

- Assesses risks arising from the compensation policies and practices for all employees
- Reviews incentive compensation arrangements related to risk-taking and risk mitigation
- Monitors regulatory compliance with respect to compensation matters

SENIOR MANAGEMENT

MANAGEMENT SUSTAINABILITY COMMITTEE

Led by our Chief Legal Officer and Corporate Secretary and composed of cross-functional leaders from the human resources (HR), legal, finance, operations and communications teams

Meets on a periodic basis and reports to the Nominating and Corporate Governance Committee

Oversees the sustainability program’s strategic alignment, progress on deliverables and external developments in sustainability affecting Alight



SUSTAINABILITY WORKING GROUPS

- Composed of subject matter experts covering all material sustainability focus areas
- Update the Management Sustainability Committee on sustainability advancements, reporting and disclosures and integration of sustainability within our business model and global operational processes



CORPORATE SUSTAINABILITY AND IMPACT OFFICE

- Develops and executes our sustainability and climate strategy in coordination with key stakeholders
- Engages with the climate risk management process and aids in exploring climate-related opportunities



PEOPLE

Wellbeing begins with us

IN THIS SECTION

[People philosophy and oversight](#)

[Investing in colleague wellbeing](#)

[Fostering inclusion at Alight](#)

[Empowering career growth](#)

[Engaging our colleagues](#)

[Supporting our communities](#)

PEOPLE

We believe our robust people strategy directly contributes to the sustainable financial success of Alight’s business. We support the wellbeing and professional growth of our colleagues, cultivate engagement for valued feedback and foster an inclusive workplace culture. These foundational elements of our people strategy are woven into the fabric of our business practices and are essential to the long-term success of our human capital commitments.



COMMITMENT



Colleague wellbeing

Promote the wellbeing, belonging and growth of all colleagues via the Alight Worklife platform and promote a healthy, inclusive workplace culture



Learning and development

Build skills and empower colleagues to meaningfully impact career growth



Engagement and retention

Enhance colleague engagement, recognize and celebrate their successes and foster retention

2025 HIGHLIGHTS

- Expanded access to wellbeing, career and family forming resources through enhanced AI capabilities and Microsoft Teams integration on Alight Worklife, improving how colleagues engage with benefits and support
- Launched Total Care Connection, a centralized hub on Alight Worklife that simplifies access to mental health and family forming resources
- Introduced Paloma, an AI-powered assistant that uses video storytelling to increase engagement, introduce new benefits and support webinars and orientation experiences
- Launched Career Compass, a global, skills-based career platform designed to help colleagues navigate growth opportunities with greater clarity and confidence
- Rolled out AI Foundational Training enterprise-wide, supporting Alight’s AI strategy and equipping colleagues with essential future-ready skills
- Deepened connection and engagement through Mentoring@Alight, fostering career development, cross-functional collaboration and meaningful relationships across career stages
- Enhanced engagement and retention through PULSE, an all-company Viva Engage channel connecting colleagues to wellbeing resources, learning pathways and cross-functional communities
- Expanded regional listening sessions and town halls, elevating colleague voices and informing local actions and improvements



At Alight, we know that a culture of belonging, growth and wellbeing is essential to creating a high-performing, people-centered business. We’re proud to build a workplace where colleagues feel heard and supported.”

— Donna Dorsey, Chief Human Resources Officer

People philosophy and oversight

To achieve our strategic objective of caring for the whole person, Alight’s people philosophy is grounded in the cornerstones of culture, recognition, wellbeing, belonging and growth.



OVERSIGHT

Our Board, in collaboration with senior management, oversees our human capital efforts. The Compensation Committee evaluates our corporate practices in culture, wellbeing and employee engagement and monitors inclusion initiatives. As part of its responsibility for developing management continuity, our Board actively engages in executive officer talent management through regular reviews. The Board, through one or more of its committees, evaluates the succession plans for senior management, including the CEO, executive leadership team and their direct reports, at least once a year to ensure a strong and inclusive talent pipeline.

SPOTLIGHT: Great Place to Work

Alight was **Great Place to Work® Certified™** for the seventh year in a row. This recognition is based on what colleagues say about their experience working at Alight. Employee feedback from the Great Places to Work certification survey continues to highlight Alight’s strengths as a workplace:

- 90% say they can take time off when needed
- 90% feel welcomed when they join
- 88% say they’re given meaningful responsibilities
- 87% believe their colleagues care about one another
- 86% say management trusts them to do their jobs without micromanaging



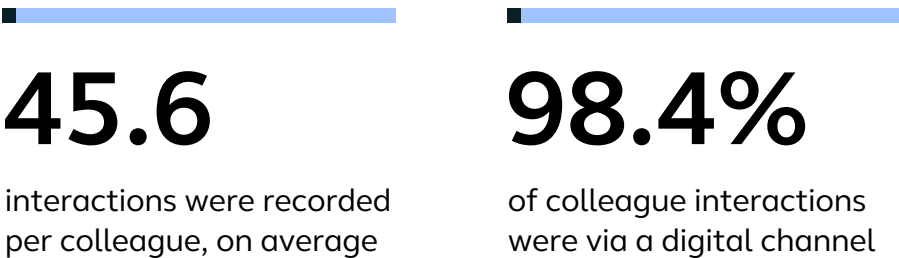
This year, 75% of Alight colleagues said the company is a great place to work—18 percentage points higher than the average U.S. company. The certification reflects Alight’s ongoing efforts to build a workplace where people feel supported, valued and empowered to thrive.

Investing in colleague wellbeing

Alight believes promoting the wellbeing of our colleagues is an investment in the long-term wellbeing of our organization and our communities. We design our employee benefits to help colleagues and their families stay healthy, meet their financial goals and balance their work and personal lives.

Regular full-time and part-time colleagues (who work at least 20 hours per week) in select countries have access to a suite of benefits. Find more information about 2025 benefits for U.S. colleagues [here](#).

2025 Alight Worklife utilization



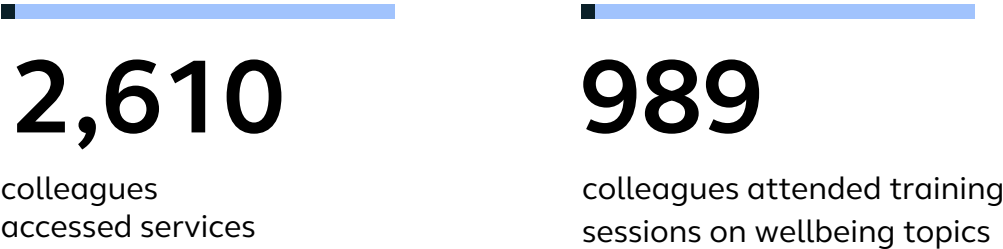
The foundation of our colleague wellbeing strategy to “care for the whole person.” This entails supporting the four key aspects of wellbeing: healthy mind, body, wallet and life.

Alight executes our colleague wellbeing strategy through the Alight Worklife platform, which was significantly enhanced in 2025 with expanded AI features and Microsoft Teams integration. Colleagues also have access to benefits information directly in Teams, with AI-powered recommendations and 24/7 virtual assistance. More information on our product innovations is included in the [Progress](#) section of this report.

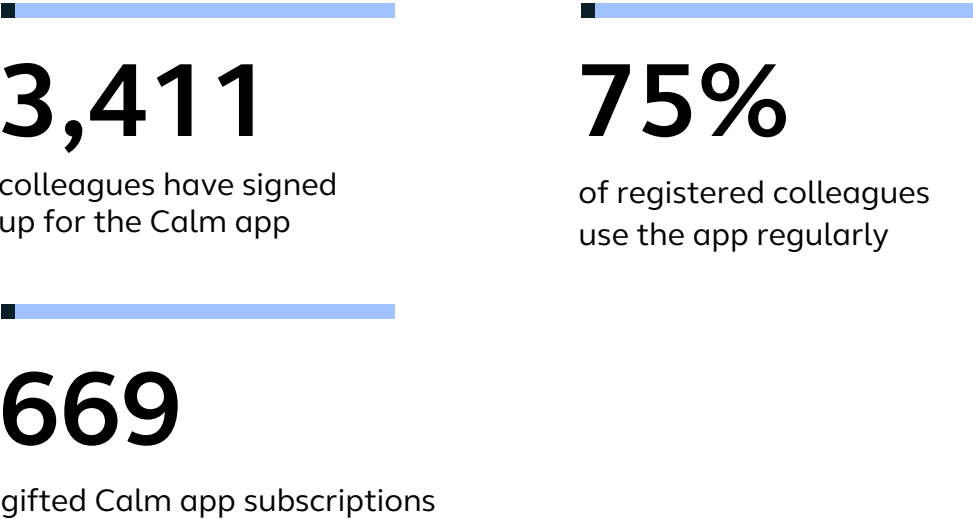
Healthy mind

At Alight, we recognize that mental health is as essential as physical health. We provide various benefits and programs to support the mental health of our colleagues and their families. Alight Worklife offers access to top mental health, meditation and resilience resources for colleagues and their dependents.

2025 Employee Assistance Program utilization



2025 Calm app utilization



All Alight colleagues can gift up to five licenses to dependents and loved ones. Other ways Alight supports colleague mental health include hosting Mindful Mondays with guided meditation sessions and personal wellbeing solutions that help address stress, burnout, agility and engagement.

Our formal mentorship programs and colleague-led communities (CLCs) help facilitate connections and foster mutual support. CLCs also offer resources and initiatives aimed at holistic wellbeing, including mental health support. Read more about our CLCs [here](#).

SPOTLIGHT: Total Care Connection

Total Care Connection was introduced in 2025 as a new centralized destination within the Alight Worklife platform for support on mental health and family forming. Total Care Connection brings together resources that are easy to explore and relevant to each colleague’s unique journey.

Mental health support: The mental health hub brings together all of Alight’s Healthy Mind programs in one easy-to-navigate space, including:

- Emergency support and crisis resources
- Counseling and therapy options
- Parenting and caregiving resources
- Wellbeing assessments and self-guided tools
- A dedicated section for people leaders with resources to support their teams with confidence and care

Family forming support: Recognizing that the journey to build a family is deeply personal and often complex, this hub offers:

- Expert guidance across fertility, adoption and other paths
- Financial counseling and planning tools
- Emotional support resources tailored to each stage of the journey



Alight was recognized as one of America’s Greatest Workplaces for Mental Wellbeing in 2025 by Newsweek, a testament to our mental health programs and resources.

Healthy body

Alight supports the physical wellbeing of our colleagues through our health benefits and occupational health and safety program.

HEALTH BENEFITS

Alight supports the health of our colleagues and their families with various programs and customizable coverage options. We contribute significantly toward the cost of coverage, including medical and dental plans. With our innovative, customizable Build Your Own Guide, we empower colleagues to select benefits that best fit their individual needs and circumstances. This tool allows colleagues to focus solely on the information most relevant to them, making it easier to personalize their choices. By taking this personalized approach, we not only boost satisfaction and engagement but also enable each colleague to make well-informed decisions that support their own wellbeing and that of their families.

Alight is dedicated to creating a healthier, supported workforce through several programs that promote physical health, including those highlighted below:



Hinge Health

Offers physical therapy programs for joint and back pain through personalized, app-based technology



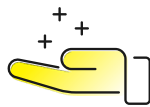
Vida Health

Pairs colleagues with a coach to build healthy habits in various areas, offering personalized plans and ongoing support



Ovia Health

Offers maternity and family benefits, supporting colleagues through family planning, pregnancy and parenthood. Participants get access to family planning benefits, health data feedback and unlimited in-app messaging with a nurse



Teladoc

Offers telehealth visits from a primary care provider from the comfort of home. This program gives access to general medicine (Primary Care Physician), behavioral health and dermatology



Wondr

Provides personalized guidance through a digital behavioral change program that teaches skills to help build a healthy relationship with food, get better sleep, lower stress and improve overall quality of life

OCCUPATIONAL HEALTH AND SAFETY

Alight recognizes its responsibility for occupational health and safety (OHS) and the welfare of colleagues across all locations. Office sites are regularly assessed to identify and address risks and unsafe conditions, with findings communicated to relevant parties.

Our global security team oversees OHS practices and provides periodic updates to our senior leaders. Alight maintains a Health and Safety Policy applicable to all colleagues, contractors and vendors, which is reviewed and updated annually.

Colleagues receive access to health and safety training focused on healthy workspace setup for virtual workers through recommended modules available within Alight Academy. In addition, information about emergency responses is available to all colleagues through Alight's intranet. Specific workplace risk and safe working practices training is required by all colleagues in relevant roles.

Colleagues are encouraged to assess risks in their work environment and follow mitigation guidance. Where risks remain, colleagues may request accommodations, which are reviewed monthly and supported by the global health and safety team.

Total recordable incident rate (TRIR) in 2025 of 0.0262

SPOTLIGHT: Supporting veterans and their families

In 2025, Alight launched the development of a comprehensive Veterans' Benefits Guide designed to support colleagues who are veterans or part of veteran families. This work helps colleagues better understand and navigate the complexities of TriCare and other veteran benefits alongside Alight-provided health, wellbeing and financial programs. The effort represents an important step toward reducing complexity, improving access to care and resources and ensuring veteran colleagues can make informed decisions that support their overall wellbeing.

SPOTLIGHT: The Preventive Care Campaign

This seven-week campaign for all U.S. and Puerto Rico colleagues focused on taking steps toward preventive care and healthy actions to put colleagues' health first. Each week spotlighted a different health topic, such as physicals, biometric screenings, vaccines, eye and dental care, mental health and more, with thousands of healthy actions logged by colleagues.

As part of the campaign, colleagues could:

- Log healthy actions to earn raffle entries
- Win weekly prizes from our carrier partners

2025 campaign highlights:

- 1,790+ health assessments completed
- 857 annual physicals, with a 9.8% increase due to the campaign launch
- 620 dental exams, with a 7% increase due to the campaign launch
- 410 biometric screenings

Healthy wallet

Alight supports the financial wellbeing of our colleagues through our retirement and savings plan but goes even further to help colleagues strengthen their overall financial resilience.

FINANCIAL WELLBEING PROGRAM		
Benefit	Details	Eligibility
 Retirement and savings plans	401(k) matching	Subject to local plan terms and conditions
 Employee stock purchase plan	Opportunity for long-term investment in the company's stock	Subject to local plan terms in regions where the program is offered
 Low-cost personal loans	Loans are automatically repaid through payroll direct deposits	Subject to local availability and program terms
 Financial solutions	Resources and tools for financial planning, student loan refinancing, college accounts and emergency savings	Availability varying by location and program
 Cost-saving and income-preserving programs	Cost-saving benefits—including education support, adoption assistance and everyday discounts—that reduce financial pressures and boost overall wellbeing	Subject to local availability and program terms

COMMITMENT TO EQUAL PAY

Ensuring that all colleagues are paid equally for equal work is a top priority at Alight. We contract with a third party to conduct an annual equal pay analysis in partnership with the HR compensation team.

Alight’s Equal Pay Statement

At Alight, we are committed to fair and equitable pay as a foundation of an inclusive, respectful workplace. We conduct annual pay reviews to ensure that compensation reflects the value of every individual’s contribution and to identify any disparities. By upholding equal pay principles, we create a culture in which all employees can thrive.

SPOTLIGHT: New financial wellbeing solutions

This year, we expanded our commitment to financial wellbeing by launching the following solutions and events for our colleagues:

Alight IRA solution: A simple, cost-effective, guided rollover solution offering both self-managed and professionally managed investment options—helping U.S. colleagues stay on track during key financial transitions.

Smart Saver tool: An AI-powered tool that analyzes each U.S. colleague’s financial picture to deliver personalized, actionable guidance across 401(k), health savings account, emergency and education savings—helping them build a stronger, more confident financial foundation.

Financial education webinars: We launched a new series of webinars to help U.S. colleagues build confidence and act across key areas of their financial lives. The sessions focused on strategies for managing debt and tax know-how to avoid common pitfalls and essential financial goal setting to support milestones like improving credit, reducing debt or saving for major goals. This year’s webinars included Tackle Your Debt, Tax Fundamentals and Beginning Your Financial Journey—all designed to empower colleagues with clear, actionable guidance.

SPOTLIGHT: 2025 Best Company for Equal Advancement Opportunity

Alight was named a 2025 Best Company for Equal Advancement Opportunity by parity.org. This annual honor recognizes organizations that are creating a culture and conditions in which individuals have an equal opportunity to compete and advance. Companies are rated across a comprehensive rubric covering recruitment, promotion and compensation practices, as well as specific employee benefits and policies that contribute to a more equitable environment.

Healthy life

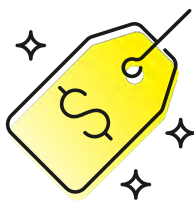
We recognize the importance of balance and strive to support our colleagues in achieving a healthy life through several initiatives.

HEALTHY LIFE INITIATIVES



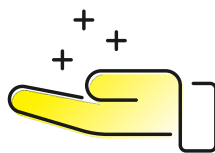
Alight Well

Provides an integrated experience that helps colleagues maximize their benefits through timely communications, personalized guidance and engaging challenges and incentives



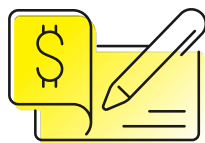
Invest in Me

Encourages colleagues to invest time in personal development



Alight Cares

Provides up to \$1,000 annually to colleagues' selected charities through donation matching



Paid time off and leave-of-absence options

Helps colleagues achieve work-life balance:

- Three to six weeks of vacation time
- Company-paid holidays, including one paid day for community service
- Floating holidays
- Wellness time, ranging from seven to 12 days annually
- Paid bereavement time
- Paid maternity/paternity leave

SPOTLIGHT: Benefit blogs

In 2025, we highlighted a variety of benefit blogs, including “Gen Alpha Slang Meets Benefits: A Parent’s Guide to Understanding Both” and “The Addams Family Kidney Stone Chronicles: A Benefits Team Bonding Experience.” These engaging stories illustrate how real-life experiences can be meaningfully connected to colleagues’ benefits, making the information relatable and demonstrating the impact of benefits on everyday life.



Fostering inclusion at Alight

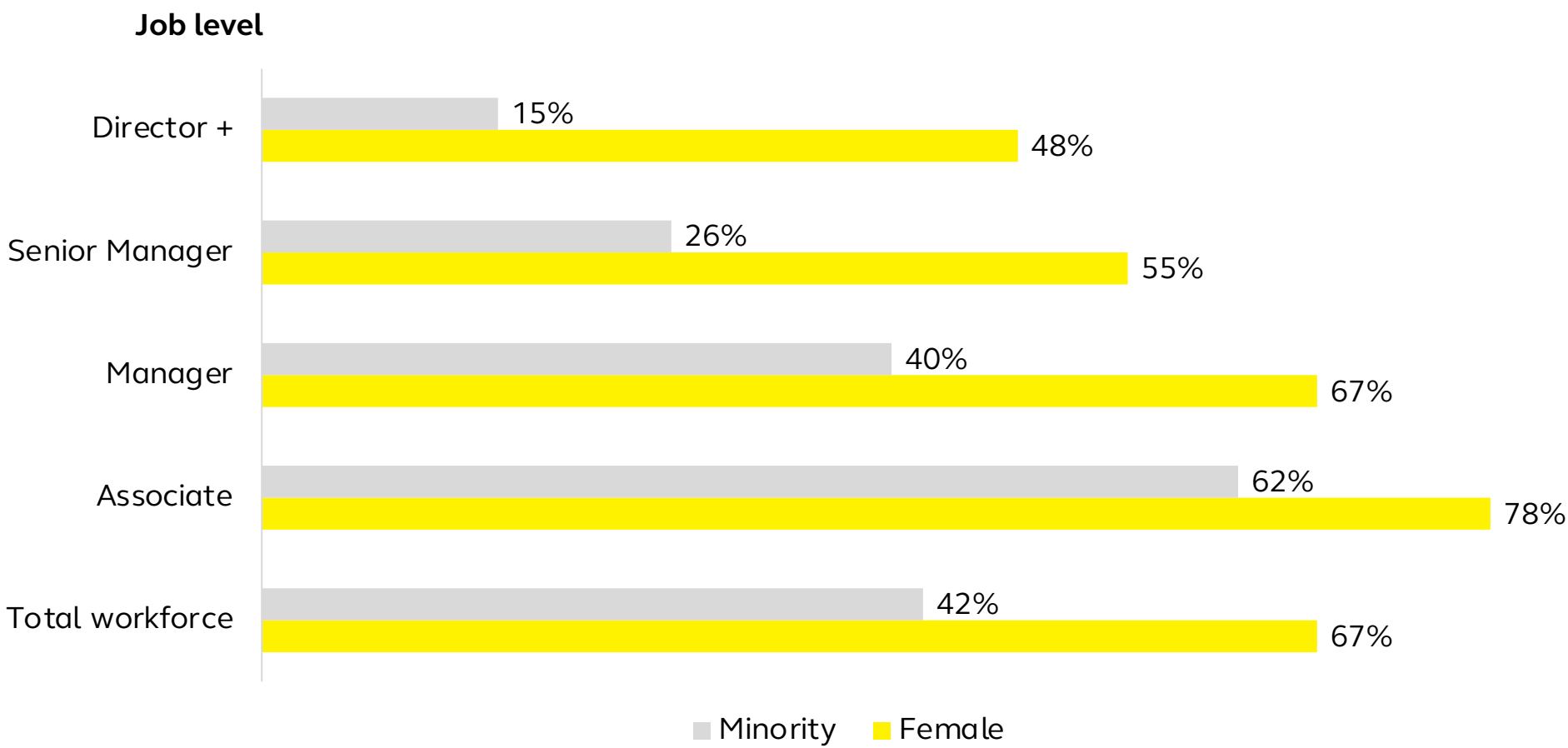
At Alight, we believe that inclusion should be valued and maintained throughout the organization. We foster a culture of non-discrimination in which we welcome colleagues of all backgrounds and do not exclude anyone based on race, gender, religion, national origin, sexual orientation or any other protected characteristic. An inclusive culture not only strengthens our sense of belonging but also drives innovation, enhances decision making and improves financial performance.

By promoting awareness, accountability and community, we encourage everyone to play a role in building an inclusive workplace. Embracing different perspectives helps us build a resilient organization that can adapt and thrive in a dynamic global environment.

To reinforce this commitment, Alight invests in ongoing learning and shared responsibility across the organization. Colleagues are supported through allyship training and initiatives that foster an environment of teamwork and respect.

In 2025, we incorporated an inclusion module into our core leadership development programs to further build awareness and understanding.

Representation of our workforce diversity³



³ Data reflects U.S. workforce composition as of December 31, 2025.



Attracting and retaining talent

We hire, promote and retain colleagues based upon their abilities, achievements, experience and performance. We aim to continually strengthen our career pathways to support inclusive hiring, retention and advancement, enabling untapped, qualified talent to thrive.

ENHANCING INTERNAL MOBILITY FOR COLLEAGUES

We offer the Colleague Career Portal to increase equitable access to jobs for all colleagues. Through the portal, colleagues can create a profile, receive automatic notifications of potential job openings and refer candidates to open positions. Colleagues can also network with peers across the organization to learn about roles and career paths.

CULTIVATING UNTAPPED TALENT

Recruiting is a key lever in Alight’s efforts to build a talented and productive workforce. We focus on expanding access to career pathways by partnering with organizations that connect underrepresented talent to meaningful employment opportunities.

We also partner with workforce development organizations, such as CareerSpring and RecruitMilitary, which provide training and support for individuals preparing for entry-level roles in areas such as customer service, IT and operations.

2025 highlights

In 2025, Alight continued to strengthen its commitment to workforce inclusion and economic mobility through strategic partnerships with academic and nonprofit organizations that support skill-building, applied learning and career readiness.



Loyola University Chicago

As a sponsor of the School of Public Health’s Health Equity Quest and Health Innovation Fellows, Alight advances health equity, cultivates future leaders and engages students in meaningful, applied work that contributes to Alight’s innovation agenda.



Georgia State PACE program

Students are engaged in applied learning experiences that build critical skills for entry-level roles, fostering a pipeline of talent equipped for customer service, IT and operations careers.



CareerSpring program

This program provides training and mentorship for first-generation college graduates and underrepresented groups, helping candidates transition into professional roles and thrive in corporate environments.

SPOTLIGHT: Inclusive hiring

Alight launched an Inclusive Hiring Manager and Recruiting Toolkit and invested in technology to create inclusive, market-friendly job ads, improving hiring quality and reducing time to hire. In return, we are able to build a more equitable and representative workforce by embedding inclusive practices into every stage of hiring, ensuring all candidates have fair access to opportunities and feel welcomed into Alight’s community.

Colleague-led communities

Our employee resource groups are called colleague-led communities and are integral to Alight’s commitment to inclusion. CLCs support our business in many ways, including:

- Creating forums for sharing knowledge, information and ideas
- Bridging cultural differences
- Working as an employee support system
- Assisting recruitment and retention efforts
- Boosting managerial effectiveness, leadership development, succession planning and communication between colleagues

CLCs affirm Alight’s commitment to inclusion, instill Alight’s culture within our client experience and, most importantly, foster a sense of belonging. Care Circles within our CLCs provide further support, advice and resources to our employees for shared experiences around common life challenges or topics.



COLLEAGUE-LED COMMUNITIES

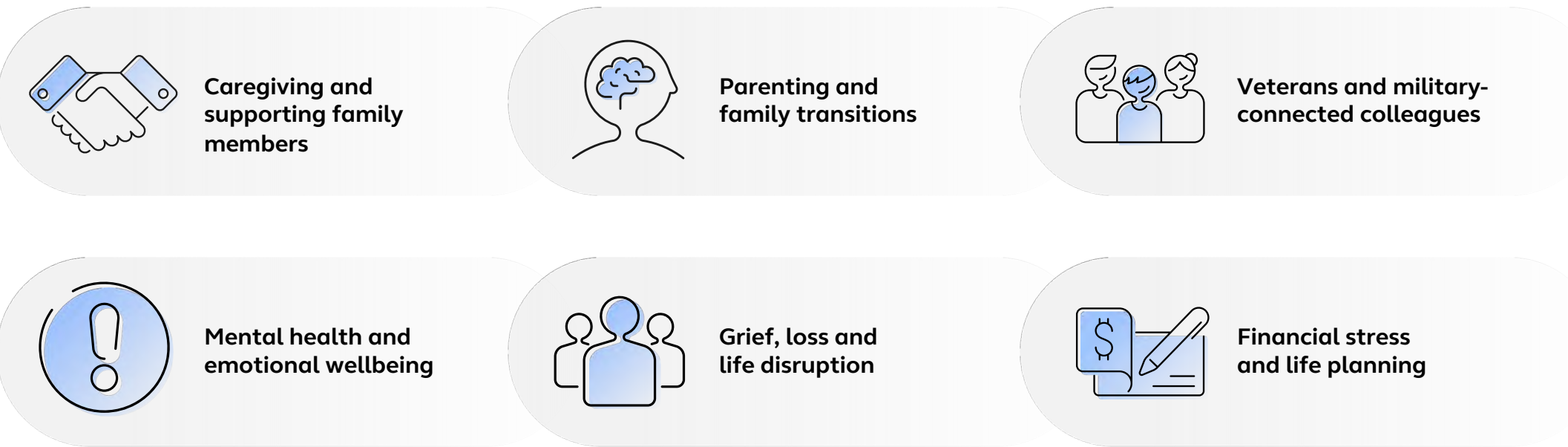
Able at Alight	Alight for the Planet	Asian Professional Network	Black Professional Network
Interfaith Network	Latinx Professional Network	Pride / LGBTQ+ Professional Network	Virtual Professional Network
Women’s Professional Network	Young Professionals Network (YoPro)	Inclusion Networks	Team Valor—Veterans Network

Care Circles

Alight offers colleagues with Care Circles that are designed to provide connection, support and shared learning around life experiences that can impact overall wellbeing. Grounded in trust and psychological safety, Care Circles create space for colleagues to come together, listen and support one another through meaningful conversation and resource sharing.

Care Circles are used as a peer support model, complementing Alight’s formal benefits and wellbeing programs. Rather than offering advice or solutions, Care Circles focus on shared experience, helping colleagues feel seen, understood and less alone. Sessions are typically facilitated and may include guided discussions, storytelling, expert speakers or curated resources that help colleagues navigate both personal and professional challenges.

In 2025, Care Circles supported colleagues across a range of life moments and needs, including the following focus areas:



Participation in Alight’s CLCs and Care Circles is open to all. These communities offer opportunities for professional growth, meaningful connections and the celebration of diverse cultures and perspectives. Whether the goal is to lead, learn or be heard, there is a place for every colleague within our CLCs.

SPOTLIGHT: Club M – Menopause Care Circle

Club M is a Care Circle at Alight designed to provide a safe, supportive space for conversations about menopause. It offers monthly confidential meetings, open dialogue and peer support, allowing participants to share experiences or simply listen and access resources via internal dedicated channels for ongoing connection and information sharing.



Club M reflects Alight’s broader wellbeing strategy and complements initiatives like the upcoming global menopause support benefit through Carrot, launching in 2026.

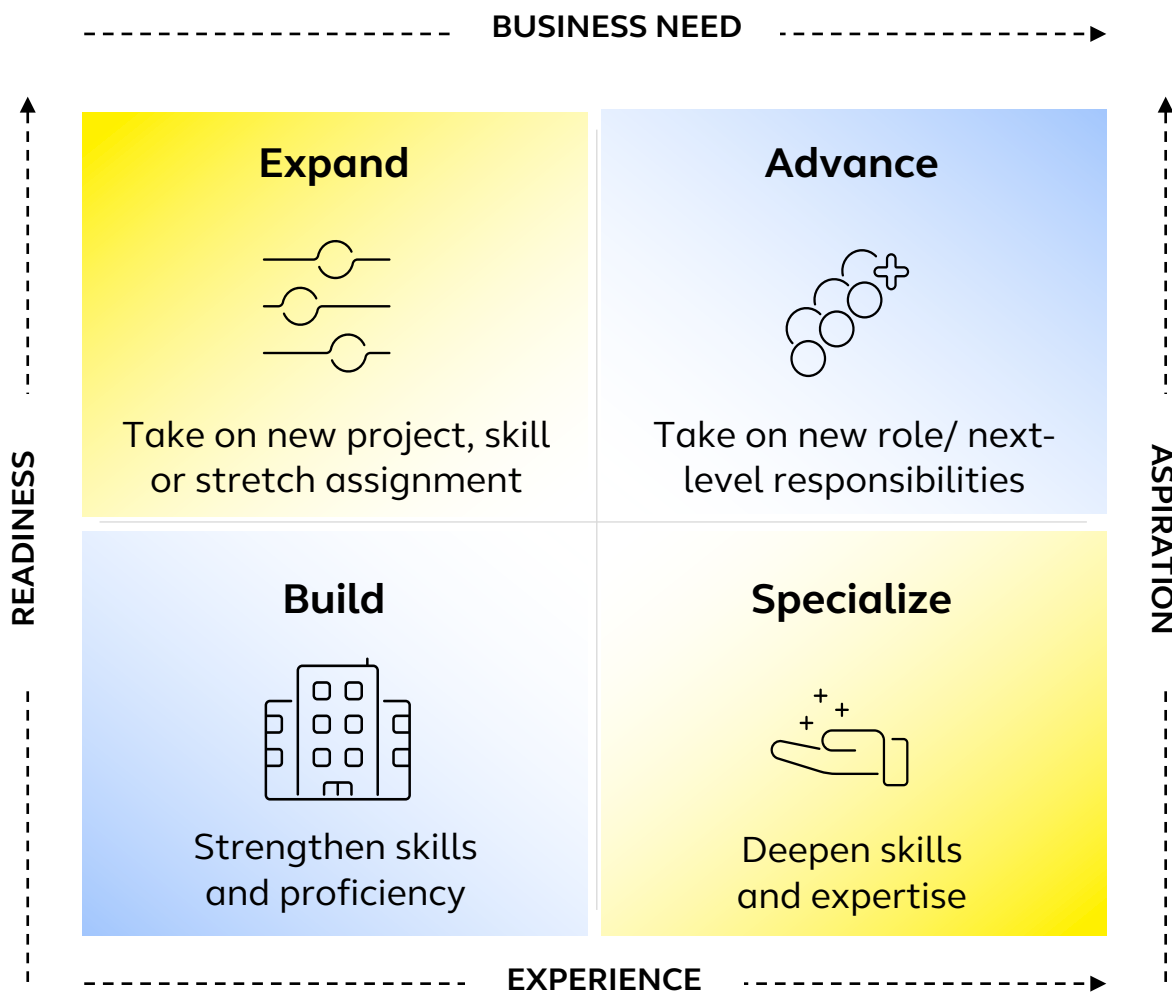


Empowering career growth

Alight prioritizes colleague growth by promoting a strong learning culture and investing in continuous professional development.

Developing talent is critical for continuing success in a rapidly evolving environment, along with colleague engagement and retention. Our development approach empowers colleagues to take ownership of their growth, supported by leaders who provide ongoing feedback, coaching and guidance.

Career Growth Model



Career Growth Model

We empower our colleagues to drive their career growth in a variety of ways, including self-directed learning pathways, a personalized learning approach, enterprise-wide and specialized learning programs and experiential learning engagements.

Our development learning framework is made up of 70% experience, 20% coaching and 10% education, which we believe reflects how people truly learn, grow and develop. An experience- and coaching-centric mindset is also reflected in our approach to career progression and continuous performance management.

We provide colleagues and their managers with a Career Growth Model framework, as shown on the left, to enable career development discussions.

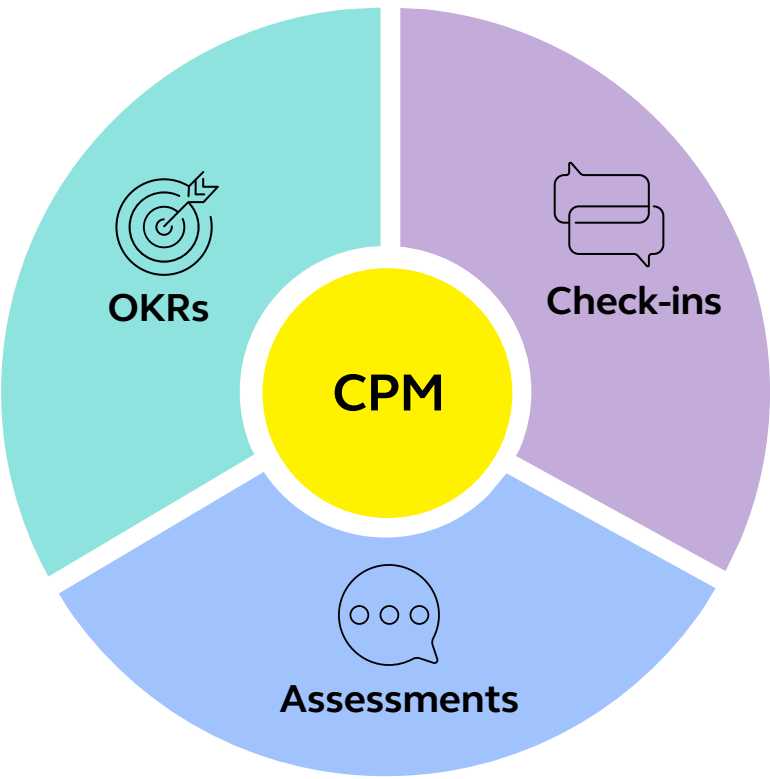
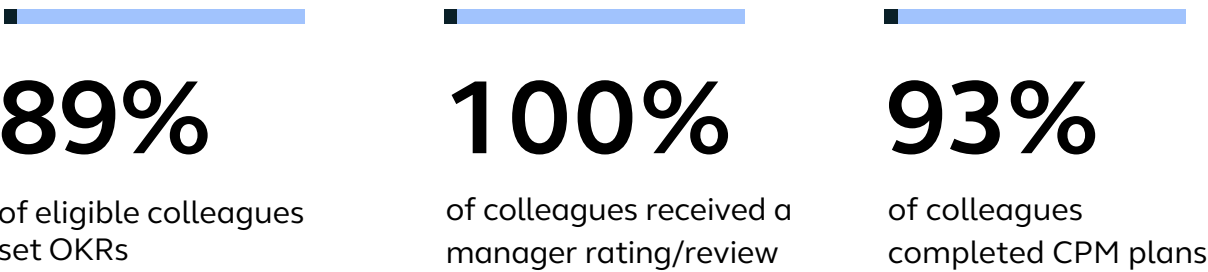
CONTINUOUS PERFORMANCE MANAGEMENT

We utilize a continuous performance management (CPM) approach in which colleagues receive feedback throughout the year.

The CPM program aims to create a culture of accountability, continuous improvement and professional growth. Colleagues create annual objectives and key results (OKRs) and personal development goals that are reviewed quarterly with managers.

This enables frequent, meaningful discussions on progress and career goals. Colleague performance is assessed annually to identify and reward high performers.

2025 CPM Statistics



Career Compass

In 2025, we launched Career Compass, a global platform within our internal career portal designed to support colleagues’ professional growth with personalized career paths and skills-based development. Colleagues can develop a clear career roadmap to align personal aspirations with organizational needs and utilize AI to match skills to open roles. Informed by colleague feedback in 2024, the tool also supports colleagues in finding mentors and accessing training resources as they navigate their career journeys.

MENTORSHIP PROGRAM

A key platform within our internal career portal is Alight’s global mentorship program, Mentoring@Alight, which provides all colleagues the opportunity to gain insights and benefit from the expertise of their Alight peers. Colleagues are encouraged to sign up to be mentors to support the development of others, grow their own coaching skills and network with other colleagues.

Mentorship programs at Alight promote inclusion by connecting colleagues with senior leaders who share similar backgrounds. This relatability helps mentees gain valuable insights from their mentors. In addition, mentorships offer personalized learning experiences tailored to each mentee’s unique goals and needs, unlike one-size-fits-all training initiatives. During 2025, we supported over 200 mentoring relationships.

Colleague training and education

We offer colleagues numerous personal and professional development resources, including instructor-led training courses, on-demand virtual learning, role-based functional and technical training, compliance training, individual and leadership development programs, peer learning opportunities and tuition reimbursement.

ALIGHT ACADEMY

Alight Academy is an online training platform that hosts required compliance training, functional training and thousands of voluntary on-demand, vendor-supplied courses for our colleagues. Through Alight Academy, individuals are empowered with resources to develop new skills and firm up their understanding of Alight-specific policies and procedures. Alight Academy is integrated with the Career Compass tool, providing colleagues with course recommendations to align with their skill development needs.

Individual participation in required courses is tracked within the Alight Academy platform and training insights are shared with direct managers and leaders, as appropriate.

2025 training metrics

30.76

average learning hours per colleague per year

(includes mandatory compliance training, core/functional training and self-directed professional skills training completions for the total workforce)



Professional skills courses



Most popular courses

- What Is Artificial Intelligence?
- Working With AI
- The Glossary: Artificial Intelligence
- The Glossary: Machine Learning
- Communicate With Empathy



PROFESSIONAL CERTIFICATIONS, MEMBERSHIPS AND CONTINUING EDUCATION

We prioritize the professional development of our colleagues by offering various opportunities for continuous learning, including tuition reimbursement, skill certifications and professional association memberships.



We invest in our people through a tuition reimbursement program focused on degree-seeking programs that help colleagues grow in their current roles or prepare for a future role at Alight. Each full-time colleague is eligible for up to \$5,000 in annual tuition reimbursement. Alight also supports professional certifications, including recertification, through internal and external learning programs.

Alight supports colleague memberships in professional associations based on the value added to the organization and how it helps a colleague learn or stay up to date in a business function or technical field. Our colleagues actively participate in prominent associations, such as the Society for Human Resource Management and the Society of Actuaries, which foster professional growth and industry expertise.

ALIGHT LEADER PROGRAMS

Alight offers a series of leadership programs for colleagues at all career stages. Programs range in format from webinars and self-directed modules to level-specific programs, along with cohort-style engagements. These programs allow participating colleagues to deepen and expand their learning, participate in engaging discussions, gain alternative perspectives and apply theory to practice. We provide a combination of seven enterprise-wide leadership and development programs and offerings stemming from the talent development group, with audiences ranging from all colleagues to aspiring managers, new or existing managers and vice presidents. We spotlight the impactful leader programs and offerings in 2025 on the next page.

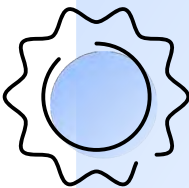
SPOTLIGHT: Alight Leader Playlist

The Alight Leader Playlist is a quarterly learning initiative available through Alight Academy that showcases what Alight leaders are learning and focusing on for their own development. The goal of the program is to promote continuous learning across the organization in the areas most valued by leaders. Each playlist is curated in partnership with a leader at Alight and includes areas they are currently exploring, recommended courses aligned with their focus areas and insights and inspiration from the featured leader about why these topics matter to Alight’s long-term success.

SPOTLIGHT: Alight’s inclusion model as part of leadership training

Alight’s inclusion model is a foundational part of its leadership philosophy and training programs. Rather than treating inclusion as an add-on, the model positions it as a core competency, ensuring leaders champion inclusion, foster belonging and create environments in which all voices are valued. Our inclusion philosophy is also reinforced early through new-hire onboarding, both in the self-paced toolkit assigned on day one and during monthly live onboarding sessions.

In 2025, we rolled out updates to leadership training programs to include modules focused on driving awareness of inclusion, practicing accountability and building community.



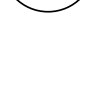
ALIGHT LEADER PROGRAMS

Alight’s approach ensures that inclusion is not just a cultural value but a strategic imperative. Leadership programs are designed to empower leaders to create fair, respectful and psychologically safe teams, supporting both individual success and organizational performance.

The chart to the right provides a snapshot of the 2025 leadership and development programs and offerings.



ALIGHT LEADERSHIP AND DEVELOPMENT PROGRAMS AND OFFERINGS

Course	Audience	Description
 Alight Leader Playlists	All colleagues	– Quarterly playlists aligned to leaders at Alight – Playlists available on demand in Alight Academy – Self-directed training
 Learning Lounge	All colleagues	– 90-minute workshop format with prework – Completion certificate – Quarterly topics offered
 TACO Tuesday	All colleagues	– Take A Course Online – Monthly promotion of courses on a specific topic – Self-directed training
 Leadership Discovery	Aspiring managers	– Self-directed curriculum to build foundational leadership skills – 6-week program
 Leadership Essentials	New people managers	– Required Alight people-management information and skills development – Self-directed training – Virtual instructor-led sessions – 2-month program
 Leadership Expansion	Managers with 2+ years experience	– Expand skills and capabilities (leading self, leading others, leading the business) – Self-directed training – Virtual instructor-led sessions – 6-month program
 Leading to Transform	Vice presidents	– VP development – Self-directed training – Collaborative discussions and problem-solving with leadership themes aligned to Alight strategy – 2-month program

Engaging our colleagues

Alight values feedback from our colleagues and regularly conducts surveys to understand how they feel about the company. Survey data is aggregated and anonymized before being shared with leaders and managers to provide actionable insights into the engagement of their teams.



Enhancing engagement insights with AI

In 2025, we introduced AI-enabled support for managers as part of the engagement survey experience, providing leaders with advanced insights to better understand results and identify meaningful actions. AI helped managers quickly surface key themes, explore patterns within their teams’ feedback and translate survey data into focused conversations and next steps. By reducing complexity and increasing accessibility to insights, this capability strengthened managers’ abilities to support team wellbeing, engagement and performance.

Looking ahead, Alight is intentionally evolving toward an “Always On” approach to employee engagement, designed to move beyond periodic surveys to a more continuous understanding of colleague sentiment. As this framework is being built, Alight has begun gathering and integrating data from multiple channels to inform a centralized, data-enabled view of the colleague experience. This approach will enable our leaders to better understand trends and to respond more proactively to emerging needs. Once fully launched, the “Always On” model will strengthen accountability, support more timely decision making and embed engagement and inclusion more deeply into how the organization operates.

Employee satisfaction surveys

In 2025, Alight deepened its commitment to listening to colleagues by conducting two employee engagement surveys, one in April and one in November. Engagement levels varied over the course of the year, reflecting both progress and ongoing challenges. We ended the year with an employee engagement score of 72 and a participation rate of 76%. This sustained level of participation underscores strong trust in the feedback process and continued focus on strengthening engagement.

These results continue to exceed global benchmarks identified by our external consultants and demonstrate meaningful progress in how colleagues experience Alight. Leadership remains focused on translating feedback into action, with targeted efforts to strengthen trust, recognize and reward contributions and expand opportunities for growth and development.

In addition, we expanded our listening and engagement strategy globally. In India, we launched a dedicated onboarding survey for new hires, which achieved an overall onboarding experience score of 86. This survey provided early insight into the new hire experience and helped inform actions to support connection and engagement from the start. Together, these efforts reflect Alight’s continued focus on building a workplace where colleagues feel heard, valued and supported in building fulfilling, purpose driven careers.

SPOTLIGHT: Office days

Colleague feedback in the 2024 engagement survey indicated a desire for leaders to be more visible. So in 2025, we launched Office Days to encourage connections between colleagues and leaders at the local level.

Office Days are optional, location-based gatherings that are open to all and designed to strengthen connections and foster community among colleagues. These casual events are held periodically across various offices and feature a mix of light programming, guest speakers and informal activities. This initiative is entirely voluntary, with no link to return-to-office mandates, to encourage connection and collaboration among colleagues of all levels.



Listening sessions

Alight’s executive management team conducts virtual and in-person regional listening sessions to connect directly with colleagues and deepen understanding of local sentiment and experiences. In 2025, the HR team intentionally expanded these efforts by hosting listening sessions and town halls in Puerto Rico and Poland. These sessions provided an important opportunity to reconnect with colleagues, acknowledge local perspectives and surface insights specific to each region.

Feedback gathered through these sessions is shared with leaders and HR partners to guide locally relevant actions and colleagues are kept informed of key themes and progress. By prioritizing renewed engagement in historically under engaged locations, Alight reinforces its commitment to inclusive listening and ensures that colleague voices across the globe help shape decisions and improvements.

Employee recognition

Recognition at Alight takes many forms. At a global level, we highlight outstanding contributions and impact through formal programs, including performance-based recognition tied to our CPM framework. We also elevate stories that reflect the full experience of our colleagues, such as recognizing colleagues who balance professional excellence with caregiving responsibilities.

Recognition at Alight extends beyond formal awards programs and is embedded in our total rewards philosophy. Individual performance is an important input to annual compensation decisions, influencing both incentive outcomes and pay progression. By linking rewards to contributions, impact and achievement, we reinforce a culture of accountability, recognition and performance excellence.

At the local level, several regions have developed country-specific recognition programs that reflect cultural norms and team priorities. For example, colleagues in Poland and India participate in locally tailored recognition initiatives that celebrate achievements and team contributions in ways that meaningfully celebrate their success.

Through the end of 2025, we supported elements of our recognition strategy with a global lifestyle rewards platform that allowed recognition to be personalized across geographies and life stages, supporting everyday appreciation, peer-to-peer recognition and service anniversaries.

While specific tools have evolved, Alight’s commitment to recognizing and celebrating colleagues remains unchanged. Together, these global and local efforts reflect Alight’s belief that recognition is most effective when it is not one-size-fits-all but, rather, grounded in authenticity and inclusion.





Supporting our communities

We are committed to the communities where our colleagues live and work. As our company has grown, we have aligned our philanthropic efforts with our core values of health and wellbeing. We aim to empower everyone to achieve optimal health, financial stability and a fulfilling life.

We localize our charitable strategy to ensure it is impactful and meaningful, maximizing our contributions at the local level. At Alight’s primary offices, colleagues collaborate with local leaders to select partner organizations, ensuring a connection to the causes they support. Each location manages its philanthropy, with company oversight for fund allocation and approval.

Global Day of Service

Since 2021, Juneteenth has been recognized as a corporate holiday, during which we celebrate our Global Day of Service to empower colleagues worldwide to act. The day allows colleagues to collaborate on projects and campaigns that advance economic and social development at the local, national and international levels.

Colleagues across Alight’s local communities are encouraged to come together to support initiatives that strengthen wellbeing for individuals, communities and the environment. Projects may include improving access to basic needs and education, supporting financial stability, promoting mental and physical wellbeing and advancing environmental sustainability. The Global Day of Service is designed to spark meaningful local action and inspire ongoing volunteering, giving and community engagement throughout the year.

Alight Cares

The Alight Cares program enables colleagues to support causes that matter to them through charitable giving and volunteerism. Colleagues may donate to their preferred registered charities, with the first \$1,000 of annual donations matched by Alight. The program includes registered U.S. 501(c)(3) organizations as well as global charities, and colleagues may request that additional charities be added.

In 2025, Alight Cares continued to serve as Alight’s primary program for charitable giving and volunteering, supporting participation in companywide campaigns, location-based efforts and CLC initiatives throughout the year. The program enables employees to record and track volunteer activity, helping ensure that colleague contributions are recognized and celebrated.

North American colleagues receive eight hours of paid time annually to volunteer. Colleagues in the United States and Puerto Rico may also choose to use wellness time to support volunteer activities.



SPOTLIGHT: Supporting senior citizens at Aashraya Old Age Home

At Aashraya Old Age Home, a facility for senior citizens in India, Alight colleagues are making a meaningful difference through recurring volunteer events, such as planting trees and donating goods.

By combining environmental stewardship with social care, colleagues create spaces that are greener and more nurturing for residents. This work underscores how small acts of kindness and sustainability can transform communities.





Enhancing impact through CLCs

Recognizing the importance of inclusion initiatives, we have committed a significant portion of our charitable giving budget to support these causes. This commitment is brought to life through our CLCs, which are at the heart of our philanthropic strategy. They operate on the front lines of our social impact efforts, identifying and partnering with local organizations that share our vision for a more inclusive and equitable world. These CLCs are empowered to allocate funds to causes they are passionate about, ensuring that our giving is meaningful and impactful.

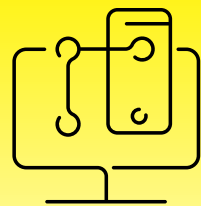
Our CLC involvement goes beyond monetary donations. Members volunteer their time, talent and expertise to support these organizations. From participating in community events to offering professional mentorship and skills-based volunteering, our colleagues actively engage in the causes they care about. This hands-on approach amplifies our impact and fosters a deeper connection between our colleagues and the communities we aim to serve. Read more about our CLCs [here](#).

In 2025

More than

136

Events were hosted by CLCs



People Matter Fund

The Alight People Matter Fund was created to help colleagues facing financial hardship immediately after a natural disaster or unforeseen personal matter. Our fund relies primarily on individual donations from colleagues and support from Alight. Colleagues can request a tax-free grant when they are facing unexpected hardships. Through this fund, we can quickly activate one-time emergency grants for unexpected situations, including natural disasters and other related events that arise during storm season, which can have a big impact on our colleagues in their times of need. During 2025, our People Matter Fund issued grants to 26 colleagues to provide support when they needed it most.

In 2026, the Alight People Matter Fund is moving from a third-party administrator to the Alight Smart-Choice Lifestyle Accounts platform, allowing us to manage the program in-house and deliver a more streamlined, integrated experience for colleagues in the U.S.

Leadership commitment to community innovation

Alight’s leadership is committed to driving positive change through community-based innovation and partnerships.

In 2025, as part of this effort, Alight became a bronze sponsor of Chicago Innovation, a Chicago-based nonprofit dedicated to elevating innovators who are driving meaningful change across nonprofits, academia and government. Through immersive programs and events, Chicago Innovation helps advance an inclusive ecosystem of trailblazers across technology, health and other important fields. Initiatives include the Women’s Mentoring Co-op; The Ladder, which supports Black and Latin innovators; Ageless Innovators; and the Illinois Student Invention Convention—each designed to expand access, build skills and ensure innovation works for everyone.



PROGRESS

Shaping the future of wellbeing

IN THIS SECTION

[Removing barriers to quality care](#)

[Facilitating holistic wellbeing outcomes](#)

[Retirement benefits and financial empowerment](#)

[Our innovation strategy](#)

[Insights and analytics driving innovation](#)

PROGRESS

At Alight, progress is grounded in our commitment to improve lives and support enduring health and financial security. As workforce needs continue to evolve amid global uncertainty, we focus on listening, learning and adapting how we reach and serve employees. Through human-centered technology and practical innovation, we work to make benefits experiences more accessible, valuable and supportive of holistic wellbeing across mind, body, wallet and life. The highlights to the right reflect the progress we made in 2025 to remove barriers, simplify access and deliver more meaningful support across the employee experience.

COMMITMENT



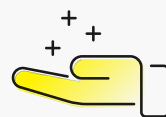
Workplace wellbeing

Provide a holistic and personalized approach to wellbeing that enables employees to focus on their minds, bodies, wallets and lives



Accessibility

Provide an easy-to-navigate platform that allows access to benefits programs



Value

Deliver access to a breadth of social programs that ensures workers feel valued and bring their whole authentic selves to work each day

2025 HIGHLIGHTS

- Advanced AI-enabled care and navigation by expanding our partner ecosystem, including the addition of Sword Health to support chronic pain, prevention and women’s pelvic health
- Rolled out Alight IRA, a new retirement solution with traditional and Roth options and simplified rollover capabilities to support long-term financial wellbeing
- Enhanced health and absence management solutions, including real-time leave tracking, Workday API integration and life event verification to improve transparency and support employee wellbeing
- Increased automation and transparency in claims processing, enabling faster resolutions and a more streamlined experience for employees
- Enabled AI-powered recommendations and 24/7 virtual assistance through Alight Worklife integration with Microsoft Teams integration, allowing employees to manage benefits within their daily workflows
- Improved shared access capabilities, enabling spouses and partners to securely access health and financial resources
- Expanded our integrated wellbeing partner ecosystem to 185+ partners, improving our ability to deliver the right support at the right time across health, wealth and wellbeing
- Rolled out AI-powered employer reporting and analytics, enabling data-driven decisions to optimize benefits programs
- Enabled advanced channel analytics for care representatives, reducing call times and improving the overall support experience

Awards and recognition

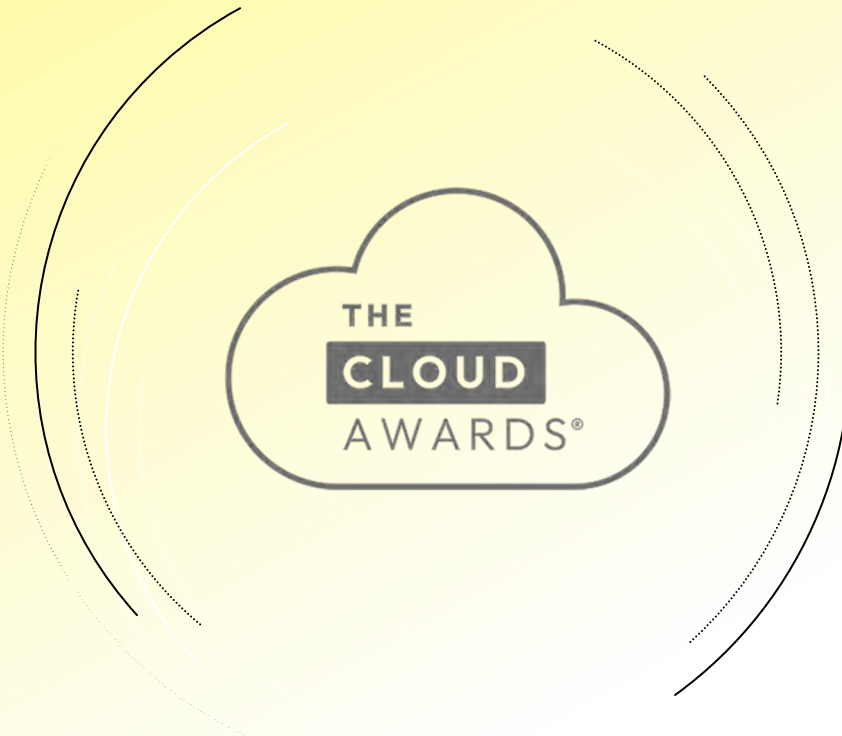
Alight’s solutions are industry-leading and best-in-class.



Alight awarded top 5 rankings in **User Experience and Vendor Satisfaction** for 2025 Sapient HR Systems Report



Alight Worklife honored as a **transformative product** for the 2025 BIG Innovation Awards



Alight Worklife recognized as a **finalist for Best HR/HRMS Solution** in The 2024/25 Cloud Awards program

Removing barriers to quality care

Getting high-quality healthcare has become harder to navigate than it should be. When employees need care, they're often forced to juggle urgency, quality, cost and confusing administrative steps all at once. That complexity can slow down treatment, create unnecessary financial stress and take a real toll on wellbeing. Reducing barriers to care means helping people find their way more easily so they can get support when they need it and feel confident about the care they receive. Alight's healthcare navigation and clinical guidance solutions are designed to cut through complexity, connect people to the right care at the right time and help employers manage rising costs without sacrificing quality.



Concierge guidance by experts

Alight Health Pros
Highly trained consultants to help navigate healthcare, no matter how simple or complex

Alight Medical Allies
Multidisciplinary team of physicians and nurses driving higher quality care paths for any condition

Integrated telehealth
Physician-first care and guidance available on-demand, 24/7/365 with a text-first option

Expert physicians
Virtual second opinions from over 2,000 of the nation's top physicians, covering all subspecialties

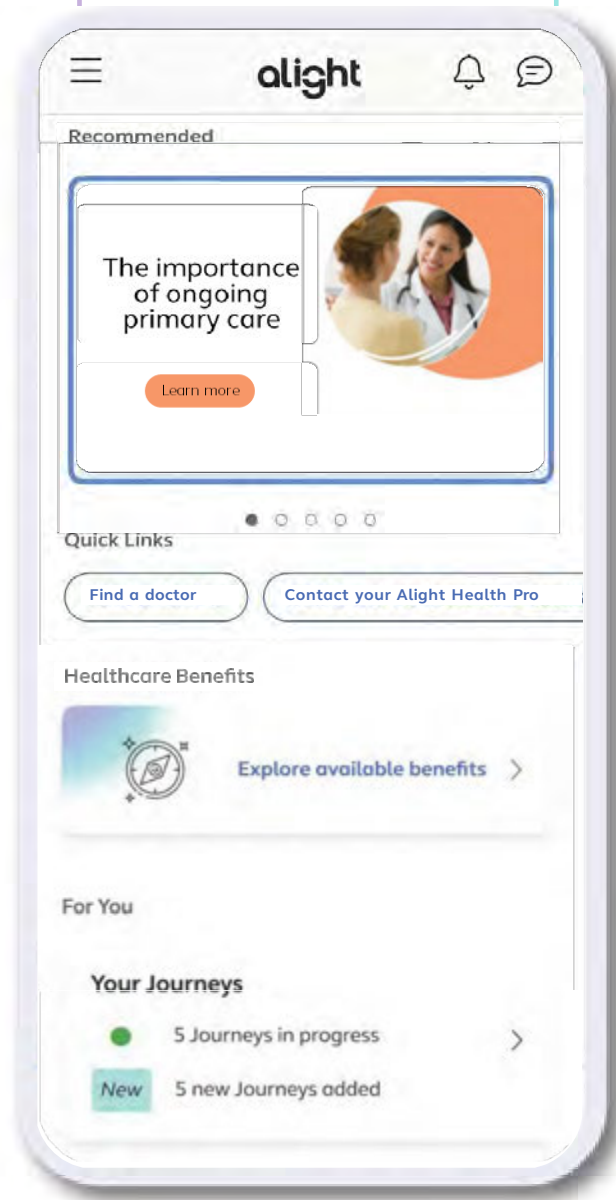


High-tech, always-on digital tools

SmartSelect MD
Find high-quality, cost-effective providers in-network with our proprietary next-generation search engine

Cost estimates
Compare the costs of different providers, procedures and facilities alongside their quality ratings

Benefits programs and journeys
Bring the ecosystem of programs to your people, complete with personalized actions and pre-designed journeys tailored to life's big moments



Personalized healthcare navigation

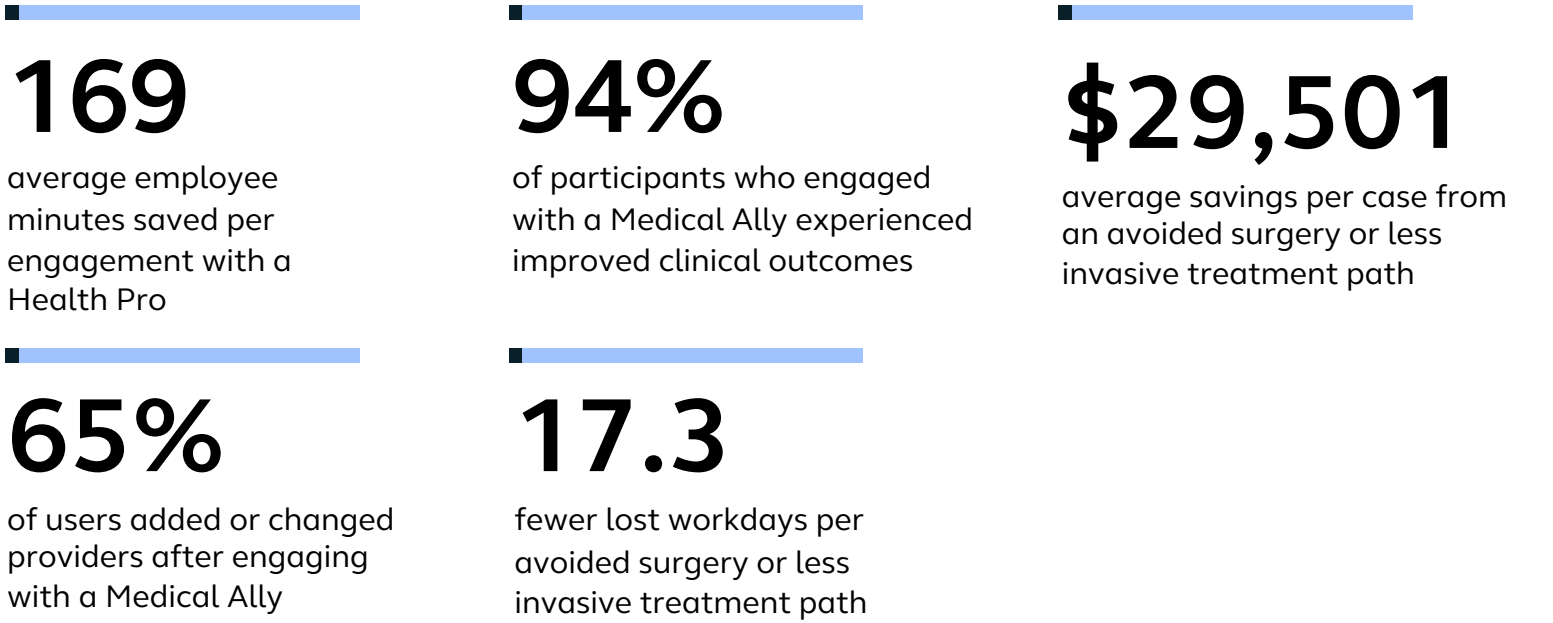
When it comes to healthcare, progress means helping people feel supported at moments that matter. Employees need guidance that is easy to access, easy to understand and responsive to their unique circumstances. Alight’s healthcare navigation approach is designed to meet people where they are, helping them move forward with greater clarity as they make decisions about their health and care.

Through Alight’s platform, employees can more easily explore their benefits, understand care options and take informed next steps. By bringing together self-service tools, connected experiences and thoughtfully applied AI, the platform helps reduce confusion and friction, making it easier for people to get the support they need when they need it. At the same time, employers gain a clearer picture of how care is being used, informing opportunities to better support workforce wellbeing.

Alight’s healthcare navigation offerings—including Clinical Guidance, Behavioral Health Guidance, Cancer Guidance, Expert Medical Opinion and SmartSelect MD—are designed to support individuals through complex and often emotional healthcare decisions.

These experiences are strengthened by Alight’s Medical Ally team, a multidisciplinary group of physicians, nurses and researchers focused on helping individuals and families navigate care with confidence. Medical Allies provide personalized, human support across digital and live channels, helping people understand diagnoses, connect with high quality providers, prepare for appointments and feel supported after care as they consider next steps. This combination of technology and human guidance reflects Alight’s commitment to continuously improving how we serve employees and support holistic wellbeing.

2025 outcomes delivered⁴



⁴2025 metrics are derived from Alight’s book of business and reflect average outcomes.

Meet our healthcare solutions



Clinical guidance

Trusted support for mental or physical health challenges or surgery. We connect people with deep clinical expertise and an advocate that can specifically address their needs in the moments that matter.



Behavioral health guidance

Support for workforce mental health that removes emotional and structural barriers to care. We lower the threshold for participants to take the first step toward help while retaining presenteeism and productivity on the job.



Cancer guidance

Deep oncology expertise and personalized support for every diagnosis. We give employees, families and caregivers what they need to meet the unique challenges of their cancer journey.



Expert medical opinion

Connection to the nation’s top specialists for virtual expert medical opinions. Using live video, we empower people to ask questions about their diagnosis and find the best treatment options at a location that’s convenient for them.



SmartSelect MD

Patented search technology that makes it simple for people to find the best possible care. Leveraging rich data, we identify top-performing, cost-effective options for your people quickly while lowering overall company spend.

All the ways Alight Health Pros and Medical Allies can help



Health Pros



Medical Allies

Concierge benefits guidance		
Provider recommendations		
Coordination of care		
Appointment setting		
Lower cost prescriptions		
Claims and bill reviews		
Program referrals		
Live and digital support for any health condition		
Pre-appointment prep and post-appointment follow-up		
Evidence-based guidance and education		
Surgery decision support		
Specialized guidance for behavioral health, cancer and musculoskeletal issues		
Screening for anxiety, depression and social risks (SDOH)		
Compassionate, culturally competent support		

Facilitating holistic wellbeing outcomes

Alight’s approach to holistic wellbeing is grounded in a commitment to improve lives by supporting the full experience of work and life across mind, body, wallet and life. By listening to the evolving needs of today’s workforce, Alight continues to expand and connect wellbeing resources in ways that are easier to access, more relevant and more supportive over time.

Through Alight’s Partner Network and Alight Well digital programs, we help:

- Employers simplify and strengthen their wellbeing strategies by reducing complexity and barriers associated with managing multiple vendors and programs
- Employees more easily discover, access and use wellbeing resources through a centralized, intuitive platform that supports everyday wellbeing decisions



SPOTLIGHT: Benefits assistant

In 2025, Alight piloted a new generative AI-driven solution for benefits enrollment optimization and benefits utilization. A key feature of this tool is a generative AI-powered benefits assistant that goes beyond the capabilities of a traditional chatbot. Integrated across Alight Worklife, the assistant draws from an employer’s benefits plan documentation, policy information and available programs to deliver personalized, context-aware support. By understanding what an employee is eligible for and what they’re viewing on screen, the assistant engages in natural, guided conversations that help them complete benefits-related tasks and make informed decisions around their annual enrollment selections. The result is a connected experience that breaks down benefit silos and drives greater efficiency.

Alight’s Partner Network

The **Alight Partner Network** expands how employees and families access care, support and resources across health, wellbeing and life. By connecting trusted partners through the Alight Worklife platform, the network helps extend benefits beyond traditional offerings, making specialized care easier to find, easier to access and more seamlessly connected to the broader benefits experience.

Through a curated and integrated ecosystem, the Alight Partner Network supports employers in addressing the diverse and evolving needs of their workforces while helping employees engage with programs that are relevant to their individual circumstances.

WEALTH	EMPLOYEE EXPERIENCE	WELLBEING	
 Personal loans	 Global benefits & total rewards	 Caregiving	 Musculoskeletal
 Student loans	 Employee onboarding	 Fertility & family planning	 Digestive health
 PTO conversion	 Voluntary benefits support	 Mental health / EAP	 Musculoskeletal
 Financial education		 Substance use mgt	 Cardiometabolic
 On-demand pay		 Women’s health	 Powered by Mobile Health Digital wellbeing
		 Workforce resiliency	 Specialty & infusion care

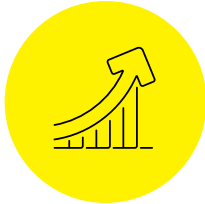

Curated
Address highly prevalent workforce wellbeing needs


Contracted
Realize value faster with simplified contracting


Integrated
Drive outcomes through seamless integration with Alight Worklife®

SWORD HEALTH

In 2025, Alight strengthened its Partner Network by adding **Sword Health**, a musculoskeletal (MSK) and mental health AI care platform that delivers always-on, clinical-grade care across a number of health conditions. The platform offers four specialized care delivery solutions, as highlighted below.



THRIVE

Chronic pain care, providing targeted interventions for employees dealing with persistent MSK conditions



MOVE

Pain prevention and injury avoidance, designed to help at-risk employees create movement habits



BLOOM

Pelvic health care for women in every life stage, addressing a critical but often overlooked silent problem



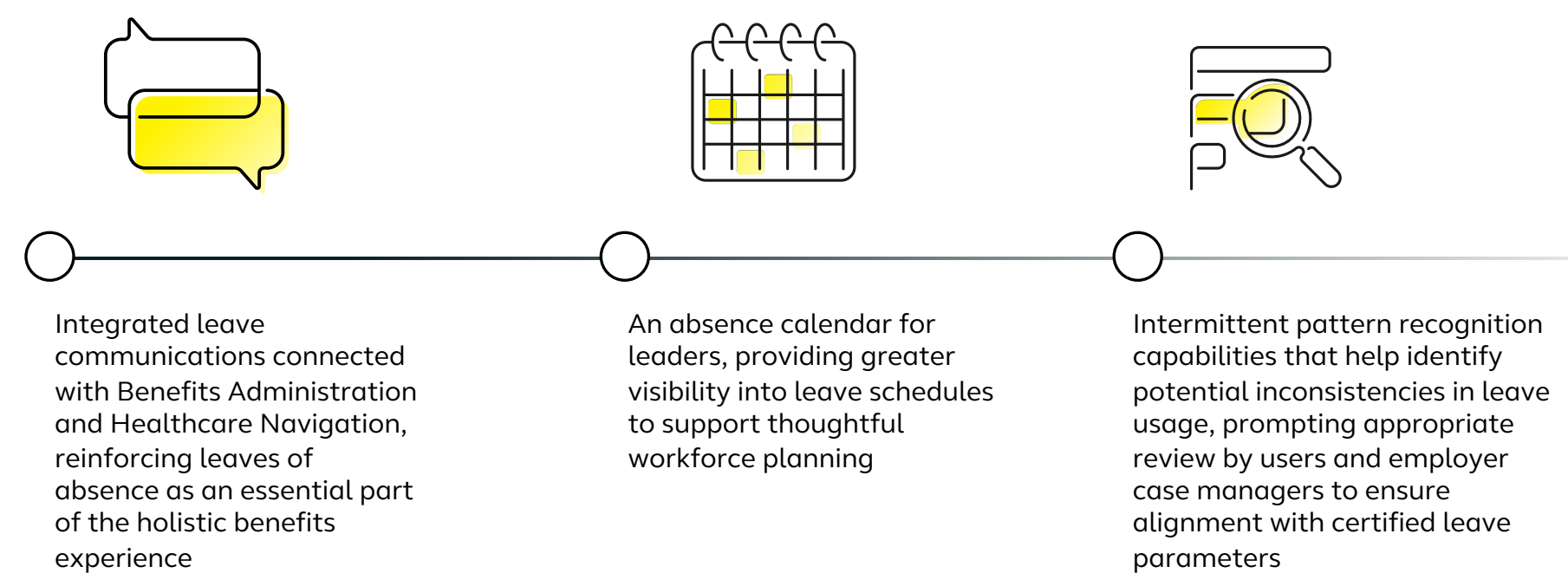
MIND

Mental health care through AI therapy led by licensed psychologists and enhanced by biometric data

Absence Management

We work collaboratively with organizations of all sizes to reduce the complexity of absence and disability management, recognizing that time away from work often coincides with important and challenging life moments. As a core component of holistic wellbeing, absence management plays a critical role in supporting employees through life transitions while helping employers maintain continuity and responsibly protect resources.

By continuing to simplify processes and connect tools and support across the platform, Alight helps create a more cohesive and supportive leave experience—one that balances employee needs with organizational realities. Ongoing enhancements are focused on improving clarity, coordination and confidence during key moments, including:



Retirement benefits and financial empowerment

Alight recognizes the direct impact finances have on employee health and wellbeing. We seek to simplify retirement benefits and streamline the ease of access to financial wellbeing resources to support long-term holistic wellbeing.

In 2025, new features of our retirement and financial empowerment products included:

Alight IRA — This new product is a secure, versatile retirement savings solution that offers both traditional and Roth options, easy rollover capabilities from prior 401(k)s, a wide range of investment options and support throughout the process. With Alight IRA, employers and their people will benefit from an easy-to-roll-over, integrated path to maintain and grow retirement savings and support long-term financial health.

AI advancements in wealth management — Wealth compliance automation reduces confusion for employees and promotes compliance for employers. Additionally, proactive required minimum distribution (RMD) notifications keep participants informed with timely retirement communications as they approach their RMD age.

Improving retirement convenience through auto portability

Currently, workers lose more than \$92 billion in 401(k) savings every year because they switch jobs and cash out their 401(k)s, paying taxes and penalties on premature withdrawals. Workers with less than \$7,000 in savings cash out at much higher rates, which disproportionately affects people of color, women and low-income earners. As the first 401(k) recordkeeper to implement auto portability for our clients, Alight is taking steps to minimize these retirement barriers.

Auto portability has the potential to:

- Lessen the retirement savings gap between those with static employment and those with frequent job changes
- Encourage individuals to save more for retirement overall by simplifying the process of transferring small accounts

Auto portability by the numbers

\$1.5T

would be preserved in the U.S. retirement system over a 40-year period

67M

minority workers would save \$619 billion

42M

women workers of all ethnicities would save \$365 billion

PORTABILITY SERVICES NETWORK

In 2023, Alight joined forces with other leading 401(k) providers to launch the **Portability Services Network LLC** (PSN), an organization that promotes financial wellbeing by increasing the convenience of retirement savings through auto portability.

In late 2025, PSN announced that after two years of operations, more than 21,000 plans representing approximately 6 million participants have signed up for **auto portability**.



Our innovation strategy

At Alight, innovation is how we make progress practical for the people who rely on us. Benefits are getting more complex, not less—and when someone needs care, takes leave or makes a coverage decision, they need things to work clearly and reliably. Our focus is to reduce friction in those moments while helping employers manage the real operational complexity behind the scenes.

Our innovation strategy is built around three operating principles: deliver service and operational excellence, innovate products that create real value and actionable insights and build relationships that result in enduring, trusted partnerships.

Deliver service and operational excellence

Progress starts with doing the basics exceptionally well. We continue to strengthen the quality and consistency of service delivery so employees get dependable support and employers can feel confident their programs are being administered accurately and securely.

Innovate products that create real value and actionable insights

We invest in improvements that make benefits easier to use and understand. That includes better digital experiences, smarter guidance and clearer information that help employees take next steps with confidence. We also focus on tools and insights that help employers see what’s working, where people are getting stuck and where support can make a difference.

Technology plays an important role here, including AI where it adds practical value, but it does not replace the expertise required to operate in a highly complex benefits environment. Instead, it helps simplify routine interactions and support the teams who bring programs to life.

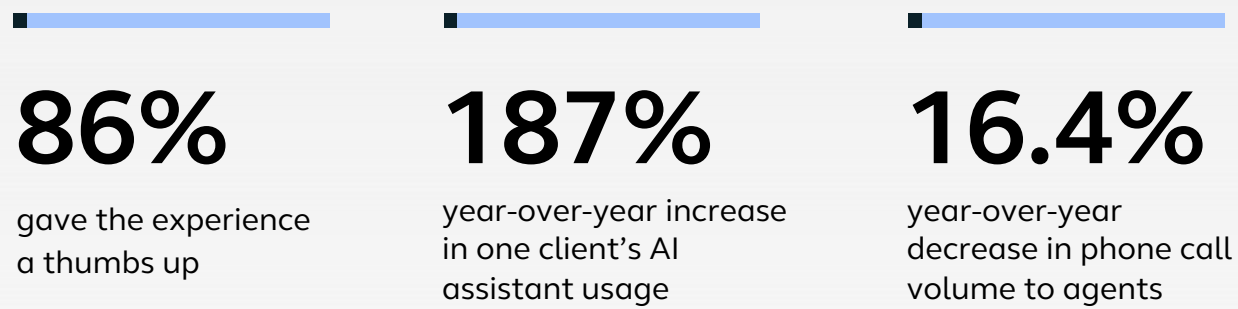
Build relationships that result in enduring, trusted partnerships

Benefits work best when the ecosystem is connected. We continue to deepen partnerships that extend the reach of the platform and help employees access specialized support more easily while maintaining a consistent, trusted experience.

Innovation in action

During the 2025 annual enrollment cycle, we piloted conversational digital support with two large clients. Early results included fewer handoffs from digital channels to live support, a signal that employees were able to find answers and move through enrollment with fewer friction points. For employees, that means help in the moment. For employers, that means a smoother enrollment experience while still managing the underlying complexity with care and expertise.

Early results: What numbers reveal about the impact of Alight’s AI



ALIGHT WORKLIFE PLATFORM

Our innovation strategy is deployed, in part, through the Alight Worklife platform. The platform facilitates positive social and economic outcomes, serving as an integrated host for our suite of holistic health and wellbeing-centered solutions.

AI STRATEGY

At Alight, AI is a foundational driver of innovation, a key competitive advantage and a powerful tool for reimagining how we work, serve our clients and grow across our business.

Alight’s AI mission centers on delivering enterprise-grade solutions that improve employee experience, drive smarter efficiencies and produce better outcomes by focusing on responsible use and real value.

This approach is enabled through the orchestration of multi-agent AI systems, conversational interfaces, automation, analytics and engagement tools across health, wealth and wellbeing.



Insights and analytics driving innovation

Alight leverages research and analytics to drive social innovation and wellbeing outcomes. Our research offers practical insights for organizations aiming to enhance both employee engagement and business performance.

Alight Employee Mindset Study

The Alight Employee Mindset Study, now in its fifteenth year, continues to provide actionable insights into employee experiences, wellbeing and benefits engagement. The study, which reflects the perspectives of employees from organizations around the U.S., explores how employees feel about benefits and what support they truly want from employers. It emphasizes that workers seek guidance and help, not just a list of benefits. The research highlights that simply expanding benefits does not necessarily improve outcomes. There is a benefits impact gap, meaning investments often fail to move the needle without proper engagement strategies.

85%

of workers have access to at least one wellbeing program, but average utilization is just 30%–35%

34%

say they no longer trust their employers' wellbeing efforts

76%

of fully supported employees say they tell others great things about their organizations



Client satisfaction

Helping organizations and their employees thrive is at the heart of our mission at Alight. To monitor our progress, we employ a variety of methods, including client and participant satisfaction surveys, focus groups and client councils. We consider our clients’ satisfaction and loyalty feedback as the foundation of our ongoing improvement efforts. This feedback is crucial in ensuring that we continually enhance our services and deliver the best possible experience.

To continuously monitor our progress, we gather client feedback through various channels, including the annual Client Relationship Survey, quarterly or semiannual Service Level Agreement Surveys, the Annual Enrollment Survey and the Project Implementation Survey. We assess our performance using both client satisfaction metrics and the Net Promoter Score (NPS).

In 2025, our clients shared invaluable feedback, resulting in an average satisfaction score of 8.0 and an average NPS of 7.9. This feedback has been instrumental in guiding us toward our mission of helping organizations and their people thrive.

SPOTLIGHT: Making healthcare easier to navigate

A large U.S. employer partnered with Alight to simplify how its employees access and navigate healthcare—helping associates make more informed care decisions while reducing complexity and time spent managing their health. The healthcare navigation service launched for the client’s population in 2024 and quickly became a trusted resource, with employees engaging through a combination of personalized digital touchpoints and live support.

Through the benefit, employees were able to identify higher-quality providers, better understand medical bills, coordinate care across a wide range of conditions and resolve errors in claims processing. Engagement remained strong throughout the year with 70% of employees opening the personalized communications sent to them, signaling ongoing awareness of and trust in the service.

As a result, employees avoided unnecessary procedures and, in many cases, addressed health concerns using less intensive and more appropriate care options. Healthcare navigation also reduced the administrative burden employees often face, saving 2,518 total employee hours and allowing associates to stay focused on work and daily life. These improved care decisions translated into tangible financial outcomes, delivering approximately \$925K in verified medical cost savings, driven largely by better provider selection and the use of less intensive care.

SPOTLIGHT: AI-powered employer reporting and analytics

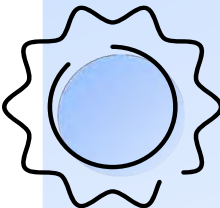
The new reporting and analytics platform offers comprehensive insights and enhanced decision-making capabilities, unifying reporting across all of Alight’s benefits solutions. **Powered by AI**, the platform improves and simplifies access to data while also helping employers with AI-driven insights that uncover trends and opportunities in their data to make more informed decisions.

SPOTLIGHT: AI in Alight customer care

Alight leveraged innovative AI technologies in 2025 to empower customer care representatives to deliver exceptional service with greater efficiency and value. Recent implementations include an AI training simulator, voice clarity technology, real-time agent assist and an after-call interactive voice response customer satisfaction survey. These solutions drive higher confidence for both representatives and customers, reduce call times and improve quality through stronger performance insights.

These innovations contributed to service delivery excellence, with participant satisfaction scores rising from 86% to 90% and Alight earning a top 5 ranking for **User Experience and Vendor Satisfaction** in Sapient’s HR Systems report.

By accelerating access to unbiased customer experience data, Alight continues to invest in AI tools that enhance human capabilities, enabling our teams to focus on high-value outputs and make better decisions with less effort.





PRINCIPLES

Responsible practices, lasting accountability

IN THIS SECTION

[Corporate governance](#)

[Human rights](#)

[Responsible technology principles](#)

[Data security and privacy](#)

[Business resilience](#)

[Supplier management](#)

[Climate and environment](#)

PRINCIPLES

Our long-term success is based on a foundation of ethical behaviors that guide our business decisions with integrity and set the stage for achieving our goals to be a positive beacon and empower others. We demonstrate our responsible business practices through our corporate governance and environmental sustainability efforts.

COMMITMENT



Ethics

Continue to drive a culture of compliance and ethical behavior by maintaining sound corporate governance



Data security and privacy

Protect business assets and information to maintain trust of clients, colleagues, vendors and business partners



Resilience

Ensure resilience through robust risk management, business continuity and disaster recovery programs

2025 HIGHLIGHTS

- Established a Global Acceptable Use of AI Policy, supported by new AI governance and AI engineering standards, to strengthen enterprise-wide oversight of AI systems and responsible use
- Achieved 97% completion of Code of Conduct training, reinforcing our culture of integrity and ethical behavior
- Conducted a program assessment to evaluate current maturity and identify opportunities for continuous improvement

- Recertified under ISO 27001, maintaining certification across Alight enterprise operations
- Continued to strengthen information security management practices to safeguard sensitive data

- Required colleagues to complete business resilience training as part of mandatory compliance training
- Maintained comprehensive resiliency plans across systems, regularly tested through tabletop exercises and simulated outage scenarios to support operational continuity



Corporate governance

We believe operating with integrity, accountability and transparency is fundamental to delivering long-term value to our colleagues, customers, shareholders and communities. We attribute the effectiveness of our governance framework to our highly qualified Board and leadership team, whose collective expertise guides our business strategy and decision making, creating sustainable value for our stakeholders. Please see our [2026 Proxy](#) for more information on Board composition.

Our Board and leadership team continually work to ensure that sustainable business practices are integrated into our global team culture and business operations. We prioritize ethics, data security and privacy and business resilience, ensuring we remain a compliant business. Our robust risk management and disaster recovery programs enable us to meet client needs and protect our reputation.

Ethics and compliance

Alight is committed to sound governance, high ethical standards and strict compliance with laws, regulations and company policies. We maintain a [suite of policies](#) to serve as guideposts for ethical behavior. These policies undergo review regularly, with the following reviewed in 2025:

- Audit committee charter
- Compensation committee charter
- Environmental policy
- Nominating and corporate governance committee charter
- Human rights policy

[Charters](#) and [policies](#) are on Alight’s investor website.

CORPORATE COMPLIANCE AND ETHICS WEEK

In 2025, Alight marked Corporate Compliance and Ethics Week with a company-wide focus on practical ethical decision making and speaking up. The week featured leadership engagement, daily ethics and compliance spotlights and interactive colleague activities designed to reinforce awareness of key resources. These include the Ethics Helpline, responsible use of social media and technology and the importance of identifying and disclosing conflicts of interest. Together, these activities reinforced a strong culture of integrity and accountability across the organization.



CODE OF CONDUCT

Our culture of integrity and compliance reflects the principles and guidance established in our Code of Conduct (Code), shaping the way we do business. The Code establishes the expectations and standards for ethical conduct at Alight and covers several key topics, including:

- 1

Anti-bribery laws
- 2

Anti-corruption policy
- 3

Compliance with applicable laws and regulations
- 4

Conflicts of interest
- 5

Financial crime and anti-money laundering
- 6

Human rights and workplace safety
- 7

Information confidentiality, privacy and security
- 8

Whistleblower policy

The Audit Committee receives a quarterly update on compliance with our Code. Alight is committed to compliance with our Code and has developed a goal for at least 90% of colleagues to complete compliance training each year. This goal was met in 2025. Each constituent is scheduled to complete compliance training upon onboarding, and annually thereafter, including providing written acknowledgment of both receipt and review of the Code. Compliance course topics includes the following.



Code of Conduct



Data Privacy Essentials



HIPAA Essentials



Cybersecurity Basics



Business Resilience

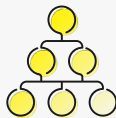
Additionally, directors and colleagues receive periodic updates regarding corporate governance policies and are informed when material changes are made to the Code.



Whistleblower Policy

The Whistleblower Policy, overseen by the Audit Committee of the Board, outlines procedures for the receipt, retention, investigation and treatment of complaints and concerns regarding financial matters. All other complaints and concerns regarding legal and regulatory issues are overseen by the Legal Department and handled pursuant to our Code and related policies, procedures and investigation guidelines.

Key elements of our Whistleblower Policy

-  Independent reporting hotline available 24/7
-  Non-retaliation policy
-  Option for anonymous reporting (reports are treated confidentially)
-  Structures in place to process whistleblower reports
-  Protection of whistleblowers' employment status
-  Protection of whistleblowers from harassment in the workplace

For more information, please see our [Whistleblower Policy](#).

Public policy and government relations

Alight monitors emerging legislation and regulations that might impact our business or the services we provide to our clients. Our approach to public policy engagement is guided by our Code, with an emphasis on transparency, accountability and alignment with our business values.

Alight actively monitors legislative and regulatory developments that impact our business, clients and the greater industry, such as the **Savers Match program**, a provision within the SECURE 2.0 Act. Our team analyzes these developments to determine implications and develop responses, keeping clients informed about relevant changes and their potential impacts. We work closely with clients to identify legislative risks and opportunities and engage with policymakers through industry trade associations and other collaborative efforts. We remain focused on helping clients maintain benefits programs that are both resilient and fully compliant with evolving regulatory requirements. We are members of the ERISA Industry Committee, the American Benefits Council, the American Savings Education Council, the Society of Professional Asset-Managers and Record Keepers, the Business Group on Health and the Employers Council on Flexible Compensation. Our legal team is directly involved in any government procurement work and coordinates with our business team to properly engage lobbyists when needed.

Our approach is designed to support our clients, enhance our business operations and contribute positively to the broader community.



POLITICAL CONTRIBUTIONS

Alight maintains a strict policy against making political contributions and does not sponsor a political action committee. This stance underscores our commitment to ethical engagement and ensures that our advocacy efforts are driven by the best interests of our clients and participants.

Human rights

We maintain fair labor practices and foster a safe and inclusive work environment, in line with the Declaration on Fundamental Principles and Rights at Work from the International Labour Organization (ILO). As part of this commitment, we:

- Affirm the freedom of association and collective bargaining rights
- Strive to eliminate forced labor, child labor and discrimination in our value chain
- Work to ensure a safe and healthy work environment

Human Rights Policy

Alight’s **Human Rights Policy** describes our dedication to embedding human rights principles throughout our operations, supply chain and interactions with stakeholders. This policy was created in alignment with the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Our Human Rights Policy applies to all Alight colleagues as well as to the conduct of customers, vendors, suppliers and contractors of Alight while working with our colleagues.

We have been committed to stakeholder involvement in the development and implementation of our Human Rights Policy and the evaluation of outcomes of the policy’s implementation.

Preventing modern slavery and human trafficking

Although the sector in which Alight operates is not considered to be at high risk for slavery and human trafficking, we explicitly require our suppliers to treat their employees fairly, follow all local laws and regulations on labor and employment and respect internationally recognized human rights. Alight, and our partners and subcontractors, shall not use forced labor or employ persons under legal working age.

As part of our initiative to identify and mitigate risk and uphold our commitment to human rights, we encourage anyone to speak up, and we protect whistleblowers who report violations or suspected violations.



Responsible technology principles

Our principles for AI use

AI plays an important role in improving how work gets done across Alight’s business. When applied thoughtfully, AI can improve how people engage with benefits and services, help organizations better understand workforce needs and enable more efficient service delivery through streamlined workflows.

At the same time, we recognize that AI—particularly generative AI—introduces new risks if used without appropriate safeguards. Our approach to AI governance is grounded in a simple principle: innovation must be balanced with responsibility. We are committed to using AI in ways that are ethical, secure, transparent and aligned with applicable laws and societal expectations. This commitment is reinforced through education and awareness efforts, including the launch of an AI Foundational Training course for all colleagues in 2025. These principles guide both how we design AI-enabled solutions and how our colleagues use AI tools in their daily work.

AI governance framework

Alight’s AI governance framework provides consistent oversight across the full life cycle of AI systems—from idea intake and design through deployment, monitoring and ongoing improvement. Our program is aligned with globally recognized frameworks, including the NIST AI Risk Management Framework and relevant OWASP guidance, and is designed to scale as AI capabilities continue to evolve.

In 2025, we strengthened this framework through the introduction of our Global Acceptable Use of AI Policy, supported by the Global AI Governance Standard and the Global AI Engineering Standard. Together, these policies establish clear guardrails for responsible AI use while enabling innovation across the enterprise.

GLOBAL ACCEPTABLE USE OF AI POLICY

The Global Acceptable Use of AI Policy defines the scope and application of AI use across Alight, covering both internally developed solutions and externally sourced tools. The policy establishes when and how AI may be used, including requirements to ensure alignment with Alight’s values, ethical principles and enterprise risk posture. AI use cases are subject to review through a centralized intake process and, where required based on the risk or impact, approval by Alight’s AI Governance Board (AI Board). This process helps ensure that AI systems are appropriate for their intended use, aligned with Alight’s values and supported by appropriate security, privacy and risk controls. The policy is reviewed periodically and updated to reflect evolving technologies, regulatory developments and emerging risk considerations.

GLOBAL ARTIFICIAL INTELLIGENCE ENGINEERING STANDARD

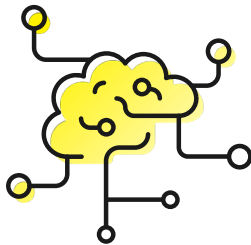
The Global AI Engineering Standard establishes requirements for the responsible design, development, integration and operation of AI systems used within Alight or embedded in our products and services. It applies to AI solutions that support colleague productivity as well as client-facing capabilities.

The standard requires strong technical controls to safeguard data, reduce bias and prevent harmful or unintended outputs. Where AI systems create or modify data, human oversight is required to ensure that outputs are reviewed and validated before they are finalized. The standard sets expectations for testing, pre-deployment validation, change management, ongoing monitoring and auditability across the AI life cycle, enabling teams to build and operate AI systems that are reliable and maintainable over time.



GOVERNANCE AND OVERSIGHT

Alight maintains a multilayered governance structure to ensure AI solutions are ethical, secure and fit for purpose. Our Global AI Governance Standard, approved in 2025, defines how AI systems are identified, risk-tiered, evaluated, approved, monitored and retired across the enterprise. Governance oversight is supported by several senior-level committees and review bodies, each with distinct responsibilities:



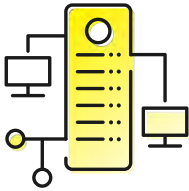
AI Governance Board (AI Board) — The AI Board serves as the primary forum for reviewing AI use cases and overseeing responsible AI practices. Expanded in 2025 to include broader leadership representation, the AI Board brings together leaders from the product, engineering, data science, workplace technology, security, privacy and legal functions. The AI Board evaluates AI systems for ethical use, regulatory considerations, data privacy and risk and confirms that appropriate assessments are completed before systems are approved for use. Alight also partners with external organizations to support maturity assessments and audit readiness.



Security Review Board — The Security Review Board evaluates residual security risk to ensure AI systems align with Alight’s enterprise security architecture and control requirements. Reviews may include authentication, authorization, encryption, monitoring and vulnerability management practices.



Architectural Review Board — The Architectural Review Board assesses the technical feasibility, reliability, scalability and resilience of AI systems and confirms alignment with approved technology standards.



AI Governance team – The AI Governance Team is a centralized governance function that partners with product, engineering and delivery teams to embed responsible AI practices into development and operational processes. The team provides practical guidance, clear guardrails and proportional oversight aligned to the risk and impact of AI use cases. This includes supporting teams with intake, risk assessment, control design, documentation standards and lifecycle monitoring.



Vendor security and privacy reviews — AI solutions provided by third parties are subject to Alight’s vendor security and privacy requirements, including governance-led risk assessments, contractual obligations and ongoing compliance monitoring. Privacy impact assessments are conducted when AI systems process personal data to ensure alignment with global privacy laws and Alight’s internal privacy standards.



CONTINUOUS IMPROVEMENT

As AI capabilities and use cases evolve, Alight continuously strengthens governance discipline, execution controls and observability across the AI lifecycle. Governance standards, review and oversight mechanisms are regularly refined based on emerging risks, regulatory developments and operational learnings. This ongoing approach helps ensure that AI remains a trusted, responsible and well-governed capability across the enterprise, while allowing teams to innovate within clear and consistent guardrails.

COLLEAGUE ARTIFICIAL INTELLIGENCE TRAINING

Alight supports responsible AI adoption through enterprise-wide training and role-based enablement. In December 2025, Alight launched enterprise-wide AI Foundational Training for colleagues to build a shared understanding of AI concepts, responsible use expectations and aligned with Alight’s governance framework. We are also planning to conduct specialized training for AI developers on security, privacy and design principles in 2026. In addition, Alight’s annual Code of Conduct training reinforces expectations for appropriate AI use as part of ethical and compliance standards.

Platform accessibility

At Alight, we champion inclusivity in all its forms. We set high standards to build products that are easy to understand and benefit everyone. We design and build with digital inclusivity in mind and aim to conform to the World Wide Web Consortium’s Web Content Accessibility Guidelines 2.1 (WCAG 2.1) at the AA Level on consumer-facing information and communication technology (ICT).

ALIGHT’S APPROACH TO ACCESSIBILITY AND INCLUSIVE DESIGN

Alight has a dedicated team of accessibility subject-matter experts, designers, auditors and developers working together to achieve and promote WCAG 2.1 AA standards.

Our internal accessibility testing includes:

- Manual keyboard testing and code review
- Screen readers, such as NVDA, Voiceover and Talk Back
- Automated testing using Accessibility Insights, Axe, ANDI, PAC, etc.
- Incorporation of WAI/ARIA and WCAG 2.1 AA best practices
- Color contrast checker

As part of Alight Worklife’s transformation, Alight is transitioning to a new web architecture based on the Alight Worklife Design System. The design system and code federation across the platform allow for enhanced accessibility controls and embedded compliance.

Alight strongly urges all third parties to ensure their products and services meet WCAG 2.1 AA compliance.



Data security and privacy

We recognize that protecting business assets and information is critical to our success and necessary to maintain the trust of our clients and their employees, colleagues, vendors and business partners. We implement a variety of measures to maintain the confidentiality, integrity and availability of our information systems, data and resources.

Oversight and policies

Our senior leadership team, with oversight from the Audit Committee of the Board, is committed to the strict oversight, maintenance and continual improvement of our Information Security Management System (ISMS). Our leadership team is responsible for actively supporting the ISMS by understanding Alight’s security policies and standards and providing clear direction to follow these policies and standards throughout our global operations.



Oversight of Information Security Management System



Audit Committee and Senior Management

- Periodically reviews the corporate cybersecurity program and controls
- Discusses risk and cybersecurity updates on a quarterly basis



Information Risk Management Committee

- Composed of senior leaders representing primary businesses and corporate functions
- Meets monthly to collaborate with other internal stakeholders to promote effective communication and global adoption of security and privacy policies and protocols



Chief Information Security Officer

- Oversees the centralized information security system, which includes cybersecurity, anti-fraud measures and physical health and safety efforts
- Provides quarterly updates to the Audit Committee on risk assessments and cybersecurity initiatives

GLOBAL INFORMATION SECURITY POLICY

We have implemented a Global Information Security Policy (IS Policy) that outlines our security and data protection policies and procedures as part of our broader ISMS. The IS Policy provides the framework for our systematic approach, intended to preserve information confidentiality, integrity and availability by applying a risk management process. The IS Policy and associated standards are reviewed and updated annually to reflect the evolving information security risk landscape.

Data privacy

Essential to building trust with our colleagues, clients, participants and partners, our privacy program includes controls, policies, procedures, standards and training that are critical to our success. Our privacy policies, procedures and related client contractual requirements reflect a solid combination of oversight and compliance with global privacy regulations. Risk assessments and audits—both internal and external and by our clients—lead to continual improvements of our controls and procedures.

We look to embed privacy by design in our products and services by integrating respect for individual privacy rights throughout the life cycle. This involves close collaboration with the product team from the outset of development through to launch. We collect and process various data files, primarily from our clients, to support our clients’ human capital management operations. This data is used, collected, stored and maintained in accordance with applicable privacy laws and regulations, aligned with the regions of our global footprint and our contractual commitments to our clients. The Alight Privacy Policy explains how we collect, use and share personal information. For more information, please see the [Alight Privacy Policy](#) on our website.

Members of the privacy team participate in and hold certifications from industry associations like the International Association of Privacy Professionals.

Data security and privacy compliance certifications and regulations

- 01
- Certified to ISO 27001 (Information Security Management System) Framework
- 02
- Adherence to the ISO 27701 (Privacy Information Management System) Framework
- 03
- Maintain SOC 1 Type II (SSAE 18 / ISAE 3402) – Report (AICPA)
- 04
- Maintain SOC 2 Type II (SSAE 18 / ISAE 3000) – Report (AICPA)
- 05
- U.S. State Privacy laws
- 06
- Health Insurance Portability and Accountability Act
- 07
- NY DFS Part 500 – Support Attestation
- 08
- HITRUST CSF v11.1 – Certification
- 09
- Centers for Medicare & Medicaid Services (CMS) – NIST 800-53, SAR Report / ARHS

Cyber incident management

Alight employs a layered and adaptive customer account security model composed of industry-leading security controls designed to protect users’ accounts while still providing a positive user experience. We have a Cyber Incident Management Standard in place to address our response to cybersecurity incidents that may affect the confidentiality, integrity and availability of information assets. For more information, please see the [Appendix](#) of this report.

Employee training and compliance

Our colleagues are responsible for maintaining the privacy and security of the information, devices and systems used in our day-to-day operations. All colleagues are required to complete information and data security training to promote awareness of the most common security threats and how to detect them. Upon onboarding and annually thereafter, our colleagues are required to participate in privacy and information security awareness programs to support the protection of Alight’s business operations and client data, including on topics such as our global data classification and privacy policies.



Business resilience

Alight’s approach to business resilience centers on risk management and business continuity efforts that encourage preparedness and mitigation strategies for both financial and nonfinancial risks. We align our practices with industry standards and regularly test formal processes to support resiliency.

Enterprise risk management

The Board exercises direct oversight of enterprise risk management (ERM) in regular coordination with our management team. Additionally, each Board committee is charged with corporate risk oversight related to its areas of responsibility and reports to the full Board on those matters as follows:

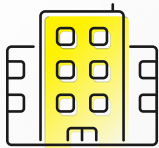
BOARD OVERSIGHT OF ENTERPRISE RISK MANAGEMENT

BOARD OF DIRECTORS

Direct oversight of corporate strategic risks in regular coordination with management team



Audit Committee
Enterprise risk management



Compensation Committee
Corporate compensation policies and practices



Nominating and Corporate Governance Committee
Board organization, membership and structure and corporate governance

The ERM is led by Alight’s Vice President of Assurance and Risk Management and comprises cross-functional representatives across business units. The ERM meets periodically to:

- Review the status and progress of action plans to address the top strategic risks facing the organization
- Monitor the progress and achievement of key success indicators
- Discuss new and emerging risks

RISK IDENTIFICATION

- Alight conducts periodic surveys of its senior leaders across the business to identify strategic risks:
 - The survey asks respondents to assign a risk rating to predetermined risk factors based on leaders’ awareness and understanding of the underlying inherent risk and the effectiveness of Alight’s existing actions to mitigate them.
 - Risks evaluated include several key sustainability factors like human capital, cybersecurity, intellectual property, wellbeing, safety and health and business interruption related to climate events and other drivers. General sustainability risk is also included in the survey, centering on Alight’s ability to implement and effective sustainability strategy to address climate change, environmental concerns and outdated practices as well as to promote social justice.
- Between surveys, new risks identified by Alight colleagues are brought to the ERM and discussed as a standing agenda item during the group’s quarterly meetings.

RISK ASSESSMENT

- The survey results and the risks identified by Alight colleagues are analyzed to assess and prioritize risk factors.

- We consider the following criteria when evaluating risk:

Likelihood:
Probability of the risk event occurring

Impact: Significance of the risk event

Velocity: Speed with which the impact of the risk event is realized

Risk management capability: Organization’s preparedness to manage and respond to a risk event

- Risks that emerge as most important are further evaluated to understand key risk drivers and success indicators.
- Alight also conducts a climate scenario analysis to assess physical and transitional climate risks. In 2025, Alight conducted an updated climate scenario analysis to better understand potential risks after undergoing the divestiture from the payroll and professional services segment of our business. Alight completes this exercise whenever material changes are made to our business strategy or sustainability approach. Results from the scenario analysis are summarized and distributed to colleagues involved with risk mitigation in each of our locations to evaluate what action should be taken. Please see our [Task Force on Climate-Related Financial Disclosures table](#) in the [Appendix](#) for more information.

RISK MONITORING AND MANAGEMENT

Alight identifies risk owners and develops risk management plans for high-priority risks. Associated success indicators are monitored and reported back to the ERM and Audit Committee on a quarterly basis.

Business continuity and disaster recovery

Alight’s business resilience program provides a global, systematic and practiced response to incidents that might cause business disruption. We have established formal processes for managing business continuity, including policies on business resilience that guide our response to ensure continued operations and management in the event of a local emergency or widespread disaster. Our delivery model follows the accepted industry best practices life cycle—plan, do, check, act—embedding business resilience in Alight’s culture through knowledge sharing, training and exercising. Strategies for responding to significant business disruptions are identified and documented internally. These strategies include:

- Shifting colleagues to work virtually
- Transferring work activities to an unaffected Alight location(s) and/or to a virtual colleague(s) not impacted by the incident
 - Alight’s worldwide presence—including 13 Customer Care Hubs spread across four continents—is critical to our ability to transfer activities away from areas impacted by large conflicts or emergencies
- Moving key colleagues to an unaffected Alight location(s)
- Relocating key colleagues to a prearranged work area recovery center or approved alternate location(s)
- Stopping nonessential business operations
- Invoking disaster recovery plans in case technology is unavailable

Alight’s business resilience program is based on the ISO 22301:2019 standard. In 2024, we completed the formal ISO 22301:2019 certification process for all Alight locations and maintained certification throughout 2025.

ALIGHT RESPONSE CENTER (ARC)

For natural disasters or other emergencies, the ARC is a one-stop source for immediate advice, resources and support regarding colleague safety, business disruptions and data security. Staffed by specially trained colleagues, the ARC offers proactive risk monitoring, immediate advice, resources and 24/7 support for situations threatening colleague safety and wellbeing. It also coordinates the response when resuming business operations after a disruption and minimizes the risks to information Alight manages on behalf of its clients and colleagues

INCIDENT RESPONSE STANDARD

The Alight Incident Response Standard details the ARC’s approach and response to incidents that may affect the safety and security of our colleagues, business operations, brand and reputation. Incident response is delivered through the ARC and follows a globally utilized framework. This standard outlines a five-step process to be followed for any related incident:



Prepare — Prevent the incident and address appropriate actions to protect colleagues and business operations, including colleague awareness training and the documentation of specific standards and procedures.

Identify — Identify possible risks by monitoring world events.

Contain — Take preventive steps to minimize the likelihood of impacts on colleague safety and business operations.

Recover — Restore business operations back to a normal operational status.

Review — Determine what actions can be taken to prevent impacts from such an incident should it occur again in the future.

We work in partnership with local leaders to conduct a risk assessment of events that drives coordinated incident response to reduce or eliminate risk. We administer an exercise and maintenance program at least annually to assess the viability of the standard operating procedures of the ARC.

EMERGENCY RESPONSE STANDARD

The Emergency Response (ER) Standard defines our global program to ensure that our colleagues are prepared to handle emergencies, crises or disaster recovery events. It also ensures each facility and unit location has defined ER procedures so colleagues know how to respond in the event of a local emergency. All Alight global facilities are required to have an ER plan that covers each type of emergency that could affect an office — such as a medical incident, fire, dangerous weather event, security issues, earthquake, power loss or elevator entrapment — and procedures for persons who need help during an evacuation.

Each office with more than 50 occupants must conduct an emergency evacuation drill annually or more often if local regulations require. This standard is reviewed and updated on an annual basis.

Supplier management

Our supply chain is critical to the success of our business. We are committed to an ethical, sustainable and responsibly managed supply chain in which our suppliers comply with the requirements of our Supplier Code of Conduct (Supplier Code), adhere to legal and regulatory requirements and engage in socially responsible behaviors. We partner with numerous vendors across various sectors and intentionally manage these relationships to align with our purpose and values.

Our Supplier Code outlines our expectation that suppliers conduct their businesses in accordance with Alight's Code and applicable laws and regulations. Alight believes that all supplier employees working within our service delivery and supply chain deserve a fair, ethical, safe and healthy workplace. We uphold standards to promote equal treatment of our suppliers' employees. To learn more, please see our [Supplier Code of Conduct](#) webpage.

Supplier security compliance

We have a robust process to select vendors, including a security assessment, standardized contract terms and our Supplier Code. Our procurement process includes screening new suppliers and carrying out a risk assessment based on the nature of the products and services being provided. We align with third-party industry standards to foster responsible business practices.

We require all applicable vendors to comply with the data security and privacy requirements of our Information Security Management System, which includes providing their employees with data security and privacy training. As part of our pre-contract evaluations, we assess security risks, requirements and expectations before giving vendors or contractors access to information or assets. Thereafter, we conduct supplier risk assessments and monitor risk on an ongoing basis for our top-tier suppliers, along with suppliers who represent the greatest data security risk.

Supplier sustainability

Integrating sustainability across our value chain strengthens business resilience, drives innovation and creates long-term value for our company, our partners and the communities we serve. Our Supplier Sustainability Program is designed to set clear expectations for our suppliers regarding sustainability standards.

SUPPLIER SUSTAINABILITY ENGAGEMENT

In 2025, we developed Alight's Supplier Sustainability Engagement Handbook to communicate Alight's climate targets and supplier sustainability expectations to a select group of suppliers. This includes the implementation of science-based targets (SBTs), understanding our suppliers' sustainability initiatives through our sustainability assessments and adhering to the Supplier Code. The handbook is designed to be a comprehensive resource for our suppliers, detailing our expectations, including adopting SBTs, adhering to responsible business practices and monitoring performance against targets. It provides valuable resources to support suppliers in aligning their sustainability objectives with Alight's goals.

We will regularly collect and review our suppliers' annual commitments, targets and metrics to ensure alignment with Alight's sustainability goals. This ongoing review helps maintain credibility and ensures that supplier targets are consistently aligned with our expectations. Through the Supplier Sustainability Program, we aim to foster partnership and transparency through proactive and collaborative engagement with our suppliers.

SUPPLIER NET-ZERO COMMITMENT

Alight's science-based targets were officially validated by the Science Based Targets initiative (SBTi) in 2025, reinforcing our commitment to achieving net-zero emissions. A significant portion of our emissions stems from our value chain, making supplier collaboration critical to meeting our near-term targets by 2032. We are committed to partnering with suppliers who share our climate ambitions and are taking meaningful steps toward their own emissions reduction goals.



SUPPLIER SUSTAINABILITY ASSESSMENT

We ask participating suppliers to complete an annual assessment that consists of various components designed to help suppliers evaluate their performance, adopt industry best practices and identify opportunities for continuous improvement. The topics include suppliers’ sustainability policies and practices, GHG reporting, commitment to inclusion and human rights compliance. Suppliers receive a full breakdown of their assessment scores and we are available to review the results with them. Continuous improvement is encouraged through open communication, targeted training, compliance expectations and, when appropriate, contractual obligations.

The following data points reflect responses from our 2025 assessment of 2024 data and public disclosures:

- 67% of participating suppliers responded to the assessment or had publicly available sustainability data
- 45% of participating suppliers had climate target goals, with 31% of those climate target goals being aligned with SBTi
 - 41% of total 2024 spend was with suppliers that have SBTi-approved climate targets
- Over 44% of participating suppliers reported on their Scope 1, 2 and/or 3 emissions
- 51% of participating suppliers had governance policies aligned with a code of conduct and related policies

Supplier inclusivity

Alight is committed to promoting inclusivity in our supply chain by extending opportunities to a broad range of qualified suppliers. Alight does not discriminate against any potential supplier on the basis of race, sex, religion, national origin, sexual orientation or any other protected characteristic, and we welcome diverse suppliers into our procurement processes. While we do not set formal goals or quotas, we are committed to fostering an inclusive supplier base that reflects the communities where we do business. This approach encourages innovation, supports economic growth and helps us deliver better outcomes for our clients.

For more information, please see the [Appendix](#) of this report.



Climate and environment

The intricate relationship between environmental sustainability, human health, the wellbeing of communities and organizations and the long-term viability of our business and our clients’ businesses drives our environmental strategy. We commit to progress in three key areas to reduce our footprint and create a better environment for future generations.

Our related goals and initiatives enable us to meet prospect and client requirements, maintain status as an ethical and compliant business by meeting mandatory disclosure requirements and foster passion in the workplace to keep colleagues engaged and retained.

Environmental policy

Alight’s Environmental Policy underscores the company’s commitment to integrating sustainability into its operations and decision making. The policy emphasizes compliance with applicable environmental laws and regulations while also striving to minimize the company’s ecological footprint through responsible resource management, energy efficiency and waste reduction.

In addition, the policy highlights Alight’s dedication to fostering a culture of environmental stewardship among employees and stakeholders. By promoting awareness, encouraging sustainable practices and engaging with partners who share similar values, Alight aims to advance broader environmental goals beyond its own operations. This proactive approach reflects the company’s recognition that environmental responsibility is essential not only to long-term business resilience but also to creating positive impacts for communities and the planet.

This policy is reviewed annually and applies to Alight’s employees, contractors, suppliers and others acting on behalf of Alight. For more information, please see our [Environmental Policy](#).

COMMITMENT



Climate

Reduce climate risk and impacts



Energy

Support a transition to renewable electricity



Stewardship

Act as stewards of nature and resources

2025 PROGRESS

- Received validation of our Scope 1, 2 and 3 emissions reduction targets through the Science Based Targets initiative
- Recognized as one of America’s Climate Leaders for 2025 by USA Today and Statista

- Continued to assess key strategies to meet our goal to procure 100% renewable electricity for direct operations by 2032

- Received a B climate change rating from CDP recognizing our climate and environmental stewardship practices



Climate action and risk management

RECOGNIZING CLIMATE IMPACTS

Alight recognizes climate change as a critical risk impacting human health and wellbeing around the world. To mitigate our impact, we are committed to minimizing environmental harm throughout our business operations and pursuing a net-zero greenhouse gas (GHG) emissions pathway.

In 2025, our science-based emissions reduction targets were validated by the Science Based Targets initiative (SBTi), aligning our climate strategy with the global effort to limit warming to 1.5 °C.



SPOTLIGHT: Our SBTi-validated GHG reduction targets

Overall Net-Zero Target: Alight commits to reaching net-zero GHG emissions across the value chain by 2050.

Near-Term Targets: Alight commits to reducing absolute Scope 1 and 2 GHG emissions 50.4% by 2032 from a 2022 base year. Alight also commits that 82% of our suppliers by spend covering purchased goods and services, capital goods, upstream transportation and distribution will have science-based targets by 2030.

Long-Term Targets: Alight commits to reducing absolute Scope 1 and 2 GHG emissions 95% by 2050 from a 2022 base year. Alight also commits to reducing absolute Scope 3 GHG emissions 90% within the same time frame.

The validation of these targets⁵ underscores our long-term decarbonization strategy, supplier engagement and progress toward a net-zero future. It also strengthens our alignment with the Task Force on Climate-related Financial Disclosures and the IFRS sustainability standards, integrating climate considerations into core business planning. Please see the [Appendix](#) for more details.

Climate scenario analysis

In an effort to better understand the physical and transitional risks Alight may face in a changing climate, we underwent an updated climate scenario analysis exercise. A cross-functional group of colleagues joined workshops to learn about and discuss the impacts of four unique climate scenarios developed by the United Nations Intergovernmental Panel on Climate Change (IPCC), the International Energy Agency (IEA) and the Network for Greening the Financial System (NGFS). The qualitative and quantitative results of this updated analysis will be communicated across the business and used to inform future strategy considerations. Please see the [Appendix](#) for more information.



⁵ The boundaries for our SBTi-validated GHG reduction targets align with the minimum reporting boundaries of the GHG protocol and exclude some previously reported items that are considered optional for reporting under the GHG protocol.

Greenhouse gas management

Alight has continued our effort to calculate our energy consumption and GHG emissions by collecting relevant data from our offices and data centers and evaluating value chain-related data. Scope 1 and Scope 2 emissions are considered direct and indirect emissions, respectively, and include natural gas consumption and electricity usage in leased offices and data centers. Scope 3 emissions are considered indirect upstream and downstream emissions taking place throughout our value chain. Alight calculates its GHG emissions within our operational control in alignment with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. We received limited assurance on our Scope 1 and 2 emissions, reinforcing transparency and credibility in our emissions reporting. For more information, please see our full [limited assurance letter](#).

In 2025, Alight’s Scope 1 and location-based Scope 2 emissions amounted to 9,725 MTCO2e, while Scope 1 and market-based Scope 2 emissions amounted to 9,907 MTCO2e. Alight also calculated all Scope 3 categories identified as relevant to our business as of year-end 2025. Calculations leveraged primary data when available and supplemented with estimations when data was not available.

An overview of these metrics is included in the following tables:

Scope 1 and 2 GHG emissions inventory	Emissions (MTCO2e)			
	2022	2023	2024	2025
Scope 1 emissions				
Total Scope 1 emissions	3,221	3,941	2,862	1,020
Scope 2 emissions				
Scope 2 emissions (location-based)	26,225	19,509	15,272	8,705
Scope 2 emissions (market-based)	27,051	20,600	16,674	8,887
Total organization emissions				
Total Scope 1 & 2 (location-based)	29,446	23,451	18,134	9,725
Total Scope 1 & 2 (market-based)	30,131	24,541	19,537	9,907

Scope 3 GHG emissions inventory

Number	Category	Emissions (MTCO2e)			
		2022	2023	2024 ⁶	2025
1	Purchased goods and services	103,502	93,519	81,221	59,434
2	Capital goods	655	487	1,511	2,479
3	Fuel- and energy-related activities	5,954	4,893	4,032	3,163
4	Upstream transportation and distribution	1,219	630	711	686
5	Waste generated in operations	271	276	127	102
6	Business travel ⁷ (excluding hotels)	5,203	2,892	2,256	1,478
7	Employee commuting ⁸ (excluding telecommuting)	8,218	4,084	3,384	1,000
11	Use of sold products	7,571	7,208	229 ⁹	149
13	Downstream leased assets	3,572	2,992	0 ¹⁰	557

Category	Emissions (MTCO2e)
Total upstream emissions	68,343 MTCO2e
Total downstream emissions	706 MTCO2e
Total 2025 Scope 3 emissions	69,049 MTCO2e

⁶ 2024 metrics reflect emissions within Alight’s operational control throughout the 2024 calendar year. Mid-way through the year, Alight divested its Payroll & Professional Services business and as a result, calculations for the first half of the 2024 included these businesses while calculations for the second half of the 2024 excluded these businesses.

⁷ 2022 and 2023 values may differ from past reports as they exclude hotels, aligning with the GHG protocol’s minimum reporting boundary.

⁸ 2022 and 2023 values may differ from past reports exclude telecommuting aligning with the GHG protocol’s minimum reporting boundary.

⁹ The decrease in 2024 and 2025 reflect methodological improvements. This category is not included within Alight’s SBTi validated targets.

¹⁰ No downstream leased assets beyond those included in Alight’s Scope 1 & 2 inventory were identified in 2024.

Energy management

Alight strives to continually conserve energy when possible and to promote the transition to renewable energy. In 2023, Alight announced a target to utilize 100% renewable electricity by 2032, and we have developed a renewable electricity roadmap to achieve this goal. Our approach focuses on two main levers:

1

Decreasing electricity consumption

Alight aims to reduce electricity consumption by rightsizing office space, promoting efficiency measures within offices and utilizing cloud-based system providers with renewable energy and/or net-zero goals. Alight has now exited all physical data centers and moved to the cloud, reducing our total energy footprint. In addition to changes in our data center operations, we are also working to decrease electricity use across our office locations. We currently lease five LEED-certified and three ENERGY STAR-certified properties.

2

Purchasing renewable electricity

Alight seeks to purchase renewable electricity for our global operations and explore opportunities to expand on-site renewables, where appropriate. We also plan to purchase energy attribute certificates to further reduce Scope 2 market-based emissions.

Environmental stewardship

WASTE MINIMIZATION AND RECYCLING

Alight is working to digitize products and reduce the impact of unwanted paper materials, including opting out of printed copies. We are also balancing this effort with clients who prefer paper by shifting to vegetable- or soy-based inks and properly disposing of wastepaper, plates, film chemicals and ink waste.

A dedicated group of location leaders and their environment champions have driven the collection and recycling of a wide variety of waste streams from our offices. Due to changes in real estate, office supplies were repurposed in other Alight offices to minimize waste. Beyond the workplace, colleagues came together to donate clothing and household items to reduce landfill waste and support their local communities.

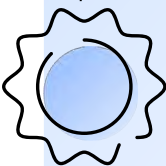
SPOTLIGHT: The Woodlands office location

In The Woodlands, colleagues benefit from on-site amenities such as a fitness center and filtered water refill stations on every floor. The office also offers three electric vehicle charging stations located in the on-site parking garage, supporting more sustainable commuting options. There is also abundant natural daylight, not only supporting the wellbeing of our colleagues but also reducing reliance on artificial lighting throughout the day. The facility is equipped with energy-efficient lighting and automated controls that adjust to occupancy and usage, helping create a comfortable, high-performing workplace while supporting more responsible energy use.

SPOTLIGHT: Sustainable print production services

In recent years, Alight has advanced sustainable practices across the print production business, reducing environmental impact through thoughtful choices in materials, processes and supplier partnerships. Currently, 85% of Alight’s paper supply is sourced from a supplier certified by both the Forest Stewardship Council and the Sustainable Forestry Initiative, ensuring that materials originate from forests managed with environmental, social and economic responsibility. All production printing now uses soy-based ink, which is an important shift away from traditional petroleum-based inks that are more harmful to the environment and emit higher levels of volatile organic compounds (VOCs). We also successfully tested moving and storing selected printed materials on carts rather than boxing them, reducing waste and lowering costs. This approach proved effective in our Lewisville location in 2025 and will expand to Libertyville in 2026.

To further reduce waste, Alight introduced a pre-print removal system that intercepts unnecessary print jobs before they reach production. The company also launched an electronic delivery initiative. Material waste has been minimized by eliminating wooden skids in favor of “poker chip style” paper rolls. Comprehensive recycling programs ensure all paper waste is shredded and recycled through certified partners, while soy-based ink is collected in drums for responsible treatment. Additional measures include reusing pallets, arranging recycling pickups for excess pallets and replacing single-use plastic shrink wrap with reusable canvas pallet wraps.



ELECTRONIC WASTE

To mitigate electronic waste, Alight leases and returns most computers through a provider that refurbishes and reuses returned IT equipment when possible and responsibly recycles devices that cannot be reused. Alight also works with an e-Stewards- and R2-certified IT asset disposal provider that manages the end-of-life treatment and reuse of other IT equipment in alignment with the highest environmental, legislative and data security standards.

SUSTAINABLE WATER PRACTICES

Alight understands the finite nature of water as an essential resource and strives to do our part in its stewardship. Since 2021, Alight has been a signatory of the World Business Council for Sustainable Development’s Pledge for Access to Safe Water, Sanitation and Hygiene ([WASH Pledge](#)). In signing this pledge, Alight made a commitment to implementing and maintaining water access, safety, sanitation and hygiene in the workplace for all colleagues.

In 2025, Alight continued our efforts to manage water usage by measuring and collecting water consumption data within our operational control. We withdrew an estimated 13,596,272 gallons of water throughout 2025. As we continue to gather water consumption data in the coming years, we will gain an understanding of consumption patterns and trends that will help us better manage usage of this key resource.

AI AND ENVIRONMENTAL IMPACTS

Alight acknowledges AI’s environmental impact and is committed to responsible development. We have implemented an AI policy and oversight framework to ensure ethical and secure use and are aligning our infrastructure decisions with climate goals, including evaluating and selecting AI technology partners with strong public climate commitments. As part of our net-zero strategy, we assess AI’s upstream and downstream impacts and integrate them into emissions tracking. AI currently represents a small portion of our technology footprint, but we actively work to manage and mitigate its impact. We will continue monitoring and mitigating environmental risks as AI adoption grows.

ALIGHT FOR THE PLANET

Alight aims to engage our colleagues in our work as stewards of the environment, biodiversity and the natural world. We launched our Alight for the Planet environmental interest group in January 2024 to create a community for colleagues who are passionate about the environment and a channel for global engagement in Alight’s environmental initiatives. In the second year of this colleague-led community, we continued a balanced approach that combined structured learning with meaningful dialogue, with the goal of inspiring individual and organizational growth while cultivating a shared passion for sustainability. The group meets monthly and organizes specific activities for Earth Day, including a global litter-pickup challenge and a small business showcase to encourage colleagues’ support of local businesses.

In 2025, Alight for the Planet partnered with Alight Cares and Lions Club International to host a used eyeglasses drive, supporting global vision initiatives. Our efforts in the group reflect Alight’s commitment to integrating sustainability into daily operations across all departments and aligning with the company’s sustainability goals..





Appendix

Stakeholder engagement table

Stakeholders	Key sustainability topics addressed	Ways we engage
Colleagues	– Benefits and wellness – Professional development – Inclusion – Culture of belonging – Engagement, recognition and retention	– All-company town halls – Professional development – Internal communication channels – Colleague-led communities – Employee engagement surveys – Volunteerism and community support
Clients	– Cybersecurity and customer privacy – Social innovation – Business ethics and compliance – Sustainable business practices – Labor and human rights – Environment and greenhouse gas emissions	– Individual client meetings and information conferences – Client communication through platform and regular client outreach
Clients’ employees and their families	– Social innovation	– Alight Worklife tools – Increased accessibility to healthcare and other benefits – Mental health initiatives and support
Investors	– Board composition and effectiveness – Executive compensation – Climate change strategy – Workforce inclusion and talent engagement	– Quarterly earnings calls – Investor Day, meetings, emails and calls – Annual shareholders’ meeting – Participation in conferences and non-deal road shows
Suppliers	– Business ethics and compliance – Supply chain resiliency – Sustainable business practices – Inclusion and human rights	– Meetings, emails and calls – Conferences and site visits – Supplier assessments and questionnaires
Partners	– Employee wellness and benefits – Cybersecurity and privacy – AI	– Research and development – Conferences and in-person meetings
Communities	– Community development – Volunteerism and corporate donations	– Community partnerships and volunteerism – Philanthropic donations
Government Agencies	– Healthcare policies – Legislative and regulatory developments	– In-person meetings – Written communication with legislators, regulators and key government decision-makers – Outreach through industry trade associations

Sustainability metrics table

People	2025	2024	2023
Total employees			
Total number of employees	10,092	9,795	19,733
Percentage of total employees by gender			
Female	61%	64%	61%
Male	39%	36%	39%
Percentage of total employees by region			
Americas	80%	90%	63%
Europe	2%	2%	17%
Asia Pacific	18%	8%	19%
Permanent employees			
Total number of permanent employees	9,838	9,537	19,511
Percentage of permanent employees by gender			
Female	61%	64%	61%
Male	39%	36%	39%
Percentage of permanent employees by region			
Americas	80%	90%	63%
Europe	2%	2%	17%
Asia Pacific	18%	8%	19%
Temporary employees			
Total number of temporary employees	254	258	222

People	2025	2024	2023
Percentage of temporary employees by gender			
Female	74%	81%	74%
Male	26%	19%	26%
Percentage of temporary employees by region			
Americas	100%	100%	69%
Europe	0%	0%	30%
Asia Pacific	0%	0%	1%
Full-time employees			
Total full-time employees	9,900	9,575	19,032
Percentage of full-time employees by gender			
Female	61%	64%	60%
Male	39%	36%	40%
Percentage of full-time employees by region			
Americas	80%	90%	63%
Europe	2%	8%	17%
Asia Pacific	18%	2%	19%
Part-time employees			
Total part-time employees	192	220	479
Percentage of part-time employees by gender			
Female	90%	88%	86%
Male	10%	12%	14%
Percentage of part-time employees by region			
Americas	98%	97%	51%
Europe	2%	3%	48%
Asia Pacific	0%	0%	0%

SUSTAINABILITY METRICS

People	2025	2024	2023
New employee hires			
Total number of new employee hires	2,629	1,752	3,061
Percentage of new employee hires by gender			
Female	54%	67%	61%
Male	46%	33%	39%
Percentage of new employee hires by region			
Americas	53%	87%	51%
Europe	2%	2%	15%
Asia Pacific	45%	12%	34%
Total job openings filled internally			
Percentage of total job openings filled internally	20%	17%	23%
Employees eligible for paid parental leave			
Total number of employees	9,826	9,782	19,511
Employees who took paid parental leave			
Total employees who took paid parental leave	252	295	864
Employees who returned from paid parental leave			
Total employees who returned from paid parental leave	237	242	770
Employee engagement			
Survey participation rate	76%	76%	71%
Engagement score	72	72%	71%
Percentage of employees completing CPM plans (performance review)	93%	99%	98%
Percentage digital interaction (web + mobile) through Alight Worklife	98%	98%	97%

People	2025	2024	2023
Average training hours per employee			
All	30.76 hrs	33.65 hrs	36 hrs
Female representation by role (U.S. only)			
Total	67%	66%	67%
Director+	48%	46%	48%
Senior manager	55%	55%	57%
Manager	67%	67%	67%
Associate	78%	78%	79%
Minority representation by role (U.S. only)			
Total	42%	42%	43%
Director+	15%	15%	16%
Senior manager	26%	25%	28%
Manager	40%	40%	41%
Associate	62%	62%	63%
Age distribution by role			
<30 years	13%	12%	13%
30–50 years	59%	56%	55%
50+ years	28%	32%	32%
Percentage of employees who require a work visa			
Percentage of employees who require a work visa	0.4%	0.3%	0.3%
Number of colleagues supported with People Matter Fund			
Number of colleagues supported with People Matter Fund (EAP)	26	274	85

SUSTAINABILITY METRICS

Principles	2025	2024	2023
Employees trained on the Code of Conduct			
Percentage of employees trained on the Code of Conduct	97%	98%	96%
Percentage of operational sites with business continuity plans certified to ISO 22301			
Percentage of operational sites with business continuity plans certified to ISO 22301	100%	100%	-
Hours of testing and training related to business continuity management system and incident response (includes divested population) ¹¹			
Hours of testing and training related to business continuity management system and incident response	3,565	6,417	9,270
Percentage of operational sites with an information security management system certified to ISO 27001			
Percentage of operational sites with an information security management system certified to ISO 27001	100%	100%	100%
Percentage of operational sites with data privacy systems certified to ISO 27701			
Percentage of operational sites with data privacy systems certified to ISO 27701	100%	100%	100%
Supplier inclusion			
Total number of diverse suppliers ¹²	49	57	56
Total spend with diverse suppliers	\$51,361,299	\$49,174,968	\$47,266,981
Total spend with certified inclusive-owned businesses	\$11+ million	\$17+ million	\$16+ million
Total spend with small businesses	\$81+ million	\$80+ million	\$66+ million

¹¹ Prior-year data has been restated following a methodology update

¹² A diverse supplier is a business that is at least 51% owned and operated by an individual or a group from underrepresented communities, including women, minorities, veterans, LGBTQ+ individuals and other disadvantaged populations.

¹³ 2024 metrics reflect emissions within Alight’s operational control throughout the 2024 calendar year. Midway through the year, Alight divested its Payroll & Professional Services business, and as a result, calculations for the first half of 2024 included these businesses, while calculations for the second half of 2024 excluded these businesses.

Principles	2025	2024 ¹³	2023
Scope 1 and 2 GHG emissions (in MTCO2e)			
Total Scope 1 emissions	1,020	2,862	3,941
Location-based Scope 2 emissions	8,705	15,272	19,509
Market-based Scope 2 emissions	8,887	16,674	20,600
Total Scope 1 and location-based Scope 2 emissions	9,725	18,134	23,451
Total Scope 1 and market-based Scope 2 emissions	9,907	19,537	24,541
Scope 1 and 2 location-based GHG emissions			
Change in emissions (in MTCO2e)	-8,409	-5,317	-
Percentage change	-46%	-23%	-
Scope 1 and 2 market-based GHG emissions			
Change in emissions (in MTCO2e)	-9,629	-5,005	-
Percentage change	-49%	-20%	-
Emissions intensity			
Scope 1 and 2 location-based GHG emissions (in MTCO2e/million USD) – emissions intensity	4.30	7.78	6.88
Scope 1 and 2 market-based GHG emissions (in MTCO2e/million USD) – emissions intensity	4.38	8.38	7.20



SUSTAINABILITY METRICS

Principles	2025	2024	2023
Scope 3 emissions (in MTCO2e)			
Purchased goods and services	59,434	81,221	93,519
Capital goods	2,479	1,511	487
Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	3,163	4,032	4,893
Upstream transportation and distribution	686	711	630
Waste generated in operations	102	127	276
Business travel ¹⁴	1,478	2,256	2,892
Employee commuting ¹⁵	1,000	3,384	4,084
Use of sold products	149	229 ¹⁶	7,208
Downstream leased assets	557	0 ¹⁷	2,992
Energy consumption			
Total electricity consumption (Alight facilities)	14,724 MWh	36,574 MWh	44,582 MWh
Percentage of energy consumed from grid electricity	80%	78%	77%
Environmental management			
Percentage of operations with efficiency upgrades/renovations/building certifications	66%	27%	-
Water withdrawals (gallons)	13,596,272	28,061,000	-
Number of annual meetings for environmental colleague interest group	13	12	-

¹⁴ 2023 values may differ from past reports as they exclude hotels, aligning with the GHG protocol's minimum reporting boundary.

¹⁵ 2023 values may differ from past reports as they exclude telecommuting, aligning with the GHG protocol's minimum reporting boundary.

¹⁶ The decrease in 2024 and 2025 reflect methodological improvements. This category is not included within Alight's SBTi validated targets.

¹⁷ No downstream leased assets beyond those included in Alight's Scope 1 & 2 inventory were identified in 2024.



GRI/SASB index

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

GRI 2: General disclosures 2021

Disclosure no.	Disclosure title	Reference or response
2-1	Organizational details	Alight, Inc. is a publicly traded U.S. corporation listed on the New York Stock Exchange under the ALIT ticker. About Alight > Who we are Office locations FY 2025 Form 10-K > Item 1. Business
2-2	Entities included in the organization’s sustainability reporting	FY 2025 Form 10-K > Subsidiaries of Alight Inc.
2-3	Reporting period, frequency and contact	About Alight > About this report The 2026 Global Impact Report was published on July 31, 2026.
2-4	Restatement of information	There are no restatements of previously reported information. While there were no formal restatements in this report, some GHG metrics used reflect a different reporting boundary than those used in past years.
2-5	External assurance	Alight partnered with a third-party consultancy to calculate our annual Scope 1, 2 and 3 GHG emissions. Our Scope 1 and 2 GHG emissions received limited assurance from Apex Companies, LLC.
2-6	Activities, value chain and other business relationships	FY 2025 Form 10-K > Business About Alight > Who we are Responsible business practices > Supplier management
2-7	Employees	Appendix > Sustainability metrics table
2-9	Governance structure and composition	Our sustainability focus > Governance and oversight Alight web page > Board of Directors
2-10	Nomination and selection of the highest governance body	Nominating and Corporate Governance Committee Charter
2-11	Chair of the highest governance body	The Board chair is not an executive officer of the company. Alight web page > Board of Directors
2-12	Role of the highest governance body in sustainability reporting	Our sustainability focus > Governance and oversight 2026 Proxy Statement > The Board’s Role in Risk Oversight, Corporate Sustainability and Impact; The Board’s Role in Human Capital Management and Talent Development
2-13	Delegation of responsibility for managing impacts	Our sustainability focus > Governance and oversight 2026 Proxy Statement > CS&I oversight
2-14	Role of the highest governance body in sustainability reporting	About Alight > About this report Our sustainability focus > Governance and oversight 2026 Proxy Statement > CS&I oversight
2-15	Conflicts of interest	Alight Code of Conduct
2-16	Communication of critical concerns	Corporate governance > Whistleblower Policy Whistleblower Policy Audit Committee Charter

GRI/SASB index

GRI 2: General disclosures 2021

Disclosure no.	Disclosure title	Reference or response
2-17	Collective knowledge of the highest governance body	The Board receives regular updates on sustainability-related news, regulations and trends.
2-18	Board reviews of ESG-related news, regulations and trends	Our Board conducts an annual self-evaluation and evaluation of its committees to assess effectiveness and identify opportunities for improvement. Corporate Governance Guidelines
2-19	Remuneration policies	2026 Proxy Statement > Executive compensation
2-20	Process to determine remuneration	2026 Proxy Statement > Executive compensation > How we make compensation decisions Compensation Committee Charter
2-21	Annual total compensation ratio	FY 2024 CEO Pay Ratio: 133 to 1 FY 2025 CEO Pay Ratio: 168 to 1 (+26% change from FY 2024 to FY 2025) 2026 Proxy Statement > Pay ratio information
2-22	Statement on sustainable development strategy	About Alight > A message from our CEO
2-23	Policy commitments	Code of Conduct Corporate Governance Guidelines Alight Privacy Policy Environmental Policy Whistleblower Policy Supplier Code of Conduct Human Rights Policy AI Policy
2-24	Embedding policy commitments	Principles > Climate and environment
2-25	Processes to remediate negative impacts	Corporate governance > Whistleblower Policy Whistleblower Policy
2-26	Mechanisms for seeking advice and raising concerns	Corporate governance > Whistleblower Policy Whistleblower Policy Audit Committee Charter
2-27	Compliance with laws and regulations	No material noncompliance violations were reported in FY 2025.
2-28	Membership associations	Public policy and government relations > Political contributions
2-29	Approach to stakeholder engagement	Our sustainability focus > Stakeholder engagement 2026 Proxy Statement > Investor engagement
5V-PS-330a.3	Employee engagement as a percentage	People > Engaging our colleagues

GRI/SASB index

GRI 3: Material topics 2021

Disclosure no.	Disclosure title	Reference or response
3-1	Process to determine material topics	Our sustainability strategy > Our sustainability focus
3-2	List of material topics	Our sustainability strategy > Our sustainability focus

GRI 201: Economic performance 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Introduction > Our sustainability focus
201-1	Direct economic value generated and distributed	FY 2025 Form 10-K > Financial statements and supplementary data
201-2	Financial implications and other risks and opportunities due to climate change	Appendix > TCFD/IFRS S2 disclosure
201-3	Defined benefit plan obligations and other retirement plans	FY 2025 Form 10-K > Financial statements and supplementary data
201-4	Financial assistance received from government	FY 2025 Form 10-K > Financial statements and supplementary data
TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions, (3) total customer downtime	Business resilience > Business continuity and disaster recovery
TC-SI-130a.2	Description of business continuity risks and opportunities related to disruptions of operations	Business resilience > Business continuity and disaster recovery FY 2025 Form 10-K > Risk factors

GRI 203: Indirect economic impacts 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (203)	Management of material topic	People > Supporting our communities
203-1	Infrastructure investments and services supported	Progress > Retirement benefits and financial empowerment Progress > Removing barriers to quality care
203-2	Significant indirect economic impacts	Progress > Removing barriers to quality care 2026 Proxy Statement > CEO letter to shareholders

GRI/SASB index

GRI 204: Procurement practices 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (204)	Management of material topic	Principles > Supplier management
204-1	Proportion of spending on local suppliers	U.S. Supplier Inclusion Program

GRI 205: Anti-corruption 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (205)	Management of material topic	Corporate governance > Code of Conduct
SV-PS-510a.1	Management of material topic	Alight Code of Conduct Alight Supplier Code of Conduct
205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption is covered within our Code of Conduct . Training on the Code is provided to all directors and colleagues upon onboarding and annually thereafter. They provide written acknowledgment of receipt and review.
205-3	Confirmed incidents of corruption and actions taken	In 2025, we had no allegations of material violations or material violations of anti-corruption laws by Alight.
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Alight experienced no material losses resulting from legal proceedings associated with professional integrity during FY 2025. 2025 Form 10-K

GRI 206: Anti-competitive behavior 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (206)	Management of material topic	Principles
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	We experienced no material losses resulting from legal proceedings associated with anti-competitive behavior regulations during FY 2025.
TC-SI-520a.1	Legal actions for anti-competitive behavior	Alight Code of Conduct

GRI 302: ENERGY 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (302)	Management of material topic	Principles > Energy management
302-1	Energy consumption within the organization	Appendix > Sustainability metrics table
TC-SI-130a.1	Energy consumption within data centers	Appendix > Sustainability metrics table
302-2	Energy consumption outside of the organization	Appendix > Sustainability metrics table
302-3	Energy intensity	Appendix > Sustainability metrics table
TC-SI-130a.2	Description of integration of environmental considerations into data center operations	Alight has exited existing on-site data centers and moved to third-party cloud providers, many of which have environmental goals.

GRI/SASB index

GRI 303: Water and effluents 2018

Disclosure no.	Disclosure title	Reference or response
3-3 (303)	Management of material topics	Environmental stewardship > Sustainable water practices
303-5	Water consumption	Environmental stewardship > Sustainable water practices Appendix > Sustainability metrics table

GRI 305: Emissions 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (305)	Management of material topics	Principles > Climate action and risk management
305-1	Direct (Scope 1) GHG emissions	Climate action and risk management > Greenhouse gas management
305-2	Energy indirect (Scope 2) GHG emissions	Climate action and risk management > Greenhouse gas management
305-3	Other indirect (Scope 3) GHG emissions	Climate action and risk management > Greenhouse gas management
305-4	GHG emissions intensity	Climate action and risk management > Greenhouse gas management

GRI 306: Waste 2020

Disclosure no.	Disclosure title	Reference or response
3-3 (306)	Management of material topics	Environmental stewardship > Waste minimization and recycling

GRI 308: Supplier environmental assessment 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (308)	Management of material topics	Supplier management > Supplier sustainability

GRI 401: Employment 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (401)	Management of material topics	People > People philosophy and oversight
401-3	Parental leave	Appendix > Sustainability metrics table
TC-SI-330a.1	Percentage of employees that require a work visa	Appendix > Sustainability metrics table

GRI/SASB index

GRI 403: Occupational health and safety 2018

Disclosure no.	Disclosure title	Reference or response
3-3 (403)	Management of material topic	Investing in colleague wellbeing > Healthy body
403-1	Occupational health and safety management system	Healthy body > Occupational health and safety
403-2	Hazard identification, risk assessment and incident investigation	Healthy body > Occupational health and safety Business continuity and disaster recovery > Alight Response Center (ARC) Whistleblower Policy
403-5	Worker training on occupational health and safety topics	Healthy body > Occupational health and safety Business continuity and disaster recovery > Emergency Response Standard
403-6	Promotion of worker health	People > Investing in colleague wellbeing
403-8	Workers covered by occupational health and safety management system	As specified by the Health and Safety Policy, Alight’s Occupational Health and Safety programs cover all colleagues, contractors and vendors across all locations.
403-9	Work-related injuries	Healthy body > Occupational health and safety

GRI 404: Training and education 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (404)	Management of material topic	People > Empowering career growth
404-1	Average hours of training per year per employee	Appendix > Sustainability metrics table
404-2	Programs for upgrading employee skills and transition assistance programs	Empowering career growth > Colleague training and education
404-3	Percentage of employees receiving regular performance and career development reviews	Empowering career growth > Continuous performance management

GRI 405: Diversity and equal opportunity 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (405)	Management of material topic	People > Fostering inclusion at Alight
405-1	Diversity of governance bodies and employees	2026 Proxy Statement Appendix > Sustainability metrics table
405-2	Ratio of basic salary and remuneration of women to men	We believe in providing equal opportunities and fair compensation for all employees, regardless of gender, race or any other characteristic. Alight conducts internal equal pay analyses to ensure that our compensation practices align with our values and market conditions.

GRI/SASB Index

GRI 408: Child labor 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (408)	Management of material topic	Human rights > Preventing modern slavery and human trafficking Human rights > Human Rights Policy
408-1	Operations and suppliers at significant risk for incidents of child labor	Human rights > Preventing modern slavery and human trafficking

GRI 409: Forced or compulsory labor 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (409)	Management of material topic	Human rights > Preventing modern slavery and human trafficking Human rights > Human Rights Policy
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights > Preventing modern slavery and human trafficking

GRI 413: Local communities 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (413)	Management of material topic	Our sustainability focus > Stakeholder engagement
413-1	Operations with local community engagement, impact assessments and development programs	People > Supporting our communities

GRI 414: Supplier social assessment 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (414)	Management of material topic	Principles > Supplier management Alight Supplier Code of Conduct

GRI 415: Public policy 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (415)	Management of material topic	Corporate governance > Public policy and government relations
415-1	Political contributions	Alight does not make political contributions and does not have a PAC. Public policy and government relations > Political contributions

GRI/SASB index

GRI 418: Customer privacy 2016

Disclosure no.	Disclosure title	Reference or response
3-3 (418) SV-PS-230a.1 SV-PS-230a.2	Management of material topic	Data security and privacy > Oversight and policies Alight Privacy Policy
418-1 SV-PS-230a.3	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2025 Form 10-K > Item 1C. Cybersecurity Data security and privacy > Cyber incident management Alight’s Cyber Incident Management Standard guides our response to any event that could impact the confidentiality, integrity or availability of information. Incident response is carried out by the Alight Response Center (ARC) and follows a global framework built on four pillars: prevent, predict, detect and respond. Key elements of our security approach include: – IP risk scanning to block high-risk sessions – Multifactor authentication at login – Additional verification for financial transactions – Real-time monitoring for high-risk activity – Bank account ownership and phone-number risk checks – Third-party identity verification for high-risk actions – Account security alerts via email, SMS or mail Our incident response protocols are regularly tested, independently assessed and updated to reflect lessons learned and evolving industry practices. All cybersecurity policies and standards undergo annual internal and external review. Alight reports material data breaches affecting company or client information as required by applicable legal or regulatory requirements. We did not disclose any material data breaches in our SEC filings for fiscal year 2025.

TCFD disclosure

Governance

Disclose the company’s governance around climate-related risks and opportunities.

Governance	
Recommended Disclosure	Response
a) Describe the board’s oversight of climate-related risks and opportunities.	Our Board of Directors (Board) works with our executive leadership team to govern and manage sustainability factors, both directly and through its standing committees within their respective areas of responsibility. The Nominating and Corporate Governance Committee exercises primary Board oversight of sustainability and climate risk management. Our Audit Committee oversees our enterprise risk management (ERM) process, which includes relevant sustainability risks. Our Nominating and Corporate Governance Committee oversees climate-related risks and opportunities that are nested within our sustainability strategy. The Nominating and Corporate Governance Committee also assists the Board by overseeing and evaluating programs and risks associated with Board organization, membership and structure and corporate governance. The Audit Committee of the Board oversees climate-related risks that fall within our ERM process. The Audit Committee also reviews guidelines and policies governing the process by which senior management assesses and manages our exposure to risk, including major financial and operational risk exposures, and the steps management takes to monitor and control such exposures—this includes processes that assess the materiality of climate risk relative to other business risks. The Board meets quarterly and exercises ultimate oversight of Alight’s strategic risks in regular coordination with management. Find more information on governance and oversight here.
b) Describe management’s role in assessing and managing climate-related risks and opportunities.	Our Management Sustainability Committee of cross-functional leaders across the Alight management team drives our sustainability strategy development and implementation. This group is actively engaged in the climate risk management process and aids in exploring climate-related opportunities. It is led by our Chief Legal Officer (CLO), who has primary responsibility for corporate governance and the legal and compliance functions. The CLO regularly reports to the Nominating and Corporate Governance Committee. Alight’s Sustainability Steering Committee coordinates our cross-organizational Management Sustainability Committee. This group is actively engaged in the oversight of climate-related risks and opportunities, engages key stakeholders to integrate climate-related issues into Alight’s forward-looking strategy and is responsible for exploring and setting our climate-related corporate targets. This group also leads Alight’s climate scenario analysis efforts. In 2025, members of the Sustainability Steering Committee presented at two of the Nominating and Corporate Governance Committee’s four meetings. Alight’s ERM Working Group evaluates climate-related risks in coordination with the Management Sustainability Committee and Sustainability Working Groups. Led by Alight’s Vice President of Assurance and Risk Management, the group reports quarterly to the Audit Committee. The ERM Working Group meets periodically to review emerging risks, receives regular briefings on sustainability issues and escalates significant risks to management and the Board, as needed. Alight’s Vice President of Corporate Sustainability and Impact is responsible for the day-to-day monitoring and management of climate-related issues. This includes coordinating work to integrate climate-related considerations into Alight’s business strategy, engaging in climate risk and opportunity assessment and management efforts, advising Alight’s Management Sustainability Committee and Sustainability Steering Committee on climate-related target considerations, identifying opportunities to engage value-chain members on climate-related issues and managing Alight’s climate scenario analysis efforts. Alight also works with third-party consultants to aid in the identification and assessment of climate-related risks and opportunities. Find more information on sustainability governance and oversight here.

TCFD disclosure

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the company’s businesses, strategy and financial planning where such information is material.

Strategy	
Recommended Disclosure	Response
a) Describe the climate-related risks and opportunities the company has identified over the short, medium and long term	Alight considers climate-related risks and opportunities within its planning and operations over the short, medium and long term. These time frames are defined as follows: – Short term: 0–1 years — The short-term time horizon is based on the calendar-year approach that Alight uses for annual planning. – Medium term: 1–3 years — The medium-term time horizon is based on the three-year financial and strategic planning view for Alight. – Long term: 3 years — The long-term time horizon is for any planning and/or strategic items that fall outside of the rolling three-year timeline. To determine which risks and opportunities may have potential substantive strategic and financial impacts, Alight considers whether it may impact revenue by 1% or greater. Risks that might fall into this category are listed in Alight’s 10-K and filed with the SEC. While Alight has identified sustainability risks through our risk management processes, they have not emerged as inherent, substantive risks with a strong likelihood of significantly impacting our business strategy and we do not anticipate them exceeding our threshold to qualify as substantive risks in the medium to long term. In our most recent ERM survey, business interruption, legal and regulatory compliance and sustainability risks—which include physical and transitional climate risks—were not ranked among the top risks for Alight. Although no substantive risks have been identified, Alight is diligent about maintaining a close watch on several potential physical and transition risks related to climate change, including: – Physical risks such as changes in temperature, flooding and winds. These risks can ultimately lead to productivity and supply chain disruptions and to disturbances to our offices and print production locations. These physical risks are anticipated in the short to long term. – Climate-related transition risks such as carbon pricing, policy and regulatory risks, uncertain consumer behavior and preferences, reputational risks and transitional costs. These transitional risks are anticipated in the medium- to long-term. Alight has identified opportunities to increase resilience against climate and weather impacts. In the long term, Alight can adopt renewable technologies, create more energy- and resource-efficient products, help customers reduce emissions and drive decarbonization of the upstream supply chain. We can also consider the integration of climate-related resources into our products and services. While Alight will work to pursue and realize these opportunities, we do not anticipate that they will have a substantive financial or strategic impact on the business. Find more information on Alight’s climate-related opportunities and initiatives here.

TCFD disclosure

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the company’s businesses, strategy and financial planning where such information is material.

Strategy	
Recommended Disclosure	Response
b) Describe the impact of climate-related risks and opportunities on the company’s businesses, strategy and financial planning	While Alight has not identified any climate-related risks or opportunities that could substantively impact our business, we do consider climate within our business, strategy and planning in the following areas: Direct operations: Alight is working toward reducing its GHG emissions. This is demonstrated through the company’s GHG reduction targets, validated through the Science Based Targets initiative. Alight has made renewable electricity commitments and is developing plans to (1) reduce electricity consumption and (2) procure renewables within its direct operations. Our migration from physical data centers to cloud services, completed in the third quarter of 2024, has aided in this objective. Find more information about our energy management here. Adaptation and mitigation activities: Our operations are dependent upon our ability to protect our personnel, offices and technology infrastructure against damage from events that could have a significant disruptive effect on our business. Should we, a key vendor or other third party experience a physical climate event, our continued success depends on proper personnel, technology and telecommunication responses. In events like these, our operational size, the multiple locations from which we operate and our existing backup systems provide us with a degree of flexibility. Our Alight Response Center (ARC), response standards and continuity plans enable us to mitigate near-term operational challenges when faced with disruptions. We regularly assess and take steps to improve our existing business continuity plans and key management succession. Find more information about our business continuity efforts here. Value chain: With our science-based targets now validated by the SBTi, Alight is actively engaging our value chain to reduce Scope 3 emissions. We have recently strengthened our supplier sustainability program by enhancing our questionnaire and engagement platform tool to more effectively assess climate-related performance. This updated approach enables deeper collaboration with suppliers, allowing us to collect key emissions data, track performance indicators and support our broader sustainability goals. By improving how we engage with suppliers on climate issues, we are advancing our strategy to drive measurable reductions across our supply chain. Find more information about our supplier sustainability program here. While Alight’s current evaluation of climate risk and related risk management capabilities indicates that physical and transitional climate risks will not substantively impact our organization, we recognize the importance in continually evaluating these risk factors and our management/mitigation capabilities, especially as our business and operations evolve.

TCFD disclosure

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the company’s businesses, strategy and financial planning where such information is material.

Strategy	
Recommended Disclosure	Response
c) Describe the resilience of the company’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Business resilience is a core element of Alight’s sustainability program. Alight’s approach to business resilience centers on risk management and business continuity efforts that encourage preparedness and mitigation strategies for both financial and nonfinancial risks, including climate. To assess our climate resilience, we completed a scenario analysis in 2025 to evaluate the impact of both physical and transitional climate risks on our business strategy. Physical risk: To test our resilience to the physical impacts of climate change, we evaluated the potential impact of two different Intergovernmental Panel on Climate Change warming scenarios on our business, as well as one Network for Greening the Financial System (NGFS) scenario that considers both physical and transition risks: – RCP 2.6 — “Very stringent” pathway, requiring an immediate reduction in emissions, reaching net zero by 2050. – RCP 8.5 — “Worst-case scenario” pathway, in which no mitigation efforts are made to reduce emissions. – NGFS Current Policies — A “hot house world” scenario that assumes only currently implemented policies are preserved, leading to lower transition risk and higher physical risk. These scenarios were evaluated considering trends and changes at 2030 and 2050 and, for some factors, through 2100. Alight evaluated several acute and chronic climate risk indicators under these scenarios, including extreme weather events, water scarcity and changes in labor productivity due to heat stress. This analysis helped identify areas where our operations, suppliers and clients could be affected. While none of these risks are expected to pose a substantive threat to Alight’s business, the exercise informed preparedness measures and allowed us to consider opportunities for innovation. Alight has business continuity plans in place in the event that an extreme weather event disrupts operations at a particular location. Alight also requires that its key suppliers have business continuity plans and can respond in case of an outage. As of August 2024, Alight completed its cloud migration, transitioning away from traditional data center operations. Transition risk: To test our resilience to transitional risks, we completed an analysis of the following scenarios, including a 2° C or lower scenario: – Net Zero — Primary focus on International Energy Agency (IEA) Net Zero Emissions (NZE) scenario and a secondary focus on the NGFS Net Zero 2050 scenario – Current/Stated Policies — Primary focus on NGFS Current Policies and a secondary/tertiary focus on the IEA’s Stated Policies (STEPS) scenario and the NGFS Nationally Determined Contributions (NDC) scenario Alight assessed potential transition risks under multiple scenarios, focusing on technology, policy, market dynamics and economic trends. This included considerations such as carbon pricing, regulatory changes, evolving customer behavior and the role of emerging technologies like AI. The analysis evaluated impacts on Alight’s operations, value chain and clients. While no material risks were identified, the exercise highlighted areas for strategic planning and innovation. Alight will use these insights to inform decision making and enhance resilience as climate-related transition risks evolve.

TCFD disclosure

Risk management

Disclose how the company identifies, assesses and manages climate-related risks.

Risk management

Recommended Disclosure	Response
a) Describe the company’s processes for identifying and assessing climate-related risks.	Alight evaluates climate-related risks through several processes. Enterprise Risk Management: Climate-related risks are identified through our ERM process and in coordination with external consultants. The ERM Working Group conducts periodic surveys of senior leaders across the company to identify strategic risks. The survey asks participants to consider likelihood, impact, velocity and risk management capabilities aligned with each risk factor. From this survey, we determine our top risks and work to understand key risk drivers, identify risk owners and develop risk management plans that include key success indicators. In addition to this survey, Alight evaluates potential risks related to existing and emerging climate-related regulatory requirements on an ongoing basis. The ERM Working Group discusses new and emerging risks as a standing agenda item each time the group meets. During these meetings, sustainability and climate-related risks have been discussed and have not emerged as significant risk factors for Alight. Find more information about our ERM process here. Business Continuity and Emergency Response: Alight’s Business Continuity Plans, Incident Response Standard and Emergency Response Standard and the Alight Response Center all aid in the ongoing identification, assessment and management of physical climate-related risks across the short-, medium- and long-term. Climate Scenario Analysis: In 2025, Alight completed a qualitative and quantitative scenario analysis using well-established third-party scenarios. A core Alight working group was established to conduct the climate scenario analysis with the support of cross-functional internal subject matter experts (SMEs) who participated in the scenario workshops. The qualitative analysis was designed to inform the quantitative analysis with important points of view from the core and SME groups. Feedback from these groups was critical to ensure that material and plausible risks and opportunities are considered. The qualitative analysis consisted of a series of interactive workshops where SMEs were able to analyze the scenarios and provide feedback on critical risks and opportunities and past experiences with similar factors. Qualitative information was then used to generate a quantitative analysis of the key risks and opportunities and determine if they were substantive, according to Alight’s organizational definitions. Scenarios were chosen from the International Energy Agency (IEA), the Network of Central Banks and Supervisors for Greening the Financial System (NGFS) and the Intergovernmental Panel on Climate Change (IPCC). Scenario selection also aimed to be distinctive and representative of diverse, challenging and plausible future outcomes.

TCFD disclosure

Risk management

Disclose how the company identifies, assesses and manages climate-related risks.

Risk management	
Recommended Disclosure	Response
b) Describe the company’s processes for managing climate-related risks.	Alight manages climate-related risks via several channels. Enterprise Risk Management: To manage and respond to the impacts of physical climate-related risks, Alight leverages the results from its ERM survey (outlined above) to prioritize risks and develop risk plans that include key success indicators. In addition to this process, we have robust disaster response systems and standards, recovery and business continuity measures in place. Risks identified via the climate scenario analysis are managed through our ERM process. Business Continuity Plans: We have established formal processes for managing business continuity, including policies on business resilience that guide our response to ensure continued operations and management in the event of a local emergency or widespread disaster. Alight Business Continuity Plans primarily focus on impacts to (1) sites and office locations, (2) staff/colleague availability and (3) technology availability, and the appropriate recovery strategies, which include virtual work and relocation options. These strategies and plans apply across short-, medium- and long-term time horizons. Alight Response Center (ARC): For natural disasters or other emergencies, the ARC is a one-stop source for immediate advice, resources and support regarding colleague safety, business disruptions and data security. Staffed by specially trained colleagues, the ARC offers immediate advice, resources and support 24/7 for situations threatening colleague safety and wellbeing, including climate events. It also coordinates the response when resuming business operations after a disruption and minimizes risks to information Alight manages on behalf of its clients and colleagues. Emergency Response Standard: The Emergency Response (ER) Standard defines our global program to ensure that our colleagues are prepared to handle emergencies, crises or disaster-recovery events. It also ensures that each facility and unit location has defined ER procedures so that colleagues know how to respond in the event of a local emergency. All Alight global facilities are required to have an ER plan that covers each type of emergency that could affect an office—such as a fire, dangerous weather event or power loss—and procedures for persons who need help during an evacuation. Each ER plan must include a map showing evacuation stairwells and routes within the building and evacuation assembly areas for Alight colleagues outside the building. Each office with more than 50 occupants conducts an emergency evacuation drill annually, or more often if local regulations require. This standard is reviewed and updated on an annual basis. With our SBTi-validated GHG reduction targets in place, Alight is advancing efforts to manage and mitigate climate transition risks. We are now focused on developing a comprehensive transition plan to support our decarbonization goals. In parallel, we continue to monitor and evaluate climate-related regulations across our operational jurisdictions, ensuring compliance and reducing potential legal and regulatory risks. To identify risks and opportunities with potential strategic and financial consequences, we assess whether they could significantly impact our revenue, specifically by 1% or more. A detailed list of such risks is in Alight’s Form 10-K filed with the SEC. Although our risk assessment process didn’t reveal any substantive climate-related risks or opportunities in 2025, Alight is prepared in the event they should arise. We incorporate climate-related risks and opportunities into our financial planning through ongoing financial support for our business resilience efforts and sustainability program. Find more information on Alight’s climate-related opportunities and initiatives here.

TCFD disclosure

Risk management

Disclose how the company identifies, assesses and manages climate-related risks.

Risk management	
Recommended Disclosure	Response
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the company's overall risk management.	Alight's process for identifying, assessing and managing climate-related risks is integrated into Alight's ERM and business continuity programs. To manage and respond to the impacts of some climate-related risks, Alight has robust disaster response systems and standards, recovery measures and business continuity measures in place. Alight's Business Continuity Plans, Incident Response Standard and Emergency Response Standard and the Alight Response Center all aid in the ongoing identification, assessment and management of physical climate-related risks across the short-, medium- and long-term.

TCFD disclosure

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Metrics and targets	
Recommended Disclosure	Response
a) Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process	Alight is committed to measuring and disclosing our GHG emissions on an annual basis and we use these metrics to identify and assess climate-related risk opportunities. We also consider several other factors, such as emissions intensity and total energy use, to inform our decision-making processes.
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	In 2025, Alight’s Scope 1 and location-based Scope 2 emissions amounted to 9,725 MTCO2e, and our Scope 1 and market-based Scope 2 emissions amounted to 9,907 MTCO2e. Alight’s 2025 Scope 3 emissions are as follows: — (1) purchased goods and services: 59,434 MTCO2e — (2) capital goods: 2,479 MTCO2e — (3) fuel- and energy-related activities (not included in Scope 1 or Scope 2): 3,163 MTCO2e — (4) upstream transportation and distribution: 686 MTCO2e — (5) waste generated in operations: 102 MTCO2e — (6) business travel: 1,478 MTCO2e — (7) employee commuting: 1,000 MTCO2e — (11) use of sold products: 149 MTCO2e — (13) downstream leased assets: 557 MTCO2e With this more comprehensive understanding of our GHG emissions, Alight can better assess risks and opportunities related to our operations and value chain. Find more information on our GHG emissions here.
c) Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets	In 2025, Alight’s proposed Scope 1 and 2 GHG reduction targets and Scope 3 engagement targets were officially validated by SBTi. See our Climate and environment section for more information. Our specific targets are as follows: – Overall Net-Zero Target: Alight commits to reaching net-zero GHG emissions across the value chain by 2050. – Near-Term Targets: Alight commits to reducing absolute Scope 1 and 2 GHG emissions 50.4% by 2032 from a 2022 base year. Alight also commits that 82% of its suppliers by spend covering purchased goods and services, capital goods, upstream transportation and distribution, will have science-based targets by 2030. – Long-Term Targets: Alight commits to reducing absolute Scope 1 and 2 GHG emissions 95% by 2050 from a 2022 base year. Alight also commits to reducing absolute Scope 3 GHG emissions 90% within the same time frame. – Renewable Electricity: Alight has a target to utilize 100% renewable electricity by 2032 in line with our efforts to support the transition to renewable energy sources. To achieve this goal, we intend to reduce electricity across operations and purchase renewable energy and are actively developing a renewable electricity roadmap. Alight aims to reduce electricity consumption by rightsizing office space, promoting efficiency measures within offices and migrating our existing data center operations to cloud providers with renewable energy and/or net-zero goals. We also plan to purchase renewable electricity for our global operations and explore opportunities to expand on-site renewables, where appropriate. Find more information on energy management here.

Forward-looking statements

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements include, but are not limited to, statements related to the expectations regarding the performance and outlook for Alight’s business, our business strategies, our investments in our products and customers, expectations for our business and other nonhistorical statements. In some cases, these forward-looking statements can be identified by the use of words such as “outlook,” “believes,” “expects,” “potential,” “continues,” “may,” “will,” “should,” “could,” “seeks,” “projects,” “predicts,” “intends,” “plans,” “estimates” and “anticipates” or the negative version of these words or other comparable words. Such forward-looking statements are subject to various risks and uncertainties, including, among others, those risks described in the section titled “Risk Factors” of Alight’s most recent Annual Report on Form 10-K, filed with the Securities and Exchange Commission (SEC), as such factors may be updated from time to time in Alight’s filings with the SEC, which are or will be accessible on the SEC’s website at [sec.gov](https://www.sec.gov). Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements. These factors should not be construed as exhaustive and should be considered along with other factors noted in this report and in Alight’s filings with the SEC. Alight undertakes no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.

