

2025

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, which presents a snapshot of the corporate sustainability activities of Alight Solutions (Alight) impacting our people, progress and principles primarily during fiscal year 2024, ending December 31, 2024, unless otherwise noted.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. It is also indexed to the guidance from the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD), now incorporated under the International Financial Reporting Standards Foundation’s (IFRS) sustainability standards. We have also identified ten United Nations Sustainable Development Goals (SDGs) that most relate to our business and that reflect the key priority areas in which we believe we can have the greatest impact.

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”). This report excludes these Payroll & Professional Services, unless otherwise noted.

This report has been reviewed by members of our Board of Directors, the Executive Leadership Team and the Management Sustainability Committee, which comprises leaders from across business functions within Alight.

We welcome stakeholder interest and inquiries into our corporate sustainability commitments and disclosures at sustainability@alight.com.

Xan Daniels
Vice President,
Inclusion and Impact Officer

Christine Terborg
Vice President,
Corporate Sustainability and Impact

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A message from our CEO

Alight's unique blend of technology and human-centered support empowers 35 million people to achieve better health and financial outcomes. Our Corporate Sustainability and Impact (CS&I) pillars are closely aligned with this purpose and reflect our ongoing commitment to our colleagues, clients and communities.

At Alight, our purpose isn't just a business proposition — it's a mission to which every Alight colleague is deeply committed.

It drives us to bring our best selves to work — and creates a uniquely caring culture where empathy, integrity and respect are not just welcomed, they're expected.

When I made the decision to become Alight's CEO last summer, no one was more surprised than me. Just months before, I had finished transitioning out of my last leadership position in preparation for retirement. Alight's mission and purpose supported by caring and committed colleagues is what made me change my mind and trade extra personal time for the C-suite once again.

At the time, Alight was entering a pivotal point in its evolution. The divestiture of its Professional Services segment and HCM & Payroll Outsourcing businesses laid the groundwork for the company to return to its roots and lead the way as a technology-enabled services provider, delivering a true benefits advantage to clients and their employees. At its core, the Alight Worklife® platform, coupled with the guidance and high-touch support of highly qualified advisors, empowers 35 million people to become more healthy and financially secure by enabling employers to deliver exceptional employee experiences while driving efficiencies to meet business needs.

My decision to join and lead Alight was also based on the company's conviction to do what's right — for our clients and their employees; for our colleagues and their families; for the communities in which we work, live and play; and for the planet and all its resources that have been entrusted to us.

On a more personal note, I've served in various leadership positions connected to healthcare, employee benefits and human resources for over 40 years. After all this time, the key question I continuously ask is “*have I truly left things better than I found them?*” Because as organizations, we don't just inherit the system. We are responsible for it, and most importantly, we have to do the work to make things better.

It's a responsibility we take seriously, and as a result, our CS&I pillars are closely aligned with Alight's purpose and values and reflect our ongoing commitment to our colleagues, clients and communities.

PEOPLE, PROGRESS, PRINCIPLES

Alight's recently renamed CS&I pillars — People, Progress and Principles — reflect our commitment to championing people, growing with purpose and acting with integrity to better serve our stakeholders.

- **People:** We are dedicated to enhancing the wellbeing, learning and development and engagement and retention of our employees, while fostering an inclusive culture. By supporting our colleagues through initiatives focused on mental, physical, financial and overall wellbeing, we positively impact the communities we serve.
- **Progress:** We utilize innovative approaches to provide our clients' employees and their dependents the security of better outcomes and peace of mind throughout life's biggest moments. We are intentional about providing deep insights and thought leadership to help clients meet their workforce needs.
- **Principles:** We are dedicated to operating with integrity, sound governance, high standards of data security and minimizing our environmental impact to achieve business success and enhance long-term stockholder value.

This commitment is pivotal in supporting our strategic direction, driving long-term financial value and enhancing business resilience. By leveraging our initiatives, we are not only fostering the wellbeing and development of our employees but also ensuring sustainable growth and stability for the company.

BUILDING ON SUCCESS

The principles of CS&I have long been embedded in everything Alight does. In 2021, we formalized that commitment by establishing a strong corporate sustainability and impact governance structure, identifying our strategic pillars and key areas of focus. The following year, we enhanced our governance framework and assessed the materiality of various operational categories. In 2023, we pledged to further refine our strategic initiatives to drive long-term value and resilience.

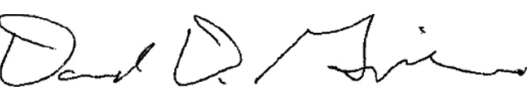
Since 2023, Alight has published comprehensive reports that provide transparent accounts of our journey and what the company has planned next. These reports include progress updates on our goals, spotlights on colleague experiences and insights from our leadership. Most recently, we shared significant milestones in our workforce development and operational achievements.

As we continued to transform and evolve our business, we completed a thorough assessment to identify the factors most important to our internal and external stakeholders as they relate to Alight. We reviewed this assessment to identify potential shifts in the importance of various factors resulting from changes to our business focus and purpose.

Looking ahead to the remainder of 2025 and beyond, our focus is on leveraging innovative solutions to support the growth and development of our workforce, ensuring sustainable business practices and maintaining strong governance structures. By prioritizing these areas, we aim to continue delivering exceptional service to our clients and creating positive impacts for our colleagues and our communities.

As I approach my one-year anniversary leading this great organization, I couldn't be prouder of all we have accomplished together. Guided by our mission and purpose, we have delivered on our promise to enable employers to provide benefits that help employees be healthier and more financially secure while driving greater efficiencies to meet business needs.

In so many ways, this organization is truly a shining light — for our clients and their employees and families; for our colleagues and their families; for our communities and our planet. Our progress over the past year has been impressive and I am proud to share this annual report on our journey.



Dave Guilmette
CEO



Who we are

Alight is a leading cloud-based provider of human capital and technology-enabled services for many of the world's largest organizations and 35 million people and dependents. 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 workforces 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 about the Alight Benefits Advantage at alight.com.

OUR PURPOSE

At Alight, our purpose is to empower 35 million people and dependents to become more healthy and financially secure by enabling employers to deliver exceptional employee experiences while driving efficiencies to meet business needs through the Alight Benefits Advantage™.

A unified benefits ecosystem: We help organizations integrate their benefits across the full employee life cycle, reducing administrative burdens and cutting costs. This unified approach allows for seamless benefits management, enhanced employee engagement and reduced complexity.

Extensive data and expertise: Alight's AI-driven personalization, automation and insights empower organizations to make smarter, data-driven decisions. With our extensive experience serving 35 million people and dependents, we provide intelligence to optimize benefits offerings. Our personalized guidance, tools and resources ensure employees not only understand their available benefits but gain invaluable insights that empower them to achieve better outcomes.

Optimized cost and experience: By delivering personalized benefits experiences tailored to each employee's unique needs, we increase satisfaction and productivity. Our solutions optimize both cost and experience, ensuring that benefits not only attract and retain talent, but also support overall business goals.

By removing barriers to using 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 to help them attain optimal wellbeing in every facet of their lives.



Our values

Alight’s core values synthesize what we stand for and how we work with each other and our clients, stakeholders and communities:

Champion people

Grow with purpose

Be Alight

Not only do these values support our corporate priorities — they are ingrained in the everyday interactions throughout our business and in the ways we are supporting our clients and communities.

ALIGHT AT A GLANCE

35M participants

~70% of the Fortune 100 are clients

95% average revenue retention

9,000 Alight employees

5,000+ clients

2024 AWARDS AND RECOGNITION:

- ✓ Named one of the Fortune 100 Best Companies to Work For® in 2024 by Great Place to Work® and Fortune magazine
- ✓ Recognized by Newsweek as one of “America’s Greatest Workplaces for Mental Wellbeing” for 2025
- ✓ Recognized by Newsweek as one of “America’s Greatest Workplaces for Diversity” for 2024 and 2025
- ✓ Disability Equality Index by Disability:IN Perfect Score — 2025
- ✓ Named a 12-time member of IAOP’s Global Outsourcing 100® list in 2025
- ✓ 2024 Lighthouse Research & Advisory HR Tech Awards for Alight Worklife for the “Best Comprehensive Solution under the Total Rewards and Employee Wellbeing” category
- ✓ Alight Worklife honored as a transformative product by the 2025 BIG Innovation Awards by Business Intelligence Group
- ✓ Earned a perfect score on the Human Rights Campaign Foundation’s Corporate Equality Index in 2024, for its fifth time achieving a perfect score
- ✓ Ranked as a top U.S. defined contribution record keeper by Pensions & Investments 2023–2024
- ✓ Great Place to Work® for the seventh consecutive year
- ✓ Recognized as a 2023 and 2024 Alliance for Global Inclusion Index company
- ✓ 2025 Military Friendly Employer
- ✓ Recognized by Seramount in 2024 as a 100 Best Company, Best Company for Multicultural Women, Top Company for Executive Women, Marketing, Media, & Ad Tech Inclusion Index, Global Inclusion Index, and Inclusion Index
- ✓ Best Companies for Equal Advancement Opportunity by parity.org 2024
- ✓ Recognized on the USA TODAY America’s Climate Leaders 2025 list
- ✓ Received an EcoVadis Bronze rating in recognition of sustainability achievement in 2023 and 2024

2024 sustainability highlights



PEOPLE

Initiated a **global mentoring program** to facilitate mentor-mentee matching as an integrated element of our talent development strategy

Served as presenting sponsor for the National Alliance on Mental Illness of New York City’s **Workplace Mental Health Collaborative** for 2024

Invested in technology to create **inclusive, market-friendly job ads**, enhancing our recruitment strategy, improving hiring quality and reducing time to hire

Relaunched the Alight Cares platform to enhance our offerings focused on volunteerism and giving

Created an **Inclusive Hiring Manager and Recruiting Toolkit**

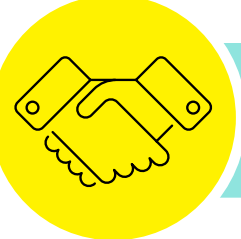
Published our first **Equal Pay Statement**



PROGRESS

Enhanced artificial intelligence (AI) features and implemented new **collaboration platform integration** to make benefits easier to access and understand

Expanded our **Partner Network** to include an employee assistance program and a global fertility and family-building platform



PRINCIPLES

Met strategic goal to formally certify 100% of sites to ISO 22301:2019 **Business Continuity Standards**

Completed multiyear **cloud transition** away from physical data centers

Launched **Alight for the Planet** colleague-led community

Our sustainability focus

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.

Governance and oversight

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 process, which includes relevant sustainability risks. Comprising of cross-functional leaders across Alight’s management team, our Management Sustainability Committee drives sustainability strategy development and implementation.

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 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

Is composed of subject matter experts covering all material sustainability focus areas

Updates the Management Sustainability Committee on sustainability advancements, reporting and disclosure 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

INCLUSION AND IMPACT OFFICE

Develops and executes our inclusion and impact strategy in coordination with key stakeholders

Our focus areas

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. To determine our focus areas, we undertook the following steps:

1. Assessed external stakeholder priorities

Through a comprehensive analysis of leading sustainability reporting frameworks, peer benchmarking and client/investor priorities, we selected the 20 sustainability factors considered most relevant to Alight.

2. Engaged internal stakeholders

We surveyed approximately 150 of our colleagues, including our executive leadership team and other senior leaders. Respondents were asked to assess each factor and its significance to Alight along two dimensions:

- 1. **Importance** to Alight’s business, which includes company strategy, reputation and financial success
- 2. **Impact** that Alight has on the environment and society at large

3. Evaluated the results

The input from both external and internal stakeholders was analyzed and mapped to understand the relative importance of each sustainability factor and the alignment between groups. The results were reviewed and discussed in detail with our Management Sustainability Committee and senior leadership.

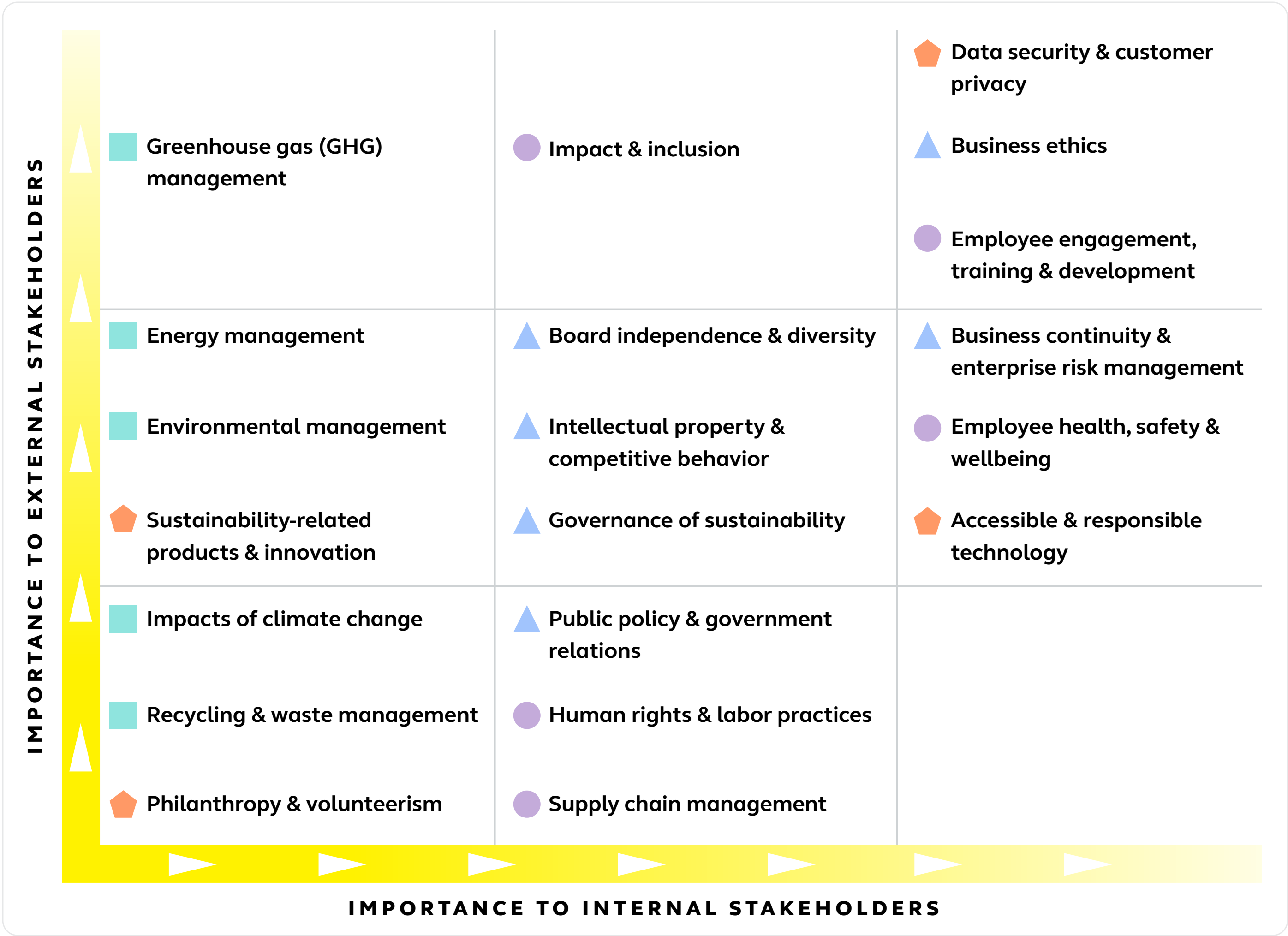
4. Verified strategic alignment

In late 2024, we conducted a focus group with representatives from across Alight to determine how recent business changes may have impacted the importance of these factors to key stakeholders. We also engaged with a third-party consultant to evaluate potential changes in external stakeholder priorities, including those of investors and regulators.

We reviewed the assessment results to detect any potential shifts in the significance of sustainability factors following the divestiture transaction. The review process revealed no significant changes.

Materiality matrix

Environment Human capital Governance Social



Stakeholder engagement

Ongoing and extensive stakeholder engagement is key to our business success and informs our sustainability strategy. Our approach helps to inform our Management Sustainability Committee of topics critical to our stakeholders, shape the development and execution of our

sustainability efforts and drive long-term shareholder value creation. The table below summarizes some of the ways we actively engage with key stakeholders.

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

Our sustainability strategy

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, approved by the Board’s Nominating and Corporate

Governance Committee in 2023, 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 Alight’s business strategy and financial performance.

PEOPLE

Our commitments

Colleague wellbeing

Promote the wellbeing, belonging and growth of all colleagues via the Alight Worklife platform

Engagement & retention

Enhance colleague engagement and foster retention

Learning & development

Build skills and empower colleagues to meaningfully impact growth in their careers

Our values

We practice empathy and **create a place where everyone belongs**. We win together.

PROGRESS

Our commitments

Accessibility

Provide a seamless, easy-to-navigate platform that ensures access to comprehensive benefit programs

Workplace wellbeing

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

Innovative value

Deliver exceptional value through innovative solutions, reliable service and strategic partnerships

Our values

Grow with purpose. Our higher calling to **improve lives** inspires us to be brave, show grit and grow our whole selves.

PRINCIPLES

Our commitments

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 the trust of clients, colleagues, vendors and business partners

Resilience

Ensure resilience through robust ERM, business continuity and disaster recovery programs

Climate

Reduce climate risks and the impact of our business on climate change

Energy

Support a transition to renewable electricity

Environmental stewardship

Act as stewards of nature and resources

Our values

By **acting with integrity** and being real, we find ways to make meaningful connections, be a beacon and empower others.

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 philosophy and oversight

We believe that a robust people strategy directly contributes to the financial success of our business. By enhancing colleague engagement and fostering a sense of community, we improve retention rates and ensure that our workforce reflects the diverse communities and clients we serve. This alignment allows us to better understand and meet client needs, driving overall growth and innovation within the company. These themes are woven into the fabric of our sustainability strategy and are essential to the success of our human capital commitments.



COMMITMENT

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

2024 ACCOMPLISHMENTS

Wellbeing

Served as presenting sponsor for the National Alliance on Mental Illness of New York City’s Workplace Mental Health Collaborative for 2024

Expanded Care Circles and launched Meditation Mondays

Learning and development

Supported an average 33.65 learning hours per colleague
Initiated a global mentoring program to facilitate mentor-mentee matching as an integrated element of our talent development strategy

Engagement and retention

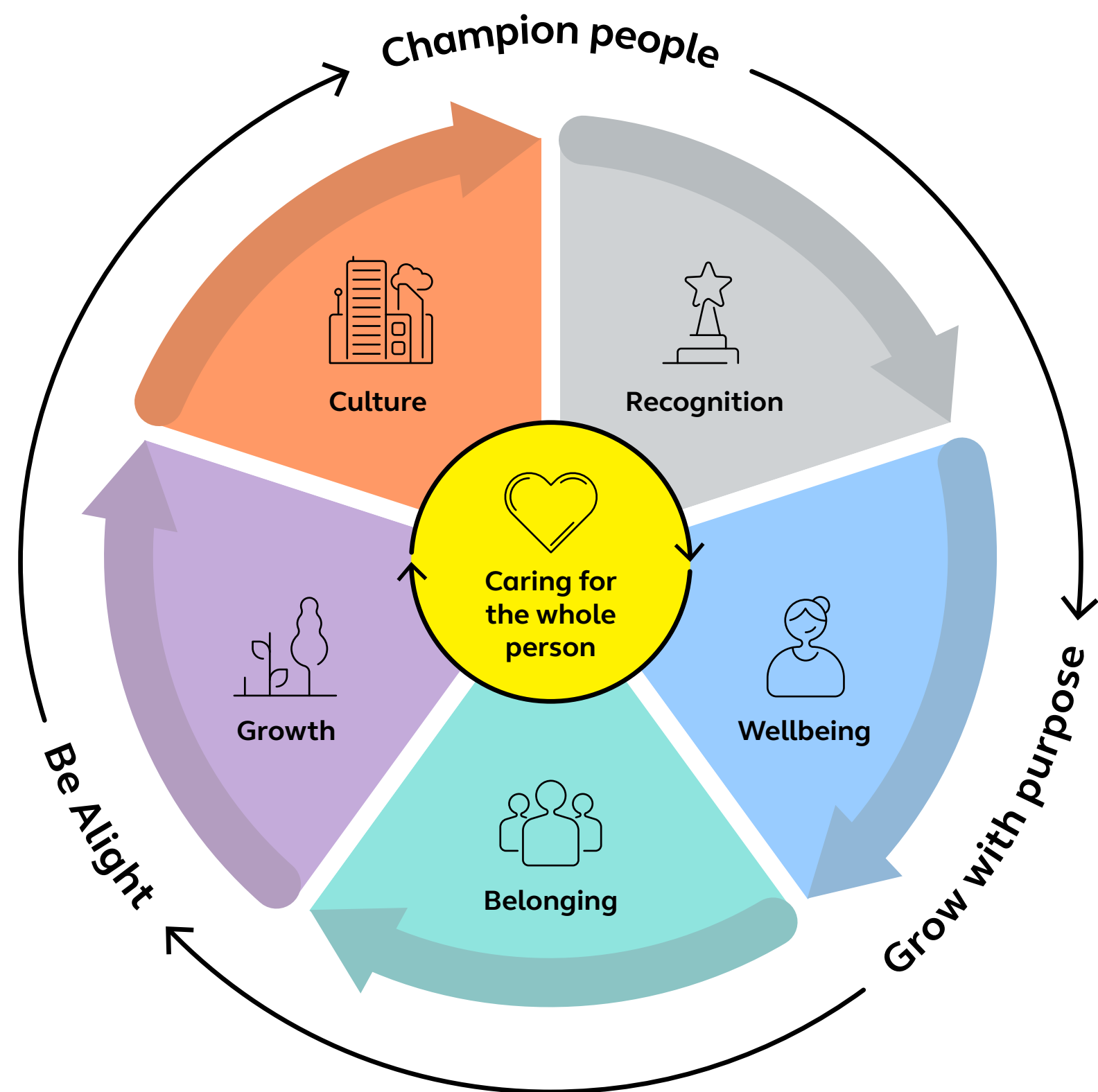
Prioritized transparent communication by regularly sharing detailed engagement action plans with all colleagues

“

The goal of benefits is to improve employees’ lives. Increasingly, that means every aspect of their lives, from hire to retire. Done right, benefits improve individual wellbeing, save employees money and support long-term goals like retirement readiness. In turn, healthy and secure employees are more productive and are better positioned to help organizations achieve their goals.”

— Donna Dorsey, Chief Human Resources Officer

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.



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 diverse talent pipeline.

SPOTLIGHT: Alight recognized as one of the Fortune 100 Best Companies to Work For®

Alight has been named one of the Fortune 100 Best Companies to Work For in 2024, ranking seventy-fourth on the list. This marks Alight’s first appearance on this prestigious list, highlighting its commitment to employee satisfaction and wellbeing. The recognition was based on rigorous analytics and feedback from over 1.3 million U.S. employees, assessing companies on their abilities to create an inclusive and supportive workplace.

Alight has also been certified as a Great Place to Work® for seven consecutive years.

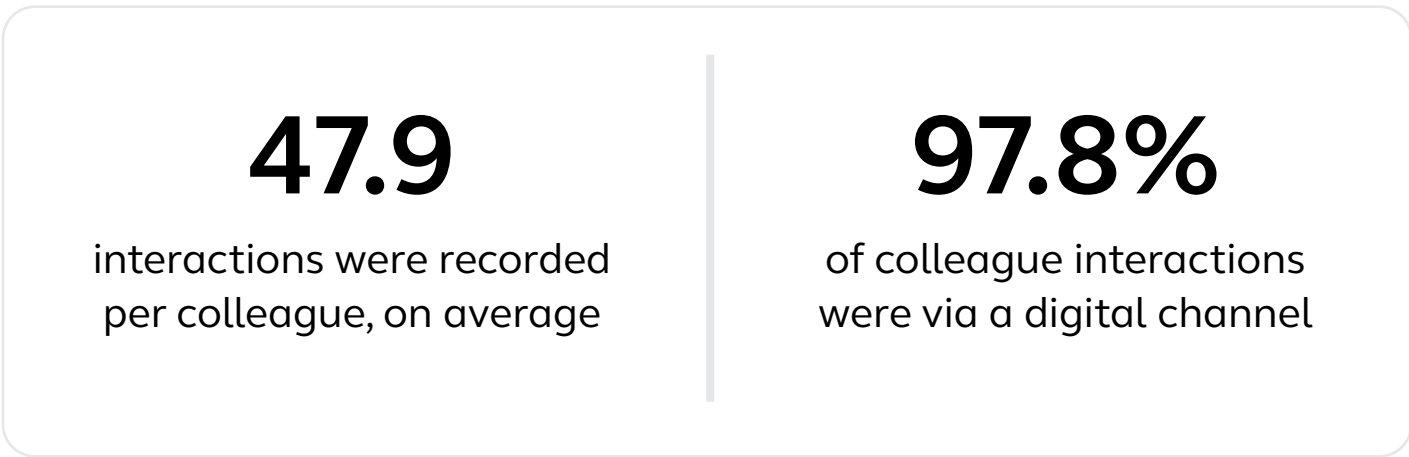


Investing in colleague wellbeing

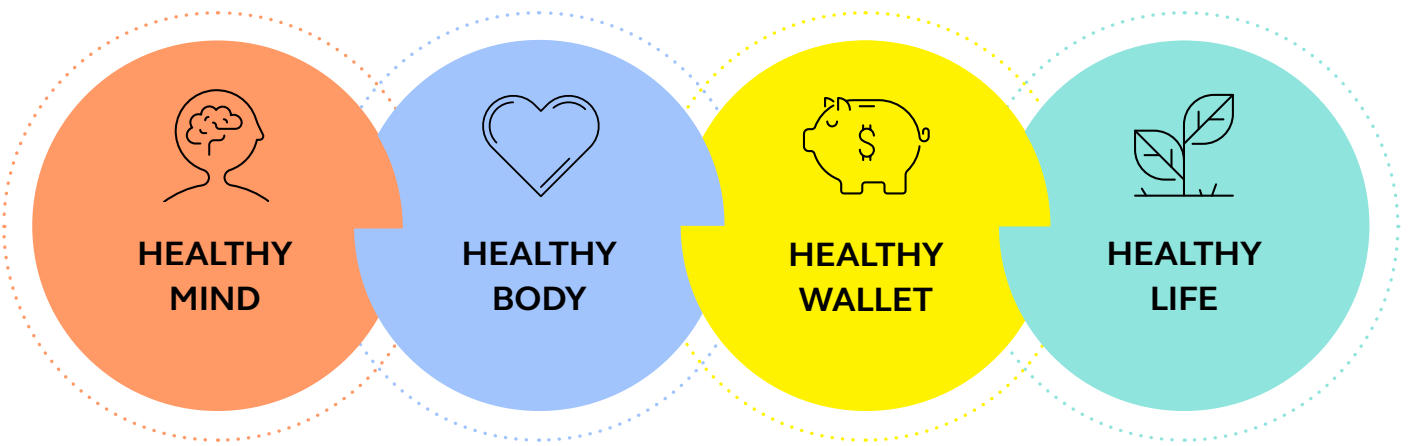
Alight believes that promoting the wellbeing of our colleagues is an investment in the long-term wellbeing of our organization and our communities. We design our employee benefits to help colleagues and their families stay healthy, meet their financial goals and balance their work and personal lives.

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. More information about 2024 benefits for U.S. employees can be found [here](#).

2024 Alight Worklife results



The Alight Worklife platform is 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.



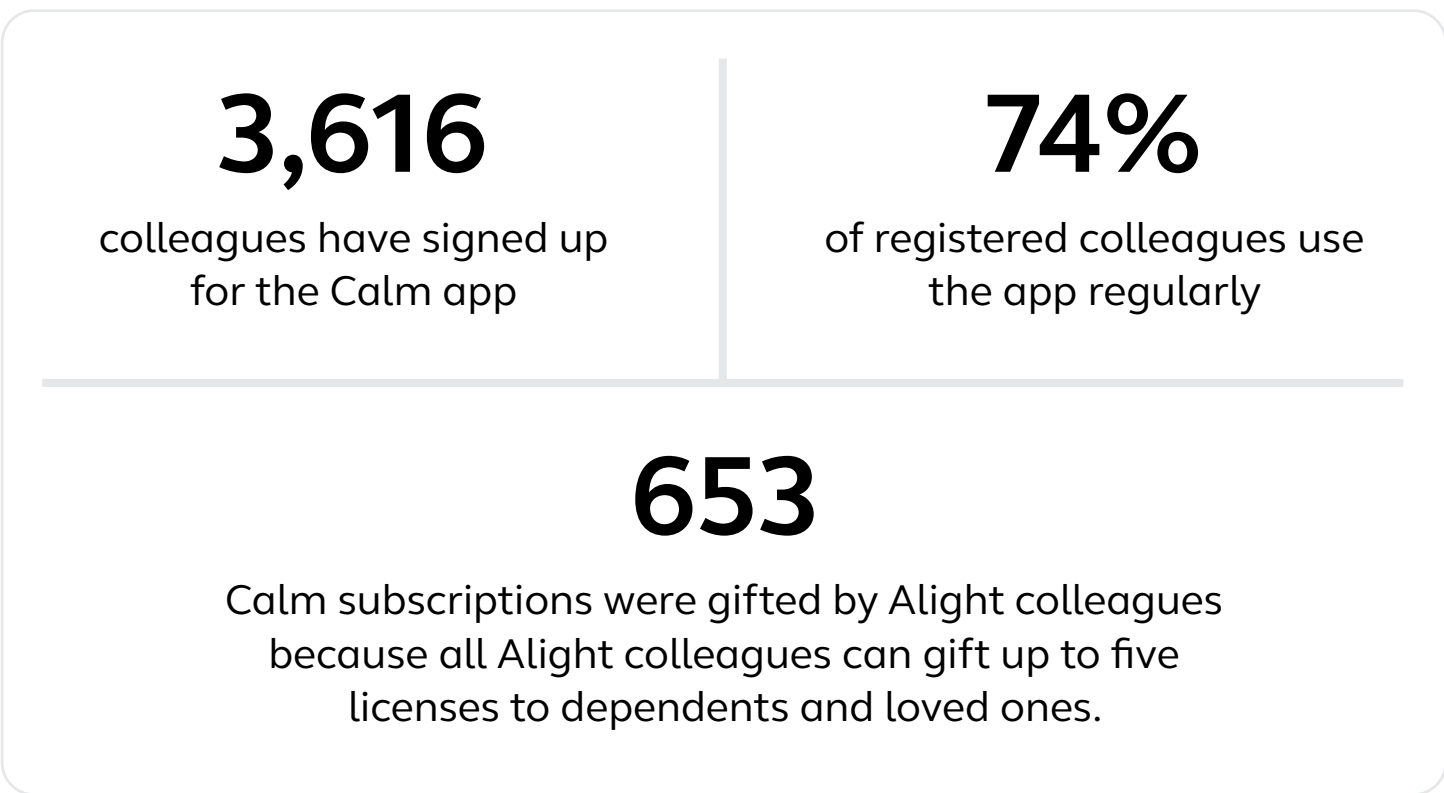
Healthy mind

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.

2024 Employee Assistance Program utilization

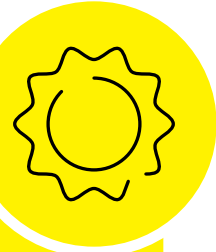


2024 Calm app utilization¹



¹ 2024 Calm app utilization numbers exclude the divested population.

SPOTLIGHT: Promoting employee mental health with NAMI



Alight is honored to be recognized as a StigmaFree Company by the National Alliance on Mental Health (NAMI). NAMI’s StigmaFree Company initiative encourages businesses to create a culture of openness, acceptance and understanding about mental health.

Alight was the presenting sponsor for the NAMI of New York City’s Workplace Mental Health Collaborative for 2024. The Collaborative aims to connect and support employers in promoting mental health among employees in alignment with the U.S. Surgeon General’s Framework for Workplace Mental Health and Wellbeing. The Collaborative hosts monthly steering committee meetings for leaders to share best practices and a “Beyond Burnout” training series focused on resilience that has shown positive outcomes in knowledge, attitudes and coping strategies.

Healthy body

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

HEALTH BENEFITS

Alight supports colleagues and their families’ health with various programs and customizable coverage options. We contribute significantly toward the cost of coverage, including medical, dental and vision plans.

Alight partners with various organizations which offer several program to promote physical health:

Hinge Health

Offers physical therapy programs for joint and back pain through personalized, app-based technology. Available to all U.S. employees enrolled in an Alight medical plan.

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 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.

We also have regional HR policies that detail the process for seeking medical work accommodations. Alight’s HR oversees most of the medical work accommodation process and assists if an equipment order is needed.

OCCUPATIONAL HEALTH AND SAFETY

Alight recognizes its responsibility for occupational health and safety (OHS) and the welfare of colleagues across all locations. Alight office locations are regularly evaluated 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. We have implemented a Health and Safety Policy that applies to all Alight colleagues, contractors and vendors. This policy is reviewed and updated annually.

Alight provides colleagues access to relevant health and safety training, including potential hazards and emergency response procedures, so they can work safely and avoid work-related injuries or illnesses. The Healthy Working Course is mandatory for new hires and employees in regions where it is legally required. The course covers key workplace risks and includes ergonomics and best practices for a healthy remote work setting.

Colleagues assess risks in their work environment and follow guides to mitigate them. If risks are still present after following the guides, colleagues indicate this within the training module and can request accommodation for necessary equipment or resources to mitigate the risk. The global health and safety team reviews a monthly report of colleagues who have indicated that they may need accommodations for unresolved risks and follows up to provide guidance.

Total recordable incident rate (TRIR) in 2024 of 0.070.

Healthy wallet

We offer “healthy wallet” solutions through our Alight Worklife platform to support colleagues on their financial wellbeing journeys.

FINANCIAL WELLBEING PROGRAMS OFFERED TO ALIGHT COLLEAGUES		
Benefit	Details	Eligibility
401(k) retirement savings plan	Alight matches 100% of the first 1% and 50% of the next 6% of eligible before-tax and/or Roth 401(k) savings each pay	U.S. full-time and part-time colleagues scheduled to work 20 or more hours per week, after six months of service
Employee Stock Purchase Plan	Opportunity for long-term investment in the company’s stock	Colleagues in the United States, Puerto Rico, Canada, Poland and Spain
Alight Digital Wallet	Free, instant access to earned wages using the Alight card	U.S. colleagues
Low-cost personal loans	Loans are automatically repaid through payroll direct deposits	U.S. and Puerto Rico colleagues
Financial solutions	Resources and tools for financial planning, student loan refinancing, college accounts and emergency savings	Financial planning and emergency savings resources and tools available to all colleagues Student loan refinancing and college accounts resources and tools available to U.S. colleagues only
Adoption assistance	Support with qualified expenses for child adoption	U.S. and Puerto Rico full-time and part-time colleagues scheduled to work 20 or more hours per week All full-time and part-time colleagues, after one year of service

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. In 2024, Alight’s People Committee proposed and received approval to communicate the following statement that fully acknowledges this process:

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.

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

Alight Marketplace

Allows colleagues to exchange reward and recognition points for products and services in several lifestyle categories

Alight Cares

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

Paid time off and leave-of-absence options

Helps colleagues to achieve work-life balance:

- Three to six weeks of vacation time
- Company holidays, including one day for community service and two floating days
- Seven wellness days
- Bereavement time
- Paid maternity/paternity leave

Invest in Me

Encourages colleagues to invest specific time in personal development



Fostering inclusion at Alight

At Alight, we believe that inclusion should be valued and maintained throughout the organization. We foster a culture of nondiscrimination 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 — it also drives innovation, enhances decision-making and improves financial performance.

We believe that we all play a role in creating an inclusive workplace and organization. We promote awareness, practice accountability and foster community to build an inclusive culture. By embracing different perspectives, we build a more resilient business that is better equipped to adapt, grow and thrive in a dynamic global environment.

Always transparent, accountable and committed



Since 2023, Alight has published an inclusion report, which provides a transparent account of our inclusion journey.

The report features progress updates on our goals, spotlights on colleague experiences and insights from our leadership on what the company has planned next.

Our Inclusion Policy also formalizes our commitment to transparency in our inclusion initiatives.

Alight’s Inclusion and Impact leader and a recruiting lead help us maintain transparency and promote awareness. Our Inclusion and Impact team also trains colleagues on allyship and promotes an environment of teamwork and respect.

Representation of our workforce diversity²

Job level	% Female	% Minority
Director+	46%	15%
Senior Manager	55%	25%
Manager	67%	40%
Associate	78%	62%
Total workforce	66%	42%

² Data reflects U.S. workforce as of December 31, 2024.

Attracting and retaining talent

We hire, promote and retain colleagues based upon their abilities, achievements, experience and performance. To identify and maintain a strong pipeline of qualified talent, 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 access to jobs for all of our colleagues. Through the portal, our colleagues can create a profile, receive automatic notifications of potential job openings and refer candidates to open positions. Colleagues can also network with peers or join colleague-led communities sharing common interests or backgrounds.

Since 2022, Alight has held an annual internal Open House, which is a virtual conference center where colleagues are invited to visit 50 booths from across the company, connect with leaders, and learn more about jobs, mentorship opportunities through Mentoring@Alight and lifestyle/life-stage benefits.

CULTIVATING UNTAPPED TALENT

Recruiting is a key area for Alight as we build a talented and productive workforce that can support our growth and deliver success for our organization. Alight is a charter member of Blackstone's Career Pathways initiative, which was designed to foster economic mobility and support ongoing inclusion efforts by adopting inclusive workplace practices and expanding applicant pools.

We have partnered with organizations like Year Up, Hiring Our Heroes, Career Springs and Inroads. These organizations provide training to prepare talent for entry-level roles, including in customer service, IT and operations.



Colleague-led communities

Our employee resource groups are called colleague-led communities (CLCs) 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. During 2024, we began Care Circles within our CLCs to provide further support, advice and resources to our employees for shared experiences around common life challenges or topics. We also launched Meditation Mondays within participating CLCs to provide employees with a guided meditation session, promoting mental wellbeing and stress relief at the start of the week.

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.



MILITARY LEAVE POLICY

As part of our commitment to military spouses and families, the Inclusion and Impact office introduced a new Permanent Change of Station Policy to offer military spouses five paid days off when their spouse experiences a change in station. This policy is designed to provide stability during change, ensuring that Alight remains an anchor of support for our colleagues.

BLOGS TO FOSTER AN INCLUSIVE CULTURE

As a part of our mission, our Inclusion and Impact team encourages our colleagues to share their unique life experiences through blogs. These blogs provide peer-to-peer opportunities to foster an inclusive culture, improve colleague wellbeing and promote a healthier and more connected workforce. Over the past two years, more than 90 blog posts have been published, covering a range of topics from post-traumatic stress disorder to digital inclusion to Pride.

Inclusivity and cultural awareness training

Our colleagues bring a range of backgrounds and perspectives to the table, and that enables us to better serve all our clients. This includes race, ethnicity, age, citizenship status, education, income, skills, gender identity, sexual orientation, nationality, physical or cognitive ability, beliefs, upbringing and lived experiences.

INCLUSION TRAINING AND AWARENESS COURSES AT ALIGHT		
Course	Description	Requirement
Creating an inclusive environment	Coaches learners to apply empathy and respect when communicating with colleagues with diverse working styles and personalities	Required annually for all Alight colleagues
Anti-harassment training	Offers guidelines to mitigate harassment and promote a respectful workplace	Required annually for all colleagues Additional anti-sexual harassment is required for employees in India
Addressing unconscious bias	Explains how unconscious bias works, what can trigger it and strategies for counteracting it	Required during onboarding for all Alight colleagues
Bystander intervention training	Reviews safe, positive actions to prevent harm when there may be a risk of sexual harassment	Required annually for employees in Chicago
Power of inclusion	Introduces the five inclusive behaviors, inclusion concepts and impacts to foster a sense of belonging	Voluntary
Inclusive hiring	Outlines best practices for inclusive hiring	Embedded in hiring workflow

Sustainable Development Goals



Sustainable Development Goal #5 — Gender Equality. The Alight Women’s Professional Network provides resources for women in the workplace to connect with others and feel empowered. Required training also empowers our colleagues to prevent sexual harassment and gender-based discrimination at Alight.



Sustainable Development Goal #10 — Reduced Inequalities. Alight provides inclusivity and awareness training to all our colleagues to develop awareness and understanding of other cultures and diverse backgrounds. Alight also supports inclusivity through our colleague-led communities, including Black, Latinx and Pride/LGBTQ+ professional network; Able at Alight to support colleagues and colleague family members with disabilities; and Team Valor, the Alight Veterans Network, among others.

Empowering career growth

As a people-first organization, we support our colleagues’ growth and development. We actively foster a learning culture and invest in our colleagues’ ongoing professional and career development.

We understand that developing our talent is critical for continuing success in a rapidly evolving environment, along with colleague engagement and retention. Through a colleague-led and manager-enabled approach, individuals are encouraged to take ownership of their growth with the support of their leaders, who provide thoughtful feedback and guidance.

Career Growth Model

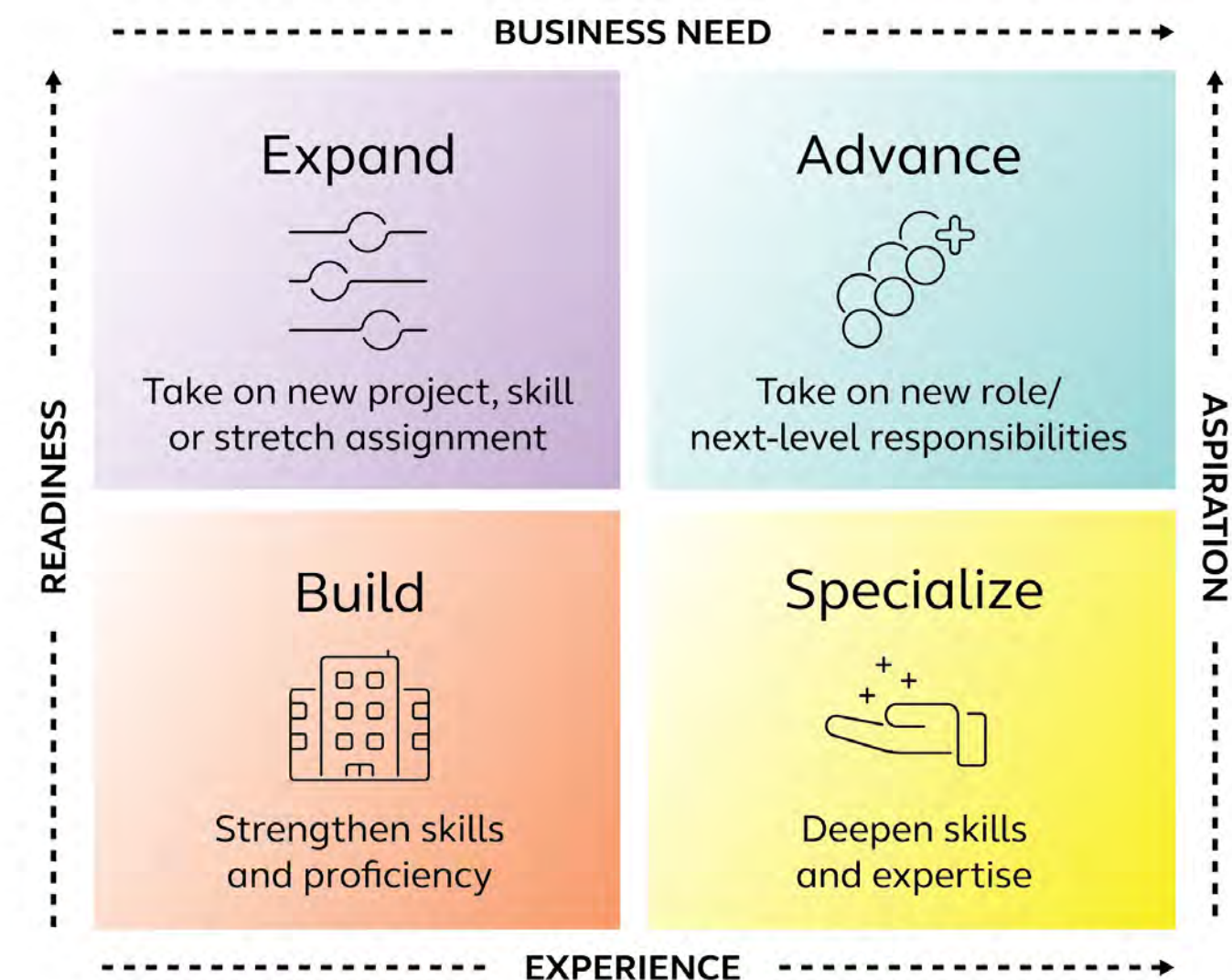
We empower our colleagues to drive their career growth in a variety of ways. We provide a solid foundation through our “all colleague development” philosophy that enables us to provide development opportunities through self-directed learning pathways, a personalized learning approach, enterprise-wide and specialized learning programs and experiential learning engagements.

We commit ourselves to a development learning framework of 70% experience, 20% coaching and 10% education — a framework 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 to enable career development discussions. This framework:

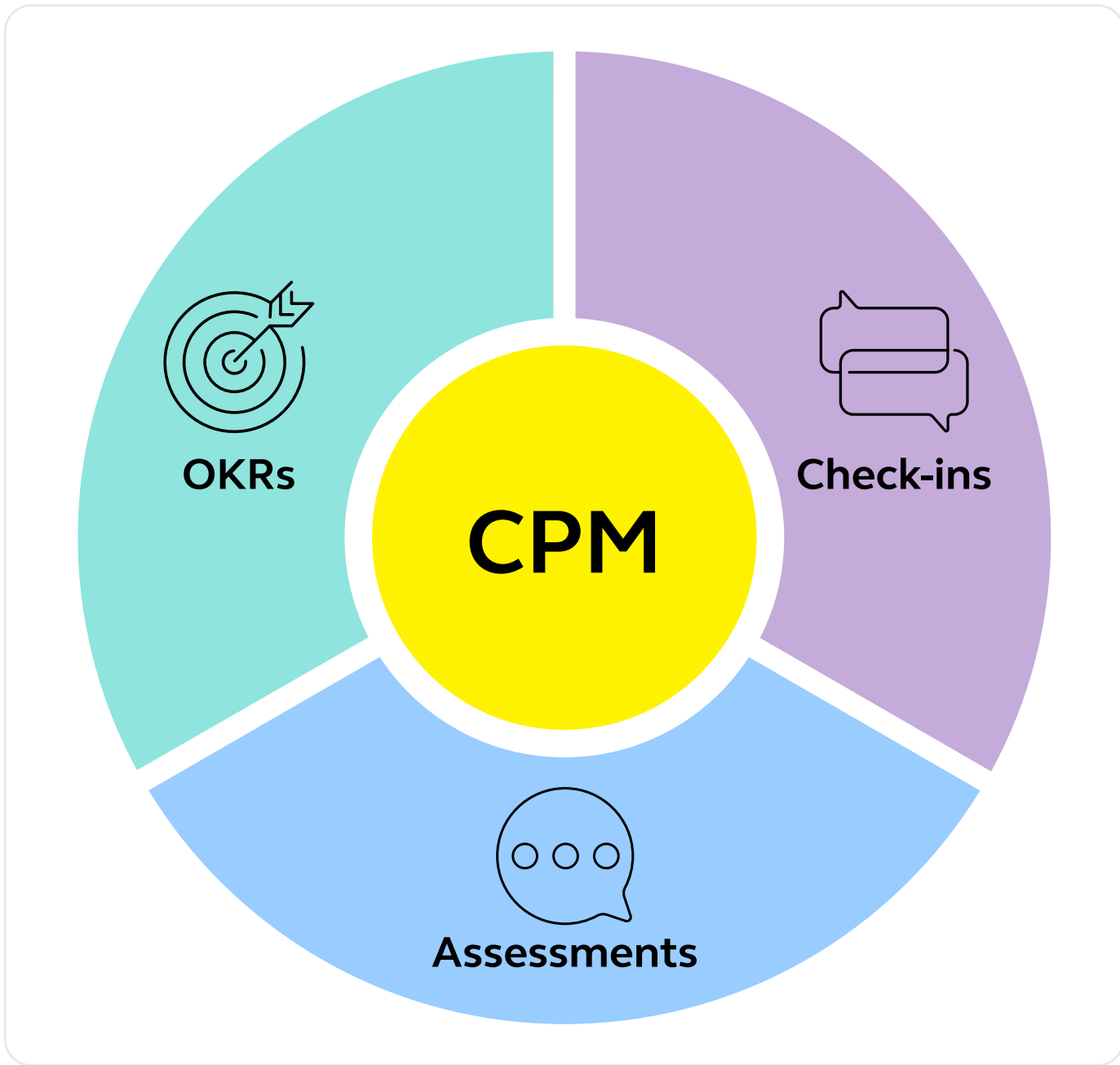
- Facilitates clear thinking and building self-accountability
- Helps colleagues and managers to have transparent and productive career conversations
- Shows that growth can have different trajectories and paths
- Creates relevant developmental goals based on colleagues’ career choices

Our Career Growth Model helps colleagues reflect on where they are with their careers and plot their career directions, as described below.



Continuous performance management

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

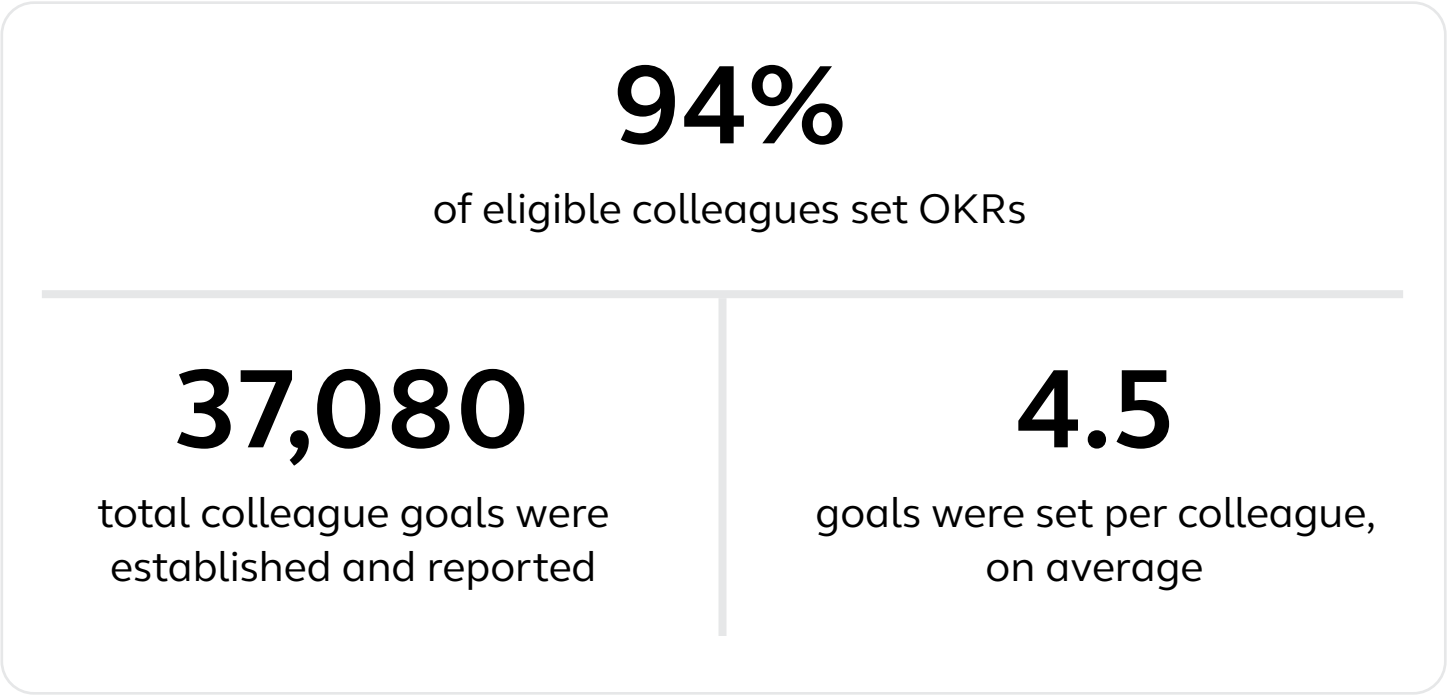


The CPM program aims to create a culture of accountability, continuous improvement and professional growth. This approach helps us more easily identify colleagues who are ready for the next step of their personal growth or who may need additional support.

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. The CPM is focused on the following key areas:

- Setting clear goals and expectations for colleagues with OKRs
- Documenting performance twice yearly with mid-year and year-end reviews to align with annual compensation reviews
- Creating a feedback culture at Alight by providing opportunities for regular feedback and coaching
- Establishing a culture of recognition and rewards for high-performing colleagues

2024 CPM Statistics



MENTORSHIP PROGRAM

Alight’s global mentorship program, Mentoring@Alight, was launched in 2023 and is a key element of our talent development strategy. Integrated within our internal job website, this program facilitates mentor-mentee matching. Mentoring@Alight is available to all colleagues, regardless of their positions, offering an opportunity to gain insights and benefit from the expertise of their Alight peers. This program encompasses both professional and personal development mentoring. All colleagues are encouraged to sign up to be mentors as an opportunity to support the development of others, develop 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 2024, we supported over 470 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

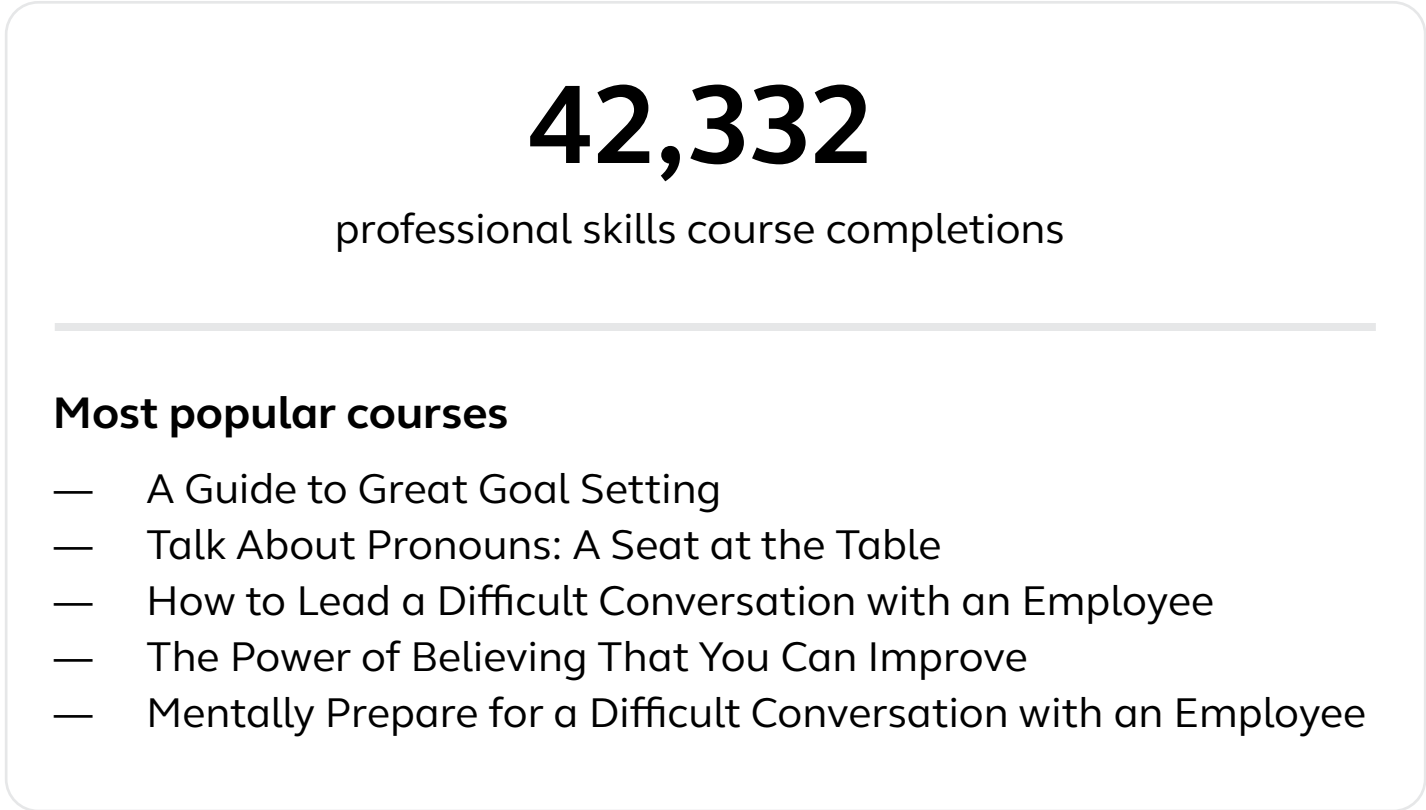
Alight Academy is an online training platform that hosts thousands of required and voluntary on-demand courses for our colleagues. Through Alight Academy, individuals are empowered with resources to develop new skills and firm up their understanding of Alight-specific policies and procedures. It also provides core/functional training. Our required training suite is evaluated and revised as policies and procedures evolve.

Individual participation in required courses is tracked within the Alight Academy platform, and training insights are shared with direct managers and leaders, as appropriate. In 2024, Alight colleagues completed a total of 1,167,628 hours of required and voluntary training.

2024 training metrics



Professional skills courses



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.

Our tuition reimbursement program focuses on degree-seeking programs that help colleagues to grow in their current roles or to prepare for a future role at Alight. We invest in full-time colleagues by providing each \$5,000 in tuition reimbursement per year. Alight also supports professional certifications, including recertification, through internal and external learning programs.

Alight supports colleagues’ membership 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 are involved in an array of professional associations, including the following:

- International Foundation of Employee Benefit Plans
- Chartered Financial Analyst Institute
- Society of Actuaries
- National Association of Sales Professionals
- Association of Corporate Counsel
- Project Management Institute
- American Payroll Association
- Society for Human Resource Management

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 personalize their learning journeys, participate in engaging discussions, gain alternative perspectives and apply theory to practice. Through self-directed learning, live interactive webinars and collaboration with cohort members, participants develop important leadership skills and build meaningful relationships with colleagues.

The chart to the right is a snapshot of the 2024 leadership and development offerings.

ALIGHT LEADERSHIP AND DEVELOPMENT PROGRAMS		
Course	Audience	Description
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
Leadership Essentials	New people managers	Required Alight people-management information and skills development Self-directed training Virtual instructor-led sessions 2-month program
Alight Leader Playlists	All colleagues	Quarterly playlists aligned to leaders at Alight Playlists available on demand in Alight Academy Self-directed training
Leading to Transform (LTT)	Vice presidents	VP development Self-directed training Collaborative discussions and problem-solving with leadership themes aligned to Alight strategy 2-month program
Leadership Discovery	Aspiring managers	Self-directed curriculum to build foundational leadership skills Virtual instructor-led sessions for deeper dives and internal networking 6-week program
Learning Lounge	All colleagues	90-minute workshop format with prework Completion certificate Quarterly topics offered

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.



Employee satisfaction surveys

In our most recent employee engagement survey, Alight achieved a score of 72, with 76% of colleagues participating. This result continues to exceed global benchmarks identified by our external consultants, reflecting a strong foundation of engagement across the organization. Alight’s leadership remains committed to listening to colleague feedback and taking meaningful action. In response to insights gathered, we are focused on strengthening trust and enhancing the colleague experience. Our priorities include recognizing and rewarding contributions, and expanding opportunities for growth and development — ensuring our colleagues continue to build fulfilling and purpose-driven careers at Alight.

Listening sessions

The Alight executive leadership team also regularly conducts regional listening sessions (both virtually and in person) to connect with our people to better understand colleague sentiment. We regularly update colleagues on key actions taken in response to these exercises. Alight leaders and representatives from functional areas also work with their HR partners to communicate localized, tailored actions based on engagement and listening insights.

Employee recognition

Alight strives to spotlight excellence by recognizing meaningful contributions and celebrating colleagues for exceeding expectations. We celebrate our colleagues’ achievements while creating a consistent global culture to show appreciation. This takes shape in formal ways, like our CPM programs, and in less formal ways, like our recognition points program administered through the Alight Marketplace.

The Alight Marketplace is a global lifestyle benefits platform through which colleagues can exchange rewards and recognition points for products and services tailored to their lifestyles and locations. Categories include fitness, family, pets, travel, finance and food delivery. All colleagues have access to this platform, and points can be used personally or gifted for peer recognition. Colleagues can also earn extra points on milestone service anniversaries with Alight.

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 business focus areas 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 promote economic and social development at local, national and international levels.

Local Alight communities are encouraged to unite and address social justice issues that are significant to their areas. Various topics are covered, including racism, poverty, illiteracy, gender and minority inequality, LGBTQ+ rights and economic disparity.

In addition, Alight holds an annual Global Service Week at the end of the year that empowers employees to give back to their communities through volunteering and charitable donations. Every act of goodwill, whether online, at the office or with a local organization is recognized and celebrated.

ALIGHT CARES

The Alight Cares program enables colleagues to donate to their preferred charities, with the first \$1,000 matched annually by Alight. The Alight Cares tool includes registered U.S. 501(c)(3) charities as well as global charities, and colleagues can also request that a charity be added.

In addition, North American colleagues receive eight hours of paid leave per year for volunteer work. Colleagues in the United States and Puerto Rico also have the option to use their wellness time (sick leave) to volunteer.

In 2024, we invested in a new tool to accurately record and track employee volunteer hours, ensuring that all contributions are recognized and celebrated. This initiative reflects our commitment to supporting and encouraging community involvement.



SPOTLIGHT: United for a cause

The volunteer event held by colleagues in Toronto for the York Regional Food Bank and the Toronto Food Bank brought together a dedicated group of individuals committed to making a positive impact. Through their efforts in sorting, packing and distributing food donations, they were able to provide much-needed support to community members facing food insecurity. The event highlighted the importance of community involvement and the collective effort required to address local challenges.

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.

In 2024, the CLCs hosted more than 40 events.

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 sudden illness or the death of a family member, which can have a big impact on our colleagues in their times of need.

During 2024, our People Matter Fund issued grants to 274 colleagues to provide support when they needed it most.

CEO FUND

Our CEO Fund reflects the personal commitment of our leadership to drive positive change. Through this fund, our CEO actively supports causes and initiatives that align with our corporate social responsibility strategy, demonstrating our top-level dedication to making a difference in the world.



Progress

Shaping the future of wellbeing

IN THIS SECTION:

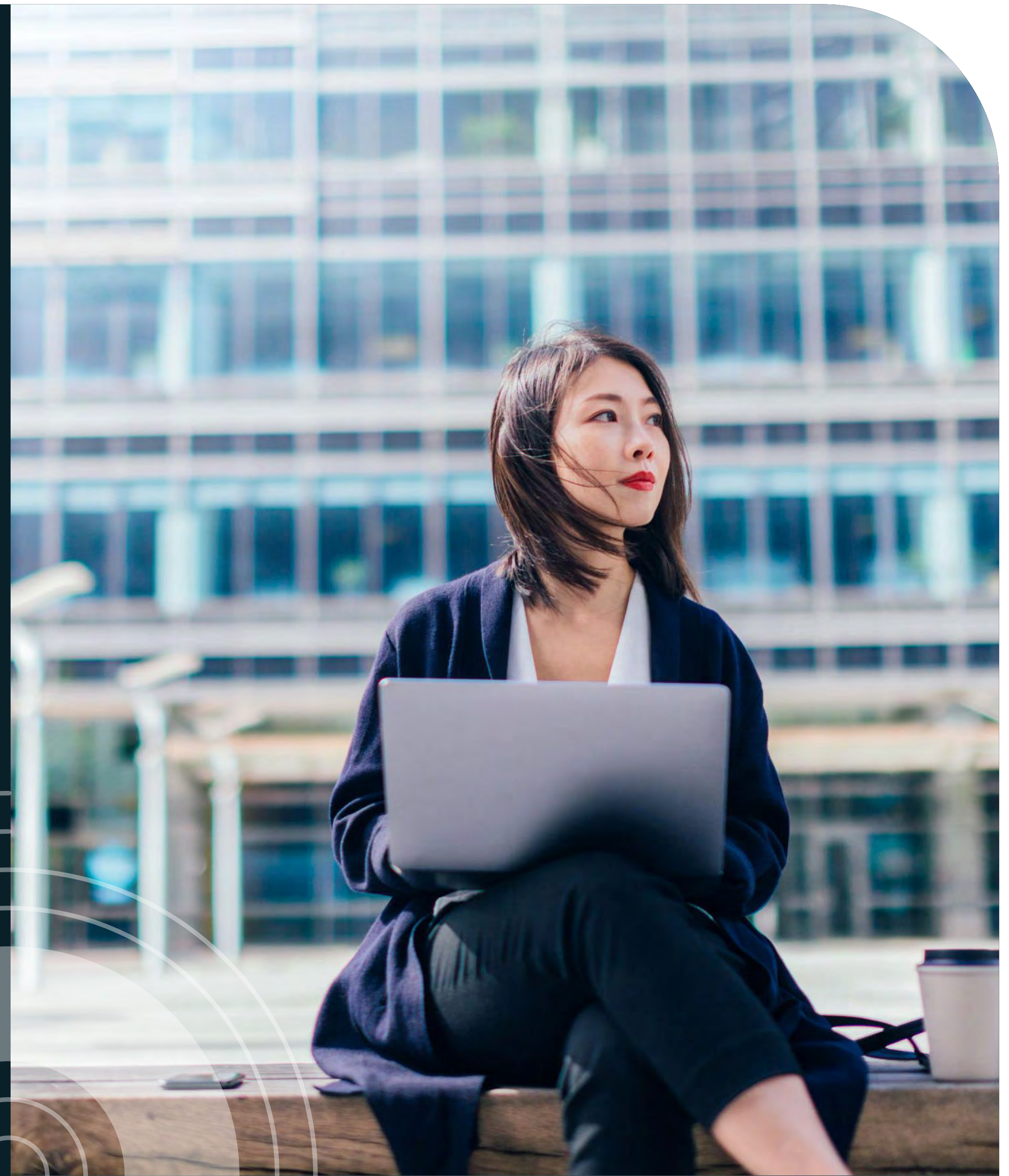
Our innovation strategy

Removing barriers to quality care

Facilitating holistic wellbeing outcomes

Retirement benefits and financial empowerment

Insights and analytics driving innovation



Our innovation strategy

Alight believes human-centered technology can change the future of employee wellbeing. In a fast-changing world, global uncertainty and employer challenges are fundamentally altering the employee experience. Through our products, services and research, we drive innovation that facilitates employee wellbeing and business outcomes.

EMPLOYER
BUSINESS
OUTCOMES

↓

Turnover cost

↓

Healthcare cost

↓

Inclusion gaps

↓

Absenteeism cost

↑

Retirement readiness

EMPLOYEE
WELLBEING
OUTCOMES

↓

Health risk

↓

Financial stress

↑

Mental resiliency

↑

Employee sentiment

Our technology empowers clients to deliver a wellbeing-centered employee experience. Our team weaves sustainable innovation into our work to generate long-term social benefits by delivering a positive, personalized impact for employees and their families.

Our commitments in the following areas guide our innovation strategy:

COMMITMENT	2024 ACHIEVEMENTS
Workplace wellbeing Provide a holistic and personalized approach to wellbeing that enables employees to focus on their minds, bodies, wallets and lives	Workplace wellbeing Expanded our Partner Network to include Journey, an employee assistance program, and Carrot Fertility, a global fertility and family-building platform
Accessibility Provide an easy-to-navigate platform that allows access to benefits programs	Accessibility Enhanced AI features and implemented new Microsoft Teams integration to make benefits easier to access and understand
Value Deliver access to a breadth of social programs that ensure workers feel valued and bring their whole, authentic selves to work each day	Value Expanded vendor integrations and enriched content libraries to provide employers with more resources, enabling them to engage employees more effectively in benefit programs

AWARDS AND RECOGNITION

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



Alight’s Total Guidance Solution awarded Gold for **Web-Based Digital Health**



Alight Worklife for Health named Finalist for **Employer Subsidized Wellness**
Alight Healthcare Navigation named Quarterfinalist for **Consumer Wellness**



Alight Worklife for the **Best Healthcare Information Destination**
Alight Expert Medical Opinions for **Most Innovative Technology**

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**.

“

Alight is committed to delivering HR solutions that enhance the effectiveness of our clients’ benefits strategies. Through the combination of AI, analytics and deep domain knowledge, the Alight Worklife platform creates a personalized, integrated benefits ecosystem that simplifies complexity and optimizes benefits utilization, thereby driving better outcomes for employers and their employees.”

— **Deepika Duggirala, Chief Technology Officer at Alight**



Sustainable Development Goal #3 — Good Health and Wellbeing.

We work to increase employee accessibility to healthcare and improve outcomes through Alight Worklife, which combines AI and data to create a personalized and integrated experience. The result is meaningful health and wellbeing outcomes for users and their family members.

In 2024, we continued to support our users through Alight’s Healthcare Navigation.

- **Award-winning support for simpler, smarter healthcare decisions** — Alight Worklife users receive expert guidance from Alight Health Pros for cost estimates, symptom care and benefits programs.
- **Industry-leading AI to connect people to the right benefit at the right time** — The Alight Worklife platform and Alight LumenAI™ technology have the proven ability to unify the employee experience and measurably optimize engagement, turning benefits spend into a value center for your organization.
- **Risk-based stratification for better health outcomes and increased cost savings** — Alight uses a predictive risk stratification model to segment populations and proactively match participants with resources while managing and reducing healthcare costs.



Sustainable Development Goal #8 — Decent Work and Economic Growth.

We believe that healthy employees mean healthy companies. Alight-commissioned research conducted by a third party revealed that employee wellbeing boosts financial performance.

In 2024, we issued an independent **Total Economic Impact study** to gain insights into the potential return on investment that clients could achieve by using Alight Worklife. This third-party analysis, based on a company using Alight Worklife, revealed business growth and profitability benefits, including the following:

- **112% return on investment** — The study found that Alight Worklife delivered a significant return on investment for this global company, effectively optimizing benefits.
- **\$2 million annual health cost savings** — Alight helped the company’s employees resolve claim issues, find in-network doctors, avoid high-cost procedures and more, resulting in time and cost savings.
- **25% productivity gains** — Alight’s benefits experts enhanced the efficiency of benefits administration, enabling the client’s teams to redirect resources to more valuable work supporting the employee experience.

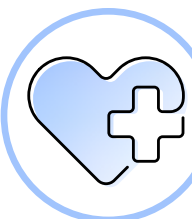
Our work to promote the wellbeing of our clients and their employees through the Alight Worklife platform improves productivity and supports a healthy economy.

Removing barriers to quality care

Alight offers healthcare navigation and clinical guidance solutions that remove barriers to quality care. Our platform improves access to high-quality, cost-effective care — mitigating healthcare challenges and creating greater savings for those involved.

SPOTLIGHT: Alight Worklife integration into Microsoft Teams enhances access to and literacy of health benefits

In November 2024, Alight announced a new collaboration to integrate Alight Worklife with Microsoft Teams. By consolidating benefits information within a familiar platform like Teams, this integration reduces complexity and makes it easier for employees to understand, access and effectively utilize their benefits. The integration offers personalized recommendations and actionable insights tailored to each employee’s needs. This helps employees make informed decisions about their health benefits, improving their overall literacy and usage.



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

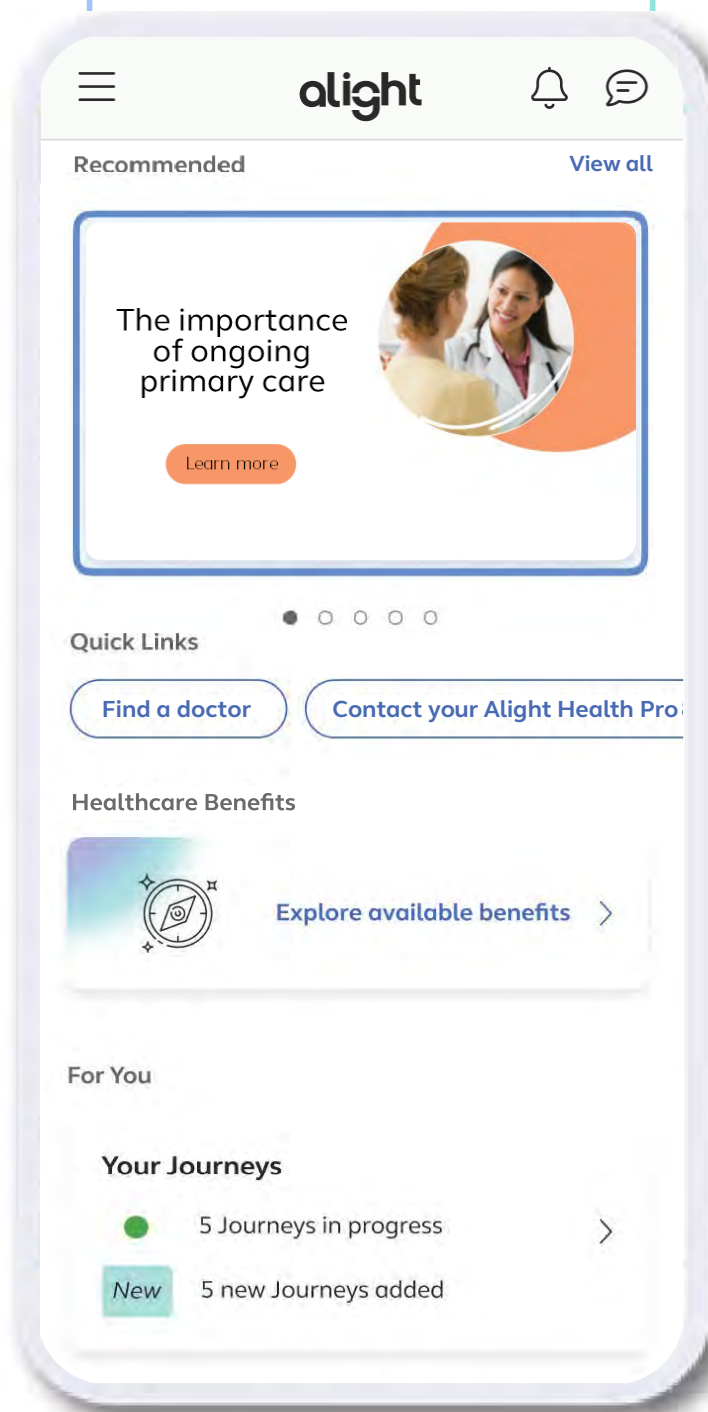
Integrated telehealth

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

alightworklife



High-tech, always-on digital tools

SmartSelect MD

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

Symptom care

Assess symptoms and self-direct to the most appropriate care that integrates with available benefits and telehealth options

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

Alight’s Healthcare Navigation solutions can offset rising employer healthcare expenditures and pay off through improved utilization, engagement and outcomes.

2024 outcomes delivered*

<div>88%</div> <div>of participants improve clinical outcomes</div>	<div>32%</div> <div>avoid surgery when receiving surgery decision support</div>
<div>\$29,400</div> <div>average savings per case from avoided surgery</div>	<div>17.5</div> <div>fewer lost workdays due to less invasive care</div>
<div>75%</div> <div>improved quality of life</div>	<div>61%</div> <div>added or changed providers when receiving behavioral health support</div>

**Metrics are derived from Alight’s book of business.*

- 1

Alight’s Healthcare Navigation solution introduced a newly enhanced Health Pro Connection experience in 2024. This new feature enables employees to easily connect with their Health Pros and comprehensive digital resources with just one click, simplifying and streamlining access to important resources when navigating healthcare needs. Increased personalization through nudges and prioritized recommendations also ensures employees are getting tailored guidance and promotions of the resources available to them, based on their individual situations.
- 2

A newly **redesigned and integrated provider search** experience enables employees to more easily search for healthcare providers who participate in their plans and meet their families’ needs. Alight’s SmartSelect MD® (SSMD) provider search and quality scoring tool can now be integrated into annual enrollment for Alight clients using health administration and navigation solutions. The integrated SSMD search further helps users make more informed decisions about their healthcare providers during the benefits enrollment process, encouraging them to evaluate and choose high-quality providers for improved health outcomes.
- 3


















Expanded Health Navigation features, such as an AI-driven **symptom checker and a claims accumulator tracker**, provide recommended care steps and detailed coverage information.
- 4

Streamlined **whole life insurance with long-term care** rider offered in collaboration with top providers to health benefits administration clients of all sizes. This helps employers deliver comprehensive protection and financial security for employees and their families.
- 5

New spending account claims feature that **automates data extraction from claim receipts and images**. This new feature uses AI to automatically approve or deny claims, significantly improving overall accuracy and efficiency and resulting in faster reimbursements for users.
- 6

Faster evidence of insurability (EOI) decisions: Alight’s new two-way, real-time integration connects Alight’s systems with top carriers through a standardized API, speeding up the EOI process and providing expedited decisions and coverage updates to improve the experience for employers, employees and carriers.

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		

Personalized clinical guidance


Alight’s Medical Ally team is a multidisciplinary group of physicians, nurses and researchers who drive higher-quality care paths for individuals and families. Medical Allies provide live and digital medical decision support for any health condition, facilitate access to virtual second opinions, identify top providers, help prep participants for appointments and conduct post-appointment follow-ups to ensure support for the next best action.

They also have deep expertise in supporting participants facing cancer and challenges with behavioral health, as outlined below.


Alight Medical Allies




Live & digital clinical decision support for any condition




Unbiased, evidence-based research and education




Pre-appointment prep/post follow-ups



Expert medical opinions



Screenings for each participant (for SDOH and depression/ anxiety)



Guidance for cancer, musculoskeletal issues and behavioral health

What our participants are saying

Alight is eliminating the healthcare hassle and saving employees money year-round.

“Knowing that there was a team who could answer my questions and provide support was a huge relief and something that I cannot value higher.”

“They showed that they cared about my peace of mind and the choices I made. Thank you for offering us this valuable tool.”

OUR CANCER GUIDANCE SOLUTION

Highly experienced in oncology, Alight’s Medical Ally team of multidisciplinary clinicians understands the human and financial challenges both participants and caregivers confront when faced with cancer. Supported by our Medical Ally team, Alight’s Cancer Guidance solution helps address the inequities that many face in cancer care, whether it be in the realm of advocacy and personalized guidance, access to deep oncology expertise or navigating the financial side of care.

Alight Cancer Guidance addresses two critical issues: (1) inequity in access to top cancer expertise and (2) access to compassionate, evidence-based clinical guidance across the journey. With targeted identification and outreach, Alight Cancer Guidance provides urgently needed, trusted guidance and personalized support to employees facing any type or stage of cancer.

SUPPORTING WORKFORCE MENTAL HEALTH

Leading research shows that 1 in 5 people experience a mental health concern, yet 50% will not get the help they need. Many don’t know how to access the right kind of care, and emotional barriers like stigma, shame and fear keep them feeling stuck. Left untreated, outcomes worsen, resulting in presenteeism, absenteeism and attrition.

With Alight Behavioral Health Guidance, organizations can address the mental health crisis that is impacting lives across the country and the key barriers that stand in the way of participants finding the right care and support they need. The service connects individuals and families to Alight’s Behavioral Health Ally team to help them better understand their symptoms, any diagnoses and potential next steps. Participants will receive explanations of treatments and medications while finding quality providers and facilities specialized in their needs. The team also collaborates and coordinates with partners across employers’ benefit ecosystems.

Facilitating holistic wellbeing outcomes

Alight’s holistic wellbeing solutions are designed to support employee health across mind, body, wallet and life. Our Partner Network, Wellbeing Marketplace and Alight Well digital wellbeing programs empower:

- **Employers** to optimize wellness benefit offerings by removing vendor management barriers
- **Employees** to take full advantage of wellbeing benefits through our centralized, easy-to-navigate Alight Worklife platform

2024 HIGHLIGHTS OF ALIGHT’S HOLISTIC WELLBEING SOLUTIONS

In 2024, we introduced comprehensive digital therapeutics through **Alight Well**, addressing multiple chronic conditions and women’s health needs and providing integrated resources and support tailored to specific health conditions.

Our expanded vendor integrations and content libraries enhance available plug-and-play content for employers to more effectively engage employees in benefit programs and solutions:

- Alight Worklife now includes over 270 program content pages, available for client adoption, representing vendor programs across more than 130 integrated program partners.
- The expansion of the AI personalized offering library and closed-loop data integrations within Alight’s Program Optimization feature enables employers to promote their programs with AI-based personalization and gain deep insights into utilization and behavior trends.

Alight introduced the Alight Worklife Essentials Content Library, a new collection of specially crafted, multichannel content delivered based on demographics, plan eligibility, coverage changes and more, creating a consistent digital experience.

Alight's Partner Network creates connections to specialized care



Meet your people where they are — and help them thrive.

With the Alight Partner Network, our clients can scale support across **mind, body, wallet and life**, all through a single, intelligent platform.

PROACTIVE MENTAL HEALTH SUPPORT THROUGH JOURNEY PARTNERSHIP

In 2024, Alight expanded its **Partner Network** to include Journey, a proactive employee assistance program (EAP) designed to engage employees through personalized mental health tools and resources. Unlike traditional EAPs that react to issues as they arise, Journey offers a comprehensive suite of services designed to prevent issues, reduce turnover, address burnout and promote overall employee wellbeing. Key features of Journey's offering include:

- **Customized engagement** — Proactive daily employee engagement through personalized digital tools, resources and live coaching designed to resonate with individual employees and align with the organization's unique needs, resulting in a 30% increase in EAP engagement—a tenfold improvement over traditional EAP models.
- **Rapid access to care and concierge support** — 24/7 access to master's-level clinicians with more than five years' experience as well as a three-day average wait time to speak with clinicians, compared to the national average of 21 days.
- **Global access and inclusivity** — Counseling services and resources available in over 100 languages across 190 countries, with a diverse network of 75,000+ providers, 40% of whom are people of color and 12% of whom identify as LGBTQ+.

COMPREHENSIVE FERTILITY AND FAMILY-BUILDING BENEFITS THROUGH CARROT FERTILITY PARTNERSHIP

In 2024, Alight expanded its Partner Network to include Carrot Fertility, a leading global fertility and family-building platform. Through Carrot’s global solution, this partnership helps members navigate the complexities of care around the world, offering expert guidance and in-platform localized content that draws on a vast knowledge base of cultural, legal, financial and medical data points. Key features of Carrot’s offering include:

- **Personalized care** — Comprehensive support for every stage of family building and lifelong hormonal healthcare journeys, including fertility, pregnancy, postpartum, gestational surrogacy, adoption and menopause.
- **Global reach** — Access to a network of over 11,000 clinics, attorneys, agencies and providers across 170+ countries, with 24/7 support in every language.
- **Regulatory and financial guidance** — Expert assistance in navigating fertility-related regulations and healthcare systems globally, ensuring cost-effective and culturally competent care.

Alight Wellbeing Marketplace

The Alight Wellbeing Marketplace enables employers to provide employees in more than 65 countries with access to nearly 350 global services and experiences, with approximately 140 brands in the United States, aligning with employees’ unique life stages and personal needs. This marketplace makes wellbeing services easily accessible to clients and users. This includes services supporting:

- Physical and mental wellbeing, ranging from online therapy and grief support to personalized sleep support and eye care
- Personal development and general wellbeing, including professional/life coaching, book delivery services, home cleaning services, food delivery programs and more
- Family demands, such as babysitting services, expecting- and new-parent support and learning support subscriptions
- Financial wellbeing, including will and trust services, debt reduction, accountant services and custodial accounts for minors
- Health and fitness, including vitamin delivery, migraine management, audio-based fitness classes and virtual workout training programs
- Travel, including flights through different airlines, ride shares and other transportation and hotels

Absence Management

We work collaboratively with organizations of all sizes to lessen the burden of absence and disability management. Our services provide employees with straightforward steps and user-friendly technology to simplify the leave process, allowing them more time to prioritize their health and wellbeing or that of their loved ones.

In 2024, we integrated leave management into the Alight Worklife platform, allowing employees to create leave-of-absence claims, review eligibility, check claim status, explore leave options and view disability-related pay through a single-sign-on user experience.

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.

2024 RETIREMENT BENEFITS AND FINANCIAL EMPOWERMENT HIGHLIGHTS

- **Online retirement kits** enable employees to quickly download, save or print their retirement kits in real time, empowering them to efficiently make more informed online payment decisions with greater ease.
- **After-tax automatic conversion to Roth 401(k)** allows employers with defined contribution plans through Alight to now offer an enhanced feature for participants who make after-tax payroll contributions. With automatic conversion to Roth each pay period, participants no longer need to manually request in-plan conversions to Roth as they once did. This new option streamlines the conversion process, providing greater convenience and efficiency.

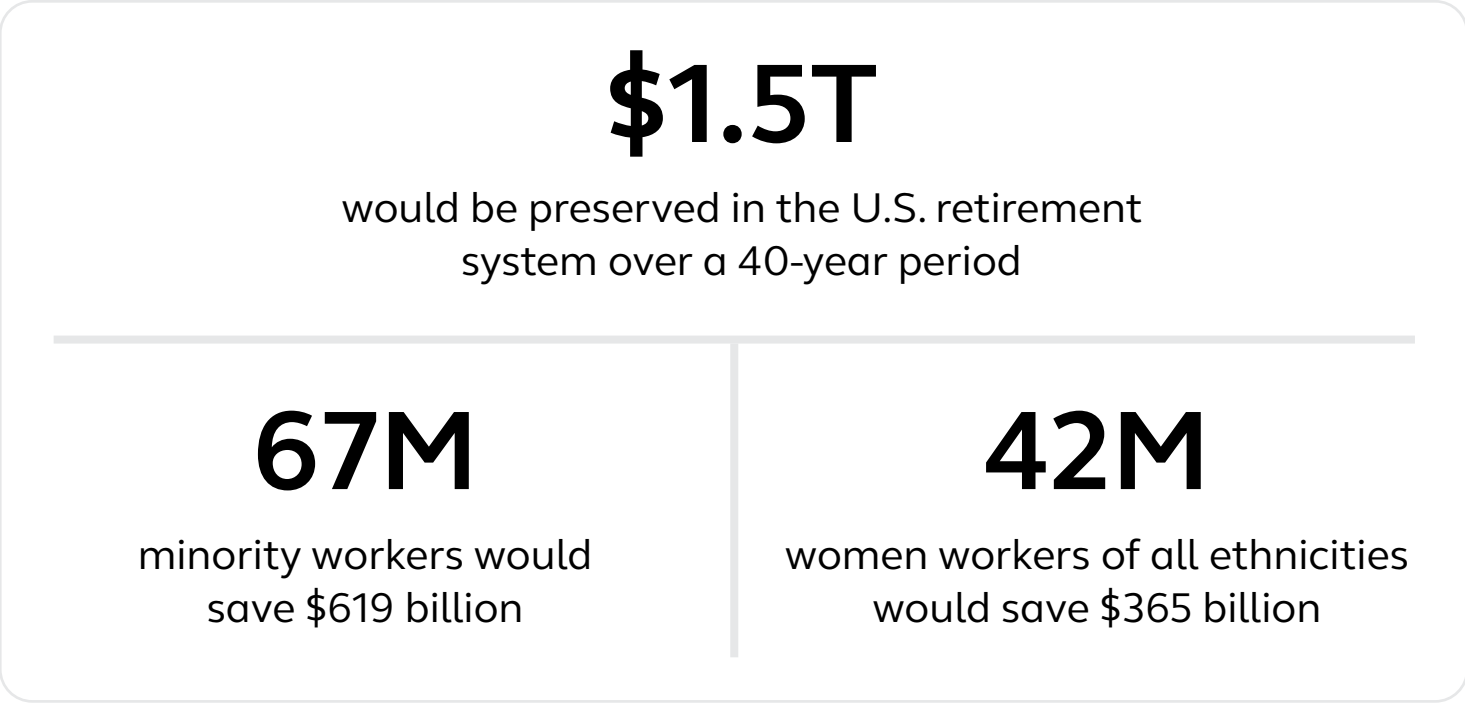
Improving retirement convenience through auto portability

Currently, workers lose more than \$92 billion in 401(k) savings every year because they switch jobs and cash out their 401(k), 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



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 2024, PSN announced that in its first year of operation, more than 15,000 plans representing approximately 5 million participants have signed up for **auto portability**.



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’s 2024 International Workforce and Wellbeing Mindset Study

In its fourteenth year, the 2024 International Workforce and Wellbeing Mindset Study examines employee perceptions around wellbeing, culture, total rewards and workplace technology. The study found that benefits are a critical factor influencing employee retention and revealed these key insights:

- Forty-four percent of U.S. workers rate their overall wellbeing as positive.
- The percentage of fully supported employees³ who rate their overall wellbeing is almost 50% higher than the general population.
- More than half (55%) of fully supported employees have a “great” to “awesome” employee experience, compared to 43% of non-fully supported employees.

2024 Winning with Wellbeing: What Employees Really Think

Alight surveyed 2,200 employees across the United States to understand what they think about the wellbeing initiatives offered by their employers. Here are the key insights:

- 37% of employees with poor wellbeing reported that they are likely to leave their employers in the next year.
- 75% of employees said a robust wellbeing program makes them less likely to leave their jobs.
- 88% of people who reported high trust in their employers said they are likely to stay with the company for the next year— compared to only 21% of those reporting low trust levels.

2024 Hot Topics in Retirement and Financial Wellbeing

Alight’s 20th installment of our annual survey was conducted to uncover changes employers intend to make to their retirement and financial wellbeing plans in the year ahead. This edition features responses from almost 100 organizations employing three million workers, with the following key insights:

- Employers are shifting their focus in defined contribution plans from simple measures like participation to higher-level outcomes like financial wellbeing and retirement readiness.
- Employers need more clarity on the SECURE 2.0 provisions before fully embracing them.
- Interest in lifetime income is growing.

Client satisfaction

Helping organizations and their people thrive is our mission, and at Alight, we measure our progress through various means, including client and participant satisfaction surveys, focus groups and client councils. In our pursuit of delivering an exceptional experience to our clients and their employees, we focus on the following key areas:

- Satisfaction with our products and technology
- Satisfaction with our services
- Satisfaction with our partnership
- Delivery of our products and services
- Customer care

We value our clients’ satisfaction and loyalty feedback as the cornerstone of our continuous improvement model to ensure we enhance our offerings and deliver the best possible experience.

Throughout our relationship with clients, we gauge their satisfaction by gathering feedback in the annual client relationship survey, quarterly or semiannual service level agreement surveys, annual enrollment survey and project implementation surveys. Our performance is evaluated using both client satisfaction metrics and Net Promoter Score (NPS).

While client satisfaction surveys and NPS serve different purposes, they are both essential tools in understanding and improving our client relationships. In 2024, our clients provided us with valuable feedback, reflected in an average satisfaction score of 79% and an average NPS of 7.9, guiding us in our mission to help organizations and their people thrive.

³ “Fully supported employees” are defined as workers who are enrolled in a healthcare plan through their employers; have access to personalized support to help navigate health system options and costs; have access to personalized financial management; and have access to either a mobile app or a website for health, wealth and wellbeing benefits.

Principles

Responsible practices,
lasting accountability

IN THIS SECTION:

Corporate governance

Human rights

Responsible technology principles

Data security and privacy

Business resilience

Supplier management

Our environmental strategy



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.



Sustainable Development Goal #16 — Peace, Justice and Strong Institutions.
Alight has a strong commitment to ethical business practices, compliance with existing and emerging regulations and adaptive policies to reinforce our dedication.

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 the trust of clients, colleagues, vendors and business partners

Resilience

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

2024 ACHIEVEMENTS

Ethics

Completed a comprehensive review of our compliance training program
Reached Code of Conduct training completion of 98%

Data security and privacy

Recertified under ISO 27001 to maintain certification of Alight enterprise operations

Resilience

Completed the formal ISO 22301:2019 certification process for all Alight locations



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 [2025 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.

COMPLIANCE PROGRAM SURVEY

We strive to continuously improve our practices and support our colleagues in maintaining the highest standards of integrity. In 2024, as part of Alight’s second annual Corporate Compliance and Ethics Week, we surveyed colleague perception to inform our efforts in strengthening our compliance program.

The survey results provided a well-defined picture of where we stand and how to address certain areas to build upon Alight’s strong ethical culture. We received useful feedback on ways to further enhance our compliance program by improving colleague access to key materials and providing a streamlined training experience.

2024 compliance program survey results



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:

- Anti-bribery laws
- Anti-corruption policy
- Compliance with applicable laws and regulations
- Conflicts of interest
- Financial crime and anti-money laundering
- Human rights and workplace safety
- Information confidentiality, privacy and security
- Whistleblower policy

The Audit Committee receives a quarterly update on compliance with our Code.

EDUCATION, AWARENESS AND ACKNOWLEDGMENT

Our Code, our global policies and the required training on our Code and ethics program apply to the following groups:

- Colleagues
- Officers and Directors
- Contractors and subcontractors as appropriate
- Any agents, affiliates, partners or third parties representing Alight

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. 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 include:

- Code of conduct
- Cybersecurity
- Data privacy and data security
- Conflicts of interest
- Business resilience
- Dignity and respect in the global workplace

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 Audit Committee established our Whistleblower Policy to provide 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

Our Whistleblower Policy serves as a stakeholder grievance policy that applies to colleagues and other interested parties, including investors. Colleagues can openly, confidentially and/or anonymously report concerns to the Audit Committee, general counsel or the head of internal audit, or the Legal Department using one of the following methods:

- Send an email to the General Counsel or Chief Internal Auditor
- Submit an electronic notice through Alight's Ethics Helpline
- Call the regional phone number available via Alight's Ethics Helpline

Other interested parties may report a complaint to the Audit Committee, Chief Legal Officer or Chief Internal Auditor or through the channels outlined above.

Our whistleblower policy serves as a stakeholder grievance policy that applies to colleagues and other interested parties, including investors.

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 greater industry, such as the [Saver's 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, ensuring their benefits programs remain robust and compliant with evolving regulations.

We engage with policymakers through industry trade associations and other collaborative efforts, always prioritizing the needs of our clients and participants. 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 works 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. Our colleagues can make personal contributions to causes and engage in personal political activities, as stated in our Code. However, any such involvement must be on an individual basis, on personal time and at personal expense.

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

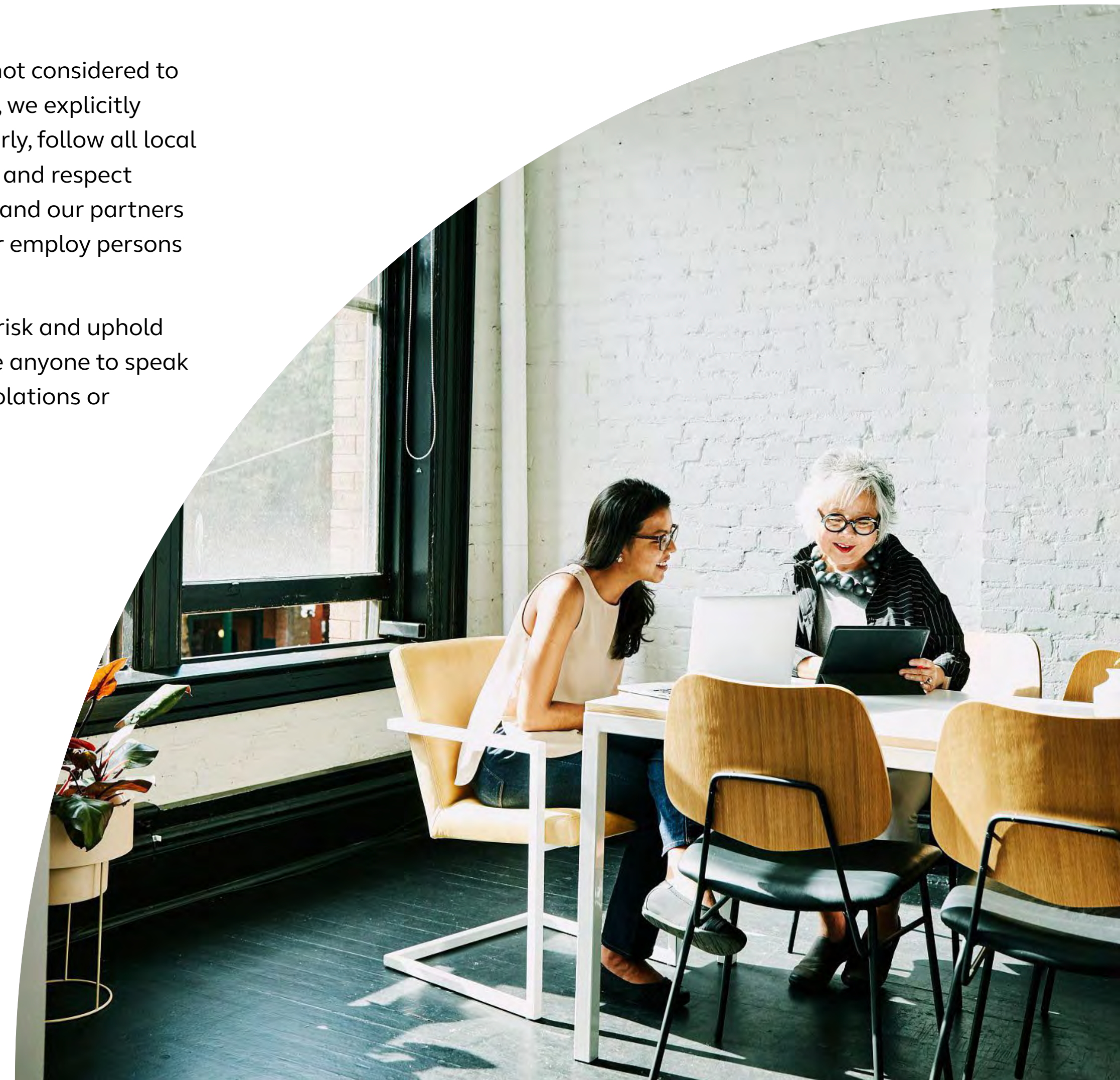
Alight's [Human Rights Policy](#) describes our dedication to embedding human rights principles throughout our operations, supply chain and interactions with stakeholders. This policy was created in alignment with the International Bill of Human Rights and the ILO Declaration on Fundamental Principles 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

AI governance principles

Alight recognizes that the integration of AI within our products and services can increase employee productivity and client satisfaction in various ways, such as:

- Facilitating a positive client–employee experience through personalized engagement content and natural language models
- Empowering clients to manage the employee experience and drive outcomes through automated decision support, data trend analysis and recommendations
- Enabling high-quality service through streamlined workflows

Simultaneously, we recognize innovations in AI, particularly generative AI, could be harmful when inadvertently or intentionally misused. Thus, Alight’s AI governance principles focus on the safe and secure use of AI by and for our colleagues, clients and their employees. Alight’s AI governance principles are put into action both by written policy and through oversight by various stakeholders.

GLOBAL AI POLICY

We established a Global Artificial Intelligence Policy (AI Policy) to provide a framework for the responsible development and use of AI by identifying risks associated with AI and establishing rules and procedures to mitigate them. The policy applies to all Alight colleagues and contractors.

The AI Policy outlines the required steps for submitting AI use cases to Alight’s Artificial Intelligence Governance Board (AI Board). The AI Board reviews AI use cases to guide and monitor Alight’s AI governance practices, including regularly reviewing the AI Policy and updating it as needed.

The AI Board comprises leaders across functions, including product, engineering, data science, workplace technology, security, privacy and legal. The AI Board meets regularly to review new and existing AI use cases and discuss new AI issues as they arise. When assessing internal and third-party AI development tools, the AI Board considers eight unique risk areas including data privacy, certain regulatory requirements are new and specific to AI.

Alight’s AI Policy supports Sustainable Development Goals



Sustainable Development Goal #9 — Industry, Innovation and Infrastructure. Our AI Policy and AI Board empower Alight and our clients to continue to innovate and improve our platform experience while maintaining confidence in secure operation and improving health and wellbeing outcomes for our clients and their employees.

Platform accessibility

At Alight, we champion inclusivity in all its forms. We set high standards to build products that are easy to understand and that benefit everyone, as outlined in Alight’s Accessibility Statement.

Our commitment to our clients is to design and build with digital inclusivity in mind, and we aim to adhere as strictly as possible to the World Wide Web Consortium’s Web Content Accessibility Guidelines 2.1 at the AA Level (WCAG 2.1AA) (and section 508 when applicable) on consumer-facing information and communication technology.

We have taken several steps to advance our platform accessibility through improved processes, tools and resources that, together, aim to provide an enhanced user experience. Our dedicated accessibility team designs and develops new pages with WCAG 2.1AA built in. We are addressing legacy page types in two ways: conversion of pages with a roadmap to compliance and decommissioning and migrating users off legacy pages.

Our internal accessibility testing includes:

- Screen readers: NVDA, VoiceOver, TalkBack
- Automated web-based accessibility testing
- Manual keyboard testing
- Incorporation of the Web Accessibility Initiative Accessible Rich Internet Applications standards
- Color contrast checkers

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

Alight tests product-level accessibility standards and is not responsible for client-uploaded content that does not meet accessibility standards.

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 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	Is 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 internally and externally 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 compliance certifications, standards and regulations

-  **Certified to ISO 27001 (Information Security Management System) Framework**
-  **Adherence to the ISO 27701 (Privacy Information Management System) Framework**
-  **Maintain SOC 1 Type II (SSAE 18 / ISAE 3402) – Report (AICPA)**
-  **Maintain SOC 2 Type II (SSAE 18 / ISAE 3000) – Report (AICPA)**
-  **U.S. State Privacy laws**
-  **Health Insurance Portability and Accountability Act**
-  **NY DFS Part 500 – Support Attestation**
-  **HITRUST CSF v11.1 – Certification**
-  **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. Among other things, this approach includes:

- IP address scanning to block sessions identified as “high risk” before they start
- Multifactor customer authentication at login (e.g., password plus a one-time code)
- Additional authentication for financial transactions
- Real-time detection of high-risk online account activity following login
- Bank account ownership verification
- Phone number risk scanning
- Third-party identity verification for high-risk transactions
- Account security alerts sent via email, SMS text and/or postal mail

CYBER INCIDENT MANAGEMENT STANDARD

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. Our incident response is delivered through the Alight Response Center and follows a framework for global situation response plans that incorporates the key tenets of our cybersecurity approach: prevent, predict, detect and respond.

We develop and maintain well-rehearsed protocols assessed by an independent third party to enable an effective response to incidents, including testing that occurs at least annually per region at the discretion of the Chief Information Security Officer. All cybersecurity policies and standards are reviewed and audited both internally and externally on an annual basis. The incident response plan is updated on an ongoing basis to reflect lessons learned and industry developments.

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 2024.

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:



The ERM Working Group is led by Alight’s Vice President of Assurance and Risk Management and comprises cross-functional representatives across business units. The ERM Working Group 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 an 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 Working Group 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 plans to conduct 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 Working Group 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 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.

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:

1. **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.
2. **Identify** — Identify possible risks by monitoring world events.
3. **Contain** — Take preventive steps to minimize the likelihood of impacts on colleague safety and business operations.
4. **Recover** — Restore business operations back to a normal operational status.
5. **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, a fire, a dangerous weather event, security issues, an 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 employees within our service delivery and supply chain deserve a fair, ethical, safe and healthy workplace. We uphold standards to promote equal treatment of employees. To learn more, please see our [Supplier Code of Conduct](#) within our Governance Document 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 a third-party industry standard to foster responsible business practices.

We require all applicable vendors to comply with the data security requirements of our information security management system and agree to provide security compliance 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, who collectively represent most of our annual supplier spend.

Supplier sustainability

In 2024, we built upon the work we started in 2023 to drive sustainability throughout our value chain. We thoughtfully revised our supplier sustainability questionnaire to gather key indicators and documentation in support of Alight’s sustainability goals. The results of the questionnaire will allow us to identify potential supplier sustainability vulnerabilities and develop partnerships to effectively manage and mitigate related risks, including those related to achieving our science-based targets.

We increased visibility around sustainability and corporate social responsibility in our request for proposal processes, prioritizing potential suppliers who demonstrate a strong commitment to environmental, social and ethical issues within their own organizations. We also conducted an assessment with a selection of our key suppliers to assess their sustainability programs and capabilities. This assessment enhanced our understanding of sustainability practices, performance and opportunities throughout our supply chain.

The following data points reflect assessment responses and public disclosures:

- 51% of participating suppliers responded to the assessment or had publicly available sustainability data
- 39% of participating suppliers have climate target goals, with 28% of those climate target goals being aligned with the Science Based Targets initiative
- Over 40% report on their Scope 1, 2 and/or 3 emissions
- 49% have governance policies aligned to Alight’s Code of Conduct and related policies

We aim to increase our engagement with our suppliers to effectively communicate expectations and work with them to advance our sustainability objectives and we are also committed to engaging with our key suppliers to understand their sustainability commitments and their effect on our emissions goals. We provide encouragement and track goal progression.



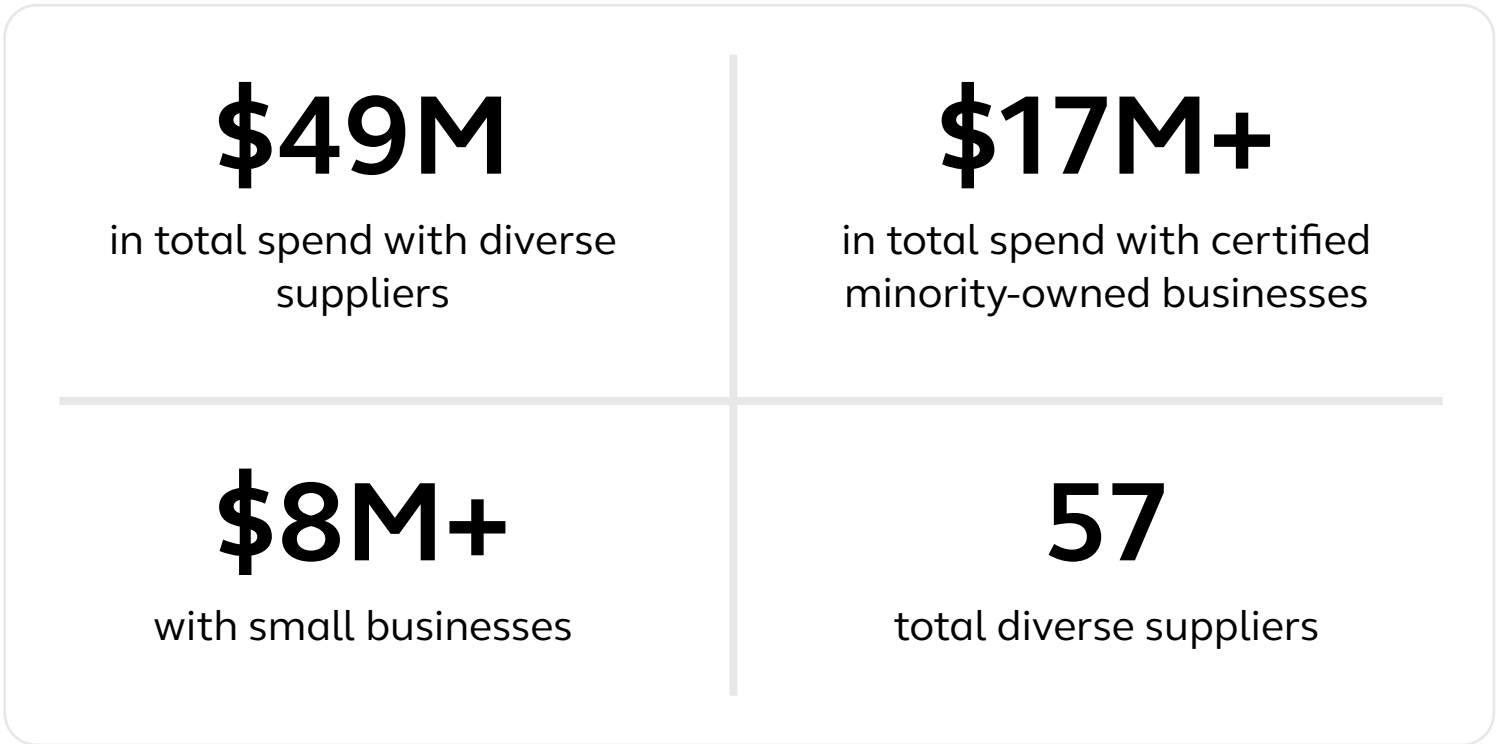
Sustainable Development Goal #12 — Responsible Consumption and Production. Alight has taken steps to promote sustainable procurement practices, through our supplier sustainability survey, to better understand where there is potential for improvement.

Supplier inclusivity

Alight recognizes and welcomes the role we can play in advancing inclusivity throughout the 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. As part of this commitment, we seek to include the following certified suppliers in our sourcing efforts:

- Women-owned business enterprises
- Minority-owned business enterprises
- LGBTQ-owned business enterprises
- Veteran-owned business enterprises or service-disabled veteran-owned business enterprises
- Historically underutilized businesses
- Disadvantaged business enterprises
- Small-business enterprises
- Disability-owned businesses

Key 2024 insights



Our environmental strategy

The intricate relationship between environmental sustainability, human health, and the wellbeing of communities and organizations and the long-term viability of our 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:

COMMITMENT	2024 PROGRESS
Climate Reduce climate risk and impacts	Climate Developed plans to engage our value chain in efforts to reduce GHG emissions and climate impacts
Energy Support a transition to renewable electricity	Energy Developed a roadmap to meet our renewable electricity goal
Stewardship Act as stewards of nature and resources	Stewardship Launched the Alight for the Planet colleague-led community to foster a culture of environmental stewardship at Alight

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

At Alight, environmental stewardship is an integral part of our business practices. Reflecting our commitment to long-term sustainability, in early 2024, we conducted a review and update of our Environmental Policy. This policy reflects Alight’s values and provides environmental guidelines across compliance; greenhouse gas (GHG) management and resource conservation; sustainable procurement; and communication, education and reporting. Some of our fundamental principles include:

- Complying with all applicable environmental laws, regulations and standards in the locations where we operate
- Striving to go beyond mere compliance whenever possible
- Measuring Scope 1, Scope 2 and Scope 3 GHG emissions
- Executing GHG emissions reduction strategies and integrating renewable resources of electricity
- Integrating potential environmental impact considerations when appropriate to promote the protection of biodiversity and ecosystems
- Promoting waste management strategies that minimize overconsumption through responsible purchasing practices
- Assessing and upgrading environmental management systems and business continuity plans to mitigate risk, especially in physical locations with high climate-related physical and transition risks
- Partnering with suppliers to collectively improve environmental outcomes through procurement policies and requirements
- Regularly communicating our environmental commitment to clients, vendors and third-party representatives as we progress toward our established targets
- Providing education and training to promote environmental responsibility through communication of sustainability efforts and a colleague environmental interest group

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

Climate action and risk management

Recognizing climate impacts

Climate change and environmental degradation continue to impact the health and wellbeing of communities around the world. At Alight, we recognize our responsibility to act and are committed to minimizing our environmental footprint while supporting our clients in doing the same. In late 2023, we took a significant step by committing to the Science Based Targets initiative (SBTi), aligning our climate strategy with the global effort to limit warming to 1.5°C. Following the development and submission of our proposed targets in 2024, we reached a major milestone in 2025 when our science-based targets were officially validated and publicly listed by the SBTi. This validation reflects our long-term commitment to decarbonizing our operations and value chain, and to working closely with our suppliers to drive meaningful, science-aligned progress toward a net-zero future.

Our SBTi commitment bolsters our alignment with the International Financial Reporting Standards Foundation’s (IFRS) sustainability standards and demonstrates the ongoing integration of climate considerations into our planning processes. Please see the Appendix for more information about our alignment with the IFRS S2 standard.

In 2024, Alight participated in the CDP disclosure cycle to demonstrate our commitment to assessing and managing climate- and water-related impacts.



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.

In 2024, Alight’s Scope 1 and location-based Scope 2 emissions amounted to 18,134 MTCO2e, while Scope 1 and market-based Scope 2 emissions amounted to 19,537 MTCO2e. Alight also calculated all Scope 3 categories identified as relevant to our business as of year-end 2024. Calculations leveraged primary data where available and supplemented with estimations where data was not available.

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

Scope 1 and 2 GHG emissions inventory

Category	Emissions (MTCO2e)			
	2021	2022	2023	2024 ⁴
Total Scope 1 Emissions	2,453	3,221	3,941	2,862
Location-Based Scope 2 Emissions	28,229	26,225	19,509	15,272
Market-Based Scope 2 Emissions	29,428	27,051	20,600	16,674
Total Scope 1 & Location-Based Scope 2 Emissions	30,682	29,446	23,451	18,134
Total Scope 1 & Market-Based Scope 2 Emissions	31,881	30,131	24,541	19,537

Scope 3 GHG emissions inventory

Number	Category	Emissions (MTCO2e)		
		2022	2023	2024 ⁴
1	Purchased goods and services	103,502	93,519	81,221
2	Capital goods	655	487	1,511
3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	5,954	4,893	4,032
4	Upstream transportation and distribution	1,219	630	711
5	Waste generated in operations	271	276	127
6	Business travel ⁵	5,203	2,892	2,256
7	Employee commuting ⁶	19,867	4,084	3,384
11	Use of sold products	7,571	7,208	229 ⁷
13	Downstream leased assets	3,572	2,992	0 ⁸

Category	Emissions (MTCO2e)
Total Upstream Emissions	93,242 MTCO2e
Total Downstream Emissions	229 MTCO2e
Total 2024 Scope 3 Emissions	93,471 MTCO2e

⁴ 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.

⁵ 2022 and 2023 values exclude hotels and align with the GHG protocol’s minimum reporting boundary.

⁶ 2022 and 2023 values exclude telecommuting and align with the GHG protocol’s minimum reporting boundary.

⁷ The decrease in 2024 reflects methodological improvements — Alight will consider restating emissions from past years in future reporting.

⁸ 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 are actively developing a renewable electricity roadmap to achieve this goal. Our approach focuses on two main levers: (1) decreasing total electricity consumption within our operational control and (2) sourcing renewable electricity and purchasing energy attribute certificates.

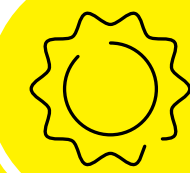
1 Decreasing electricity consumption

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. As of August 2024, Alight completed its cloud migration, transitioning away from traditional data center operations. These efficiencies reduce 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 one LEED-certified property and six ENERGY STAR 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.

SPOTLIGHT: Alight completes cloud migration transformation, delivering enhanced performance and significant cost savings



Alight completed its cloud migration project in 2024. The project resulted in a 40% reduction in the number of servers and a 60% reduction in middleware systems. Additionally, there was a 95% reduction in operating systems, with a migration of nearly 300 applications and the sunsetting of more than 190 applications. By exiting our physical centers, we were able to reduce our direct energy consumption. Specifically, our Level 4 data center at our Lincolnshire headquarters previously required redundant power, diesel generators and cooling, all of which contributed to emissions. While cloud services still consume energy and impact our value chain emissions, our service providers are able to operate more efficiently through economies of scale.



Sustainable Development Goal #13 — Climate Action. Alight’s commitment to reducing Scope 1, 2 and 3 emissions has been formally validated by the Science Based Targets initiative (SBTi), reinforcing our dedication to science-based climate action.



Sustainable Development Goal #7 — Affordable and Clean Energy. As Alight works toward our emissions reduction goal, we will transition out of physical, energy-intensive data centers to cloud-based providers; continue to improve energy efficiency with facilities; and purchase renewable electricity.

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. Colleagues were also able to purchase these supplies to give them a second life, with all proceeds benefiting the People Matter Fund. Beyond the workplace, colleagues came together to donate clothing and household items to reduce landfill waste and support their local communities.


In our most recent site survey, over 50% of all sites indicated recycling use in their facilities. Additionally, over 47% of our surveyed sites noted various initiatives to use environmentally friendly materials.

ELECTRONIC WASTE

To mitigate electronic waste, Alight leases and returns most computers through a single provider that refurbishes 85% of devices returned, giving them a second life. Alight also works with an e-Stewards-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.



Sustainable Development Goal #6 — Clean Water and Sanitation. Through signing the WASH Pledge, Alight demonstrates our belief in setting a high standard for the quality of and access to water in the workplace.

In 2024, to begin our journey in managing water usage, Alight measured and collected water consumption data within our operational control. We consumed an estimated 28,732,000 gallons of water throughout 2024. As we continue to measure water usage in the coming years, we will gain an understanding of consumption patterns and trends that will help us to better manage water use.

AI and environmental impacts

Alight recognizes the potential negative environmental impacts associated with AI. Currently, AI represents a small part of our overall technology footprint. We are committed to responsibly developing and managing our AI systems, and we will continue to monitor potential environmental impacts over time.

Alight for the Planet

Alight aims to engage our colleagues in our work as stewards of the environment, biodiversity and the natural world. Alight for the Planet creates a community for colleagues who are passionate about the environment and a channel for global engagement in Alight’s environmental initiatives. In January 2024, we launched our Alight for the Planet environmental interest group. The colleague-led community meets monthly and organized specific activities for Earth Day, including a global litter-pickup challenge and a small business showcase to encourage colleagues support of local businesses. Our goal for this group is to create space for conversations about sustainability, share knowledge, promote environmentalism in the workplace and bond over a passion for nature with the intention of making real change within our company. Alight for the Planet collaborated with Alight’s Latinx Professional Network to host a clothing drive with in-person drop-offs at our Woodlands office to support a local nonprofit that helps people impacted by house fires, natural disasters and homelessness. The group also worked alongside the Krakow Works Council to donate functional Alight laptops to a primary school in Poland to support the students’ educational pursuits.

Appendix

Sustainability metrics table

PEOPLE

Total employees	2024	2023	2022
Total number of employees	9,795	19,733	18,587
Percentage of total employees by gender			
Female	64%	61%	61%
Male	36%	39%	38%
Percentage of total employees by region			
Americas	90%	63%	67%
Europe	2%	17%	18%
Asia Pacific	8%	19%	14%
Permanent employees			
Total number of permanent employees	9,537	19,511	18,299
Percentage of permanent employees by gender			
Female	64%	61%	61%
Male	36%	39%	39%
Percentage of permanent employees by region			
Americas	90%	63%	67%
Europe	2%	17%	18%
Asia Pacific	8%	19%	15%

PEOPLE

Temporary employees	2024	2023	2022
Total number of temporary employees	258	222	288
Percentage of temporary employees by gender			
Female	81%	74%	75%
Male	19%	26%	25%
Percentage of temporary employees by region			
Americas	100%	69%	82%
Europe	0%	30%	17%
Asia Pacific	0%	1%	1%
Full-time employees (previously reported total employees)			
Total full-time employees	9,575	19,032	17,859
Percentage of full-time employees by gender			
Female	64%	60%	61%
Male	36%	40%	39%
Percentage of full-time employees by region			
Americas	90%	63%	68%
Europe	8%	17%	17%
Asia Pacific	2%	19%	15%

SUSTAINABILITY METRICS

PEOPLE

Part-time employees	2024	2023	2022
Total part-time employees	220	479	440
Percentage of part-time employees by gender			
Female	88%	86%	85%
Male	12%	14%	15%
Percentage of part-time employees by region			
Americas	97%	51%	46%
Europe	3%	48%	53%
Asia Pacific	0%	0%	0%
New employee hires			
Total number of new employee hires	1,752	3,061	-
New employee hires by gender			
Female	67%	61%	-
Male	33%	39%	-
Percentage of new employee hires by region			
Americas	87%	51%	-
Europe	2%	15%	-
Asia Pacific	12%	34%	-

PEOPLE

Total job openings filled internally	2024	2023	2022
Percentage of total job openings filled internally	17%	23%	25%
Employees eligible for paid parental leave			
Total number of employees	9,782	19,511	-
Employees eligible for paid parental leave by gender			
Female	64%	61%	-
Male	36%	39%	-
Employees who took paid parental leave			
Total employees who took paid parental leave	295	864	-
Employees who took paid parental leave by gender			
Female	68%	64%	-
Male	32%	36%	-
Employees who returned from paid parental leave			
Total employees who returned from paid parental leave	242	770	-
Employees who returned from paid parental leave by gender			
Female	66%	62%	-
Male	34%	38%	-

SUSTAINABILITY METRICS

PEOPLE

Employee engagement	2024	2023	2022
Survey participation rate	76% ⁹	71%	71%
Engagement score	72% ⁹	71%	72%
Percentage of employees completing CPM plans (performance review)	99%	98%	-
Percent of active employees interacting with Alight Worklife	100%	100%	-
Percent digital interaction (web + mobile)	98%	97%	-
Total employee training (total workforce)			
Learning hours	1,167,628	1,312,410	1,802,059
Professional course completions	42,332	31,127	30,789
Average training hours per employee			
All	33.65 hrs	36 hrs	48 hrs
Female representation by role (U.S. only)			
Total	66%	67%	66%
Director+	46%	48%	48%
Senior Manager	55%	57%	57%
Manager	67%	67%	65%
Associate	78%	79%	77%

⁹ As of May 2025.

PEOPLE

Minority representation by role (U.S. only)	2024	2023	2022
Total	42%	43%	45%
Director+	15%	16%	26%
Senior Manager	25%	28%	41%
Manager	40%	41%	64%
Associate	62%	63%	45%
Age distribution by role			
<30 years	12%	13%	16%
30-50 years	56%	55%	55%
50+ years	32%	32%	29%
Percentage of employees that require a work visa			
Percentage of employees that require a work visa	.3%	.3%	-
Number of colleagues supported with People Matter Fund (EAP)			
Number of colleagues supported with People Matter Fund (EAP)	274	85	825
Percentage of employees promoted into new roles (percent of roles changed internally – internal mobility)			
Percentage of employees promoted into new roles (percent of roles changed internally – internal mobility)	17%	23%	-

SUSTAINABILITY METRICS

PRINCIPLES

Employees trained on the Code of Conduct	2024	2023	2022
Percentage of employees trained on the Code of Conduct	98%	96%	93%
Percentage of operational sites with business continuity plans certified to ISO 22301 with a goal to achieve 100%			
Percentage of operational sites with business continuity plans certified to ISO 22301 with a goal to achieve 100%	100%	-	-
Hours of testing and training related to business continuity management system and incident response (includes divested population)			
Hours of testing and training related to business continuity management system and incident response	5,783	7,413	-
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%	-
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%	-

PRINCIPLES

Supplier inclusivity	2024	2023	2022
Total number of diverse suppliers ¹⁰	57	56	53
Total spend with diverse suppliers	\$49,174,968	\$47,266,981	\$46,953,685
Total spend with certified Minority-Owned Businesses (MBE) ¹¹	\$17+ million	\$16+ million	\$22+ million
Total spend with certified Women-Owned Business (WBE) ¹²	\$8+ million	\$8+ million	\$13+ million

¹⁰ 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.

¹¹ Certified by the National Minority Supplier Development Council.

¹² Certified by the Women’s Business Enterprise National Council.

SUSTAINABILITY METRICS

PRINCIPLES

Scope 1 and 2 GHG Emissions (in MTCO2e)	2024	2023	2022
Total Scope 1 Emissions	2,862	3,941	3,221
Location-Based Scope 2 Emissions	15,272	19,509	26,225
Market-Based Scope 2 Emissions	16,674	20,600	27,051
Total Scope 1 & Location-Based Scope 2 Emissions	18,134	23,451	29,446
Total Scope 1 & Market-Based Scope 2 Emissions	19,537	24,541	30,131
Scope 1 and 2 Market Based GHG Emissions (in MTCO2e)			
Reduction of emissions	-5,005	-	-
Scope 1 and 2 Location Based GHG Emissions (in MTCO2e)			
Reduction of emissions	-5,317	-	-
Scope 1 and 2 Market Based GHG Emissions (%)			
% reduction of emissions	-20%	-	-
Scope 1 and 2 Location Based GHG Emissions (%)			
% reduction of emissions	-23%	-	-
Scope 1 and 2 Market Based GHG Emissions (in MTCO2e/million USD)			
Emissions intensity	8.38	7.20	-
Scope 1 and 2 Location Based GHG Emissions (in MTCO2e/million USD)			
Emissions intensity	7.78	6.88	-

SUSTAINABILITY METRICS

PRINCIPLES

Scope 3 Emissions (in MTCO2e)	2024 ⁴	2023	2022
Purchased goods and services	81,221	93,519	103,502
Capital goods	1,511	487	655
Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	4,032	4,893	5,954
Upstream transportation and distribution	711	630	1,219
Waste generated in operations	127	276	271
Business travel ⁵	2,256	2,892	5,203
Employee commuting ⁶	3,384	4,084	19,867
Use of sold products	229 ⁷	7,208	7,571
Downstream leased assets	0 ⁸	2,992	3,572
Energy consumption			
Total electricity consumption (Alight facilities)	36,574 MWh	44,582 MWh	36,574 MWh
Percentage of energy consumed from grid electricity	100%	100%	100%
Environmental management			
Percent of operations with efficiency upgrades/renovations/building certification (LEED)	27%	-	-
Percent of offices with recycling programs	50%	-	-
Water consumption (Gal); water intensity	28,061,000	-	-
Number of annual meetings for colleague interest group	12	-	-

⁴ 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.

⁵ 2022 and 2023 values were to exclude hotels and align with the GHG protocol’s minimum reporting boundary.

⁶ 2022 and 2023 values were to exclude telecommuting and align with the GHG protocol’s minimum reporting boundary.

⁷ The decrease in 2024 reflects methodological improvements — Alight will consider restating emissions from past years in future reporting.

⁸ 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, 2024 through December 31, 2024 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 2024 Form 10-K > Item 1. Business
2-2	Entities included in the organization’s sustainability reporting	FY 2024 Form 10-K > Subsidiaries of Alight, Inc.
2-3	Reporting period, frequency and contact point	About Alight > About this report The 2025 Global Impact Report was published on July 25, 2025.
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	2024 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 webpage > 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 Webpage > Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	Our sustainability focus > Governance and oversight 2025 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 2025 Proxy Statement > CS&I oversight

GRI/SASB Index

Disclosure no.	Disclosure title	Reference or response	
2-14	Role of the highest governance body in sustainability reporting	About Alight > About this report Our sustainability focus > Governance and oversight 2025 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	
2-17	Collective knowledge of the highest governance body	The Board receives regular updates on sustainability-related news, regulations and trends.	
2-18	The Board receives regular updates on 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	2025 Proxy Statement > Executive compensation	
2-20	Process to determine remuneration	2025 Proxy Statement > Executive compensation > How we make compensation decisions Compensation Committee Charter	
2-21	Annual total compensation ratio	FY 2023 CEO Pay Ratio: 154 to 1 FY 2024 CEO Pay Ratio: 133 to 1 (-14% change from FY 2023 to FY 2024) 2025 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
		Alight has a robust enterprise risk management system, and while we do not specifically apply the precautionary principle, we aim to prevent or mitigate negative impacts of our operations wherever whenever possible.	

GRI/SASB Index

Disclosure no.	Disclosure title	Reference or response
2-24	Embedding policy commitments	Our sustainability focus > Our environmental strategy
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 2024.
2-28	Membership associations	Public policy and government relations > Political contributions
2-29	Approach to stakeholder engagement	Our sustainability focus > Stakeholder engagement 2025 Proxy Statement > Investor engagement
SV-PS-330a.3	Employee engagement as a percentage	People > Engaging our colleagues

GRI 3: MATERIAL TOPICS 2021

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

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 2024 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 2024 Form 10-K > Financial statements and supplementary data
201-4	Financial assistance received from government	FY 2024 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 FY 2024 Form 10-K > Risk factors
TC-SI-130a.2	Description of business continuity risks related to disruptions of operations	Business resilience > Business continuity and disaster recovery FY 2024 Form 10-K > Risk factors

GRI 203: INDIRECT ECONOMIC IMPACTS 2016

Disclosure no.	Disclosure title	Reference or response
3-3	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 2025 Proxy Statement > CEO letter to shareholders

GRI 204: PROCUREMENT PRACTICES 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Principles > Supplier management U.S. supplier inclusion program

GRI 205: ANTI-CORRUPTION 2016

Disclosure no.	Disclosure title	Reference or response
3-3 SV-PS-510a.1	Management of material topic	Corporate governance > Code of Conduct 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 2024, 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 2024. 2024 Form 10-K

GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Principles Alight Code of Conduct
206-1 TC-SI-520a.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 2024.

GRI 302: ENERGY 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Principles > Energy management
302-1 TC-SI-130a.1	Energy consumption within the organization	Appendix > Sustainability metrics table
302-2	Energy consumption outside of the organization	Appendix > Sustainability metrics table
302-3	Energy intensity	Appendix > Sustainability metrics table
302-4	Reduction of energy consumption	Appendix > Sustainability metrics table
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Alight has finished exiting local proprietary data centers and moving to third-party cloud data centers. Principles > Energy management

GRI/SASB Index

GRI 303: WATER AND EFFLUENTS 2018

Disclosure no.	Disclosure title	Reference or response
3-3	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

3-3	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

3-3	Management of material topics	Environmental stewardship > Waste minimization and recycling
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GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016

3-3	Management of material topics	Supplier management > Supplier sustainability
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GRI 401: EMPLOYMENT 2016

3-3	Management of material topic	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 403: OCCUPATIONAL HEALTH AND SAFETY 2018

Disclosure no.	Disclosure title	Reference or response
3-3	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	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 an 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

3-3	Management of material topic	People > Empowering career growth
404-1	Average hours of training per year per employee	Appendix > Sustainability metrics table Empowering career growth > Colleague training and education
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 Inclusion at Alight

GRI/SASB Index

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	People > Fostering inclusion at Alight Inclusion at Alight
405-1 SV-PS-330a.1	Diversity of governance bodies and employees	2025 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 408: CHILD LABOR 2016

3-3	Management of material topic	Human rights > Preventing modern slavery and human trafficking Human rights > Human rights policy 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

3-3	Management of material topic	Human rights > Preventing modern slavery and human trafficking Human rights > Human rights policy 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/SASB Index

GRI 413: LOCAL COMMUNITIES 2016

Disclosure no.	Disclosure title	Reference or response
3-3	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

3-3	Management of material topic	Principles > Supplier management Alight Supplier Code of Conduct
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GRI 415: PUBLIC POLICY 2016

Disclosure no.	Disclosure title	Reference or response
3-3	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 418: CUSTOMER PRIVACY 2016

Disclosure no.	Disclosure title	Reference or response
3-3 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	Data security and privacy > Cyber incident management 2024 Form 10-K > Item 1C. Cybersecurity

GOVERNANCE

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

a. Describe the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.

The Audit Committee of the Board oversees climate-related risk that falls within our enterprise risk management (ERM) process.

The Board meets quarterly and exercises ultimate oversight of Alight’s strategic risks in regular coordination with management. Our Nominating and Corporate Governance Committee oversees water and 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 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.

More information on governance and oversight can be found [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 with 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, the legal and compliance function, and risk management. The CLO regularly reports to the Nominating and Corporate Governance Committee of the Board. Alight’s Sustainability Steering Committee coordinates our cross-organizational Sustainability Committee. In 2024, the Sustainability Steering Committee presented at two of the Nominating and Corporate Governance Committee’s four meetings. 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 led efforts to complete Alight's first climate-related scenario analysis process and will spearhead an updated analysis in early 2025.

TCFD/IFRS S2 disclosure

GOVERNANCE

b. Describe management’s role in assessing and managing climate-related risks and opportunities.

Alight’s ERM Working Group assesses climate-related risks by working in coordination with our Management Sustainability committee and Sustainability Working Groups. The ERM Working Group is led by Alight’s vice president of assurance and risk management and reports to the Audit Committee quarterly. The working group assesses sustainability risks, by working in coordination with our Management Sustainability committee and Sustainability working groups. The ERM Working Group meets every other month and on an as-needed basis. This team is briefed on sustainability risks and can escalate risks to the Board as frequently as needed.

In 2024, the vice president of corporate sustainability and impact and executive vice president for operations were responsible for the day-to-day monitoring and management of climate-related issues. This included 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 scenario analysis efforts. Alight also works with third-party consultants to identify and manage select climate-related risks and opportunities.

More information on sustainability governance and oversight can be found [here](#).

STRATEGY

The objective of climate-related financial disclosures on strategy is to enable users of general-purpose financial reports to understand an entity’s strategy for managing climate-related risks and opportunities.

a. **Climate-related risks and opportunities:** Describe the climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects

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 3-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-long term. In 2023, business interruption, legal and regulatory compliance and sustainability risks – which include physical and transitional climate risks — were not ranked among the top risks in Alight’s ERM survey.

Although no substantive risks were 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 co-located data centers and print production locations. These physical risks are anticipated in the near-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.

More information on Alight’s climate-related opportunities and initiatives can be found [here](#).

STRATEGY

b. **Business model and value chain:** Describe the current and anticipated effects of climate-related risks and opportunities on the entity’s business model and value chain

Climate-related risks and opportunities are incorporated into Alight’s business in the following ways:

- **Value chain:** In 2024, we worked to bolster our supplier sustainability program by revising our supplier sustainability questionnaire. The improved questionnaire will help Alight to better engage with our value chain on climate-related issues and gather data on key performance indicators and support our sustainability goals. More information about our supplier sustainability program can be found [here](#).
- **Operations:** 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, 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 upon our existing business continuity plans and key management succession. More information about our business continuity efforts can be found [here](#).

c. **Strategy and decision-making:** Describe the effects of climate-related risks and opportunities on its strategy and decision-making

Alight’s commitment to climate is to reduce climate risks and the impact of our business on climate change. To uphold this responsibility, Alight has developed and implemented plans to reduce emissions and demonstrated a commitment in setting GHG reduction targets through the Science Based Targets initiative.

Alight has also made renewable electricity commitments and is developing plans to 1) reduce electricity consumption and 2) procure renewables. In 2023, we set a target to utilize 100% renewable electricity by 2032. To achieve this goal, one part of our approach, which was completed in Q3 of 2024, was to transition to the cloud. Alight is actively developing a renewable electricity roadmap to address remaining emissions related to our consumption of purchased electricity.

With our science-based targets now validated by the SBTi, Alight is actively engaging our value chain to reduce Scope 3 emissions. As part of this effort, we have enhanced our supplier sustainability questionnaire to better assess climate-related performance. This updated tool enables more effective collaboration with suppliers by collecting key emissions data, supporting our broader strategy to drive measurable reductions across our supply chain.

STRATEGY

c. **Strategy and decision-making:** Describe the effects of climate-related risks and opportunities on its strategy and decision-making

These efforts are examples of Alight’s endeavor to mitigate potential climate transition risks. 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. Toward this end, (and in addition to our ongoing enterprise risk management and business continuity processes) we plan to complete a quantitative scenario analysis in early 2025 to reflect how recent business changes may influence our exposure to climate related risks.

d. **Financial position, financial performance and cash flows:** Describe financial reports

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 can be found 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 2024, 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.

e. **Climate resilience:** 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.

Alight’s sustainability strategy also includes three, dedicated environmental commitments:

- **Climate:** Reduce climate risks and the impact of our business on climate change
- **Energy:** Support a transition to renewable electricity
- **Environmental stewardship:** Act as stewards of nature and resources

Through our work in these three areas, Alight will continue to mitigate climate risks and build climate resilience.

To assess our climate resilience, we completed a scenario analysis in 2023 to evaluate the impact of both physical and transitional climate risks on our business strategy.

STRATEGY

e. **Climate resilience:** Describe the resilience of the company’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Physical risk

To test our resilience to the physical impacts of climate change, we evaluated the potential impact of three different Intergovernmental Panel on Climate Change warming scenarios on our business. These representative concentration pathways (RCPs) model the net increase in warming of Earth’s atmosphere under different GHG emissions concentration scenarios.

- RCP 2.6: “Very stringent” pathway, requiring an immediate reduction in emissions, reaching net zero by 2050.
- RCP 4.5: “Intermediate emissions” pathway, with emissions peaking in 2060 and stabilize after 2100.
- RCP 8.5: “Worst-case scenario” pathway, in which no mitigation efforts are made to reduce emissions.

We evaluated seven different climate risk indicators under these three RCP pathways:

- Change in air temperature (°C) relative to the reference period of 1986–2006.
- Fraction of population annually exposed to heat waves (%) relative to the reference period of 1986–2006.
- Fraction of population annually exposed to wild fires (%) relative to the reference period of 1986–2006.
- Annual maximum river flood depth (%) relative to the reference period of 1986–2006.
- Wind speed (%) relative to the reference period of 1986–2006.
- Surface runoff (%) relative to the reference period of 1986–2006.
- Change in labor productivity due to heat stress (%) relative to the reference period of 1986–2006.

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. This has helped strengthen Alight’s resilience against outages.

Transition risk

To test our resilience to transitional risks, we completed a qualitative analysis of three additional scenarios:

- **Business as Usual:** This scenario assumes limited local, state and national climate regulation.
- **Delayed Transition:** This scenario assumes uneven local, state and national climate regulation.
- **Net Zero:** This scenario assumes strong uneven local, state and national climate regulation.

In 2025, Alight plans to conduct 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.

RISK MANAGEMENT

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

- a. Describe the processes and related policies the entity uses to identify, assess, prioritize and monitor climate-related risks
- Climate-related risks are identified through our ERM process and in coordination with external consultants.

Through our ERM process, Alight biennially surveys more than 170 senior leaders across the business to identify strategic risks. From this survey, we determine our top five 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.

In 2023, Alight also completed a climate scenario analysis. This process, highlighted above, aided our identification of climate-related risks.

See more information about our ERM process [here](#).

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 measures and business continuity measures in place. Alight’s Business Continuity Plans, Incident Response Standard, 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.

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 focus on three main potential impacts and their recovery strategies as outlined below:

Impacts:
 - Site not available
 - Staff not available
 - Technology not available (or not accessible)

RISK MANAGEMENT

a. Describe the processes and related policies the entity uses to identify, assess, prioritize and monitor climate-related risks

Examples of recovery strategies:

- Colleagues can work virtually
- Transfer work activities to an unaffected Alight location(s) and/or virtual colleague(s) not impacted by the incident
- Move key colleagues to an unaffected Alight location(s)
- Stop nonessential business operations
- Request assistance from other Alight location(s) — Send staff to locations with connectivity
- Maintain Disaster Recovery Plans

These strategies and plans apply across short, medium and long-term time horizons. Our Alight Response Center monitors and assesses potential risk drivers on an ongoing basis.

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.

Incident Response Standard: The Alight Incident Response Standard addresses our 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. 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 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.

TCFD/IFRS S2 disclosure

RISK MANAGEMENT

b. Describe the processes the entity uses to identify, assess, prioritize and monitor climate-related opportunities	<p>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 clients 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.</p> <p>More information on Alight’s climate-related opportunities and initiatives can be found here.</p>
c. Describe the extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the entity’s overall risk management process	<p>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, Emergency Response Standard and Alight Response Center all aid in the ongoing identification, assessment and management of physical climate-related risks across the short-, medium- and long-term.</p>

TCFD/IFRS S2 disclosure





METRICS & TARGETS

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

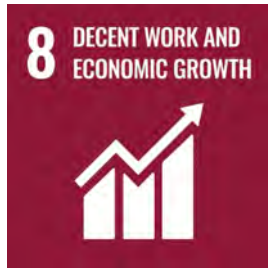



a. Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process	Alight is committed to measuring and disclosing our GHG emissions on an annual basis, and we use these metrics to identify and assess climate-related risk 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	<p>In 2024, Alight’s Scope 1 and location-based Scope 2 emissions amounted to 18,134 MTCO2e, and our Scope 1 and market-based Scope 2 emissions amounted to 19,537 MTCO2e.</p> <p>Alight’s 2024 Scope 3 emissions are as follows:</p> <ul style="list-style-type: none">— (1) purchased goods and services: 81,221 MTCO2e— (2) capital goods: 1,511 MTCO2e— (3) fuel and energy-related activities (not included in Scope 1 or Scope 2): 4,032 MTCO2e— (4) upstream transportation and distribution: 711 MTCO2e— (5) waste generated in operations: 127 MTCO2e— (6) business travel: 2,256 MTCO2e— (7) employee commuting: 3,384 MTCO2e— (11) use of sold products: 229 MTCO2e— (13) downstream leased assets: 0 MTCO2e. <p>With this more comprehensive understanding of our GHG emissions, Alight can better assess risks and opportunities related to our operations and value chain.</p> <p>See more information on our GHG emissions here.</p>
c. Describe the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets	<p>In 2024, Alight submitted its proposed Scope 1 and 2 GHG reduction targets and Scope 3 engagement targets to the Science Based Targets initiative (SBTi), which were officially validated in 2025. See our climate action section for more information.</p> <p>In 2023, Alight set 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. As of August 2024, Alight completed its cloud migration, transitioning away from traditional data center operations. We also plan to purchase renewable electricity for our global operations and explore opportunities to expand on-site renewables, where appropriate.</p> <p>See more information on energy management here.</p>

UN SDGs



The United Nations Sustainable Development Goals (SDGs) are a collection of 17 interlinked objectives designed to serve as a shared blueprint for peace and prosperity. Alight has committed to aligning our actions with nine of these 17 global goals.

Goal	Relevant targets	Alight’s actions	Report section
 Ensure healthy lives and promote wellbeing for all at all ages	3.4	Alight offers a suite of programs and resources to support colleagues’ holistic wellbeing, encompassing mind, body, wallet and life. This includes access to mental health services, physical therapy, family planning and more.	Investing in colleague wellbeing
	3.8	Alight provides healthcare coverage to all eligible employees. The Alight Worklife platform allows our colleagues and clients’ employees to seamlessly enroll in and utilize their medical and wellbeing benefits.	Healthy body
 Achieve gender equality and empower all women and girls	5.1	Through our community service initiatives, our colleagues provide mentorship and support to young women in a variety of forms. We have also established recruitment pipelines for attracting qualified talent.	Engaging our colleagues Attracting and retaining talent
	5.5	By the end of FY 2024, 46% of our senior leaders who were ranked as directors or above were female.	Fostering inclusion at Alight
 Ensure availability and sustainable management of water and sanitation for all	6.2	We work to promote hygiene education and awareness to encourage proper sanitation practices and reduce health risks. Our efforts to build awareness and promote the wellbeing of our employees are vital in improving the health and wellness of both our staff and visitors to our workplace. Alight supports water stewardship through our commitment to the WASH Pledge , ensuring access to safe water, sanitation, and hygiene for all colleagues in the workplace. Additionally, we manage and assess our water usage to strengthen our understanding of consumption patterns, which informs improved water management strategies.”	Sustainable water practices
	7.2	As Alight works toward our emissions reduction goal, we will transition out of physical, energy-intensive data centers to cloud-based providers, continue to improve energy efficiency in our facilities, and purchase renewable electricity.	Energy management
 Ensure access to affordable, reliable, sustainable and modern energy for all	7.3	Many of Alight’s spaces utilize energy-efficient lighting and equipment. We’ve continued to increase our energy efficiency in the past three years, and in our most recent site survey, over 27% of surveyed sites indicated the use of energy-efficient equipment.	

UN SDGs

Goal	Relevant targets	Alight’s actions	Report section
<div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div>  </div> </div> <div>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</div>	8.3	Our U.S. Supplier Inclusivity Program extends opportunities to qualified diverse suppliers, stimulating economic growth and advancing historically underrepresented groups. In FY 2024, we spent \$49 million with more than 50 diverse suppliers.	Supplier inclusivity
	8.5	Alight takes measures to ensure that we offer equitable benefits packages to our colleagues worldwide. We also invest in our colleagues’ ongoing professional and career development.	Empowering career growth
<div> <div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>  </div> </div> <div>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</div>	9.1	<p>We work to increase employee accessibility to healthcare and to improve outcomes through Alight Worklife.</p> <p>Our new Artificial Intelligence Policy sets the groundwork for responsible and effective use of AI.</p>	Progress Global AI policy
<div> <div>10</div> <div>REDUCED INEQUALITIES</div> <div>  </div> </div> <div>Reduce inequality within and among countries</div>	10.2	<p>We strive to create an inclusive workplace that enables our colleagues to bring their whole selves to work. Our Colleague-Led Communities foster a sense of belonging for diverse groups and help drive the inclusive strategy at Alight.</p> <p>We invest in inclusivity training so that our managers are aware of bias and its many forms.</p>	Colleague-led communities Fostering inclusion at Alight Inclusivity and cultural awareness training
	10.4	We actively review our internal hiring, pay and promotion practices to prioritize fairness and consistency.	
<div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>  </div> </div> <div>Ensure sustainable consumption and production patterns</div>	12.7	Alight has taken steps to promote sustainable procurement practices, through our supplier sustainability survey, to better understand where there is potential for improvement.	Supplier management

UN SDGs

Goal	Relevant targets	Alight’s actions	Report section
<div></div> <div>Take urgent action to combat climate change and its impacts</div>	13.3	<p>Our Environmental Policy guides our corporate sustainability program and promotes environmentally-friendly practices across our operations.</p> <p>In 2023, we announced our commitment to setting an SBTi-verified GHG reduction target and developed a renewable electricity goal.</p> <p>In 2024, Alight submitted its Scope 1 and 2 GHG reduction targets and Scope 3 engagement targets to the Science Based Targets initiative (SBTi), which were officially validated in 2025.</p>	<p>Our environmental strategy</p> <p>Climate action and risk management</p> <p>TCFD</p>
<div></div> <div>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</div>	16.5	Through our Code of Conduct, Alight has demonstrated a strong commitment to ethical business practices, compliance with existing and emerging regulations, and adaptive policies to reinforce our dedication.	Ethics and compliance
	16.7	Alight attributes the effectiveness of our governance framework to our highly qualified Board and leadership team, whose collective expertise guides our business strategy and decision-making. Chaired by an independent director and composed of nine qualified individuals, the Board provides a diverse blend of experiences, perspectives and skills that are well-suited for creating sustainable value for our stakeholders.	Governance and oversight

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 non-historical 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,” “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 entitled “Risk Factors” of Alight’s most recent Annual Report on Form 10-K, filed with the Securities and Exchange Commission (the “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 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.