

2024

# Global Impact Report

alight





# About this report

This annual Global Impact Report presents a snapshot of Alight’s environmental, social and governance (ESG) activities primarily during fiscal year 2023, which began on January 1, 2023 and ended on December 31, 2023. Throughout the report, we also describe our mission to harness Alight products, services and processes to generate long-term social benefits and deliver a positive, personalized impact for employees and their families.

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 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 nine 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.

In December 2022, Alight completed the acquisition of ReedGroup. This report covers Alight only, except where otherwise noted. We endeavor to include ReedGroup once operations have been fully integrated into our ESG programs.

On March 20, 2024, Alight announced that it entered into an agreement to sell Alight’s Professional Services segment and HCM & Payroll Outsourcing businesses within the Employer Solutions segment (“Payroll & Professional Services”). The proposed transaction is subject to customary closing conditions and is expected to close in mid-2024. Following the closing, over 8,000 Alight professionals around the world and other parts of Alights business that are described in this Report will no longer be part of Alight.

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

We welcome stakeholder interest and inquiries into our ESG commitments and disclosures. Please contact our colleagues below for more information.

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# A message from our CEO

At Alight, we're all about improving people's lives and helping employers empower their people to be healthy and financially secure. Our entire business model is grounded in one singular phrase: Powering confident decisions, for life. As we continue our transformation into an even more focused platform for employee wellbeing and benefits, we recently announced an agreement to sell our Payroll and Professional Services business to an affiliate of H.I.G. Capital. This strategic divestiture will enable Alight to dedicate our resources toward strengthening our platform and go-to market strategy to help employers further create a world class employee engagement experience for their people, while establishing a commercial partnership that couples world-class service capabilities with a compelling value proposition for our clients.

As a leader in cloud-based human capital technology and services, we're in a unique position to drive positive action for people and the planet, and this strategic move reinforces Alight's dedication to ESG initiatives. The ongoing execution of our ESG strategy underscores our sustainable business success and long-term value creation for our investors, colleagues, clients, communities and other stakeholders.

Every day, we work to build a sustainable, equitable, healthy and diverse world in which essential human needs are met for all through a combination of innovative software solutions and exemplary ESG performance.

## ALIGHT'S ESG PILLARS

We recognize that our commitment starts with how we support our colleagues and inspire them to our higher calling of improving lives. Our ESG pillars are closely aligned with Alight's purpose and values and reflect our ongoing commitment to our clients, communities and colleagues:

- **Championing our people:** We celebrate our diverse and inclusive culture and encourage belonging. We are focused on promoting healthy minds, bodies, wallets and lives so our colleagues and the people they serve can thrive.

- **Social innovation:** We utilize innovative approaches to provide our clients' employees and their families the security of better outcomes and peace of mind throughout life's biggest moments. We are intentional at providing deep insights and thought leadership to help clients meet their workforce needs.
- **Responsible business practices:** We are dedicated to operating with integrity, sound governance and high standards of data security while minimizing our environmental impact to achieve business success and enhance long-term shareholder value.

## BUILDING ON SUCCESS

The principles of ESG have long been at the heart of everything Alight does. In 2021, we formalized that commitment when our Board of Directors worked closely with our leadership team to establish a strong ESG governance structure, identify our strategic pillars and key areas of focus and determine which ESG frameworks to align with. In 2022, we created an Inclusion and Diversity Policy, reflected diversity across our U.S. workforce with 67% female and 43% ethnically/racially diverse employees, aligned with the Task Force on Climate-Related Financial Disclosures recommendations and assessed the materiality of Scope 3 emissions categories and calculated relevant emissions.

Throughout 2023, we built on that progress in numerous key areas, including our commitment to being good stewards of nature and resources. Alight recognizes that climate change and environmental degradation are existential threats impacting the health and wellbeing of people around the globe. To that end, I am proud to announce that we have pledged to minimize our potential impact on the environment by making a commitment through the Science Based Targets initiative to develop near- and long-term targets to limit global warming in alignment with the Paris Agreement and a net-zero transition.

This is a critically important step in our ESG journey but is just one of many actions we took in 2023. In this report we are sharing many of the other highlights.

Looking ahead to 2024 and beyond, we're focused on six key areas within our ESG approach:

1. Providing our colleagues and the people they serve the tools to empower a healthy mind, body, wallet and life
2. Increasing diversity and creating an inclusive community at Alight where all colleagues feel visible, valued and a sense of belonging
3. Investing in our colleagues' ongoing development
4. Interweaving sustainable innovation into our products, services and processes to generate long-term social and environmental benefits
5. Demonstrating that we are an ethical, compliant and secure organization
6. Articulating our path to reduce Alight's impact on the environment

At Alight we're all about doing what's right — for our colleagues, our clients and their people, our shareholders, our communities and our planet. Our commitment to ESG runs deep, guiding us in how we operate our business and how we show up every day to define the future of wellbeing, with integrity and empathy. Our progress over the past year has been nothing short of remarkable and I am excited to share our successes and our strategy as we continue this journey together.



**Stephan Scholl**  
CEO





# Who we are

Alight is a leading cloud-based human capital technology and services provider that powers confident health, wealth and wellbeing decisions for 36 million people and their dependents. Our Alight Worklife® platform combines data and analytics with a simple, seamless user experience. Supported by our global delivery capabilities, Alight Worklife is transforming the employee experience for people around the world. With personalized, data-driven health, wealth, pay and wellbeing insights, Alight brings people the security of better outcomes and peace of mind throughout life's big moments and most important decisions. Learn more by visiting [alight.com](https://alight.com).

## Transformation starts with people



Work, life, people, business goals — that's a lot of moving pieces. We connect them all to launch transformation.

### OUR PURPOSE:

## Powering confident decisions, for life.

In recent years, American workers have been battered by soaring inflation, high interest rates, rising healthcare costs and resumption of student loan payments. While some of these factors have lessened, many people are still struggling to keep their heads above water. Millions are living paycheck to paycheck and retirement seems an impossible dream. At the same time, mental health concerns have reached epidemic proportions, negatively impacting employees at work and at home. Meanwhile, more Americans are struggling with chronic diseases, obesity and substance abuse than ever before. We are deep in the throes of a wellbeing crisis. Employees desire a healthy mind, body, wallet and life, but feel powerless to improve their situations.

At Alight, we are determined to change that by putting the power of Alight LumenAI™ in people's hands to help them make smart, informed, confident decisions. Through personalized guidance, tools and resources, employees not only understand what benefits are available to them but gain invaluable insights that empower them to achieve better outcomes, confidence and peace of mind throughout life's big and small moments. 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 and appreciate the company's investment to help them attain optimal wellbeing in every facet of their lives.





Our values:

As Alight grew and shaped itself as a company — both organically and through strategic acquisitions — we sought to add clarity to the behavior and traits we need in our culture to grow and thrive. In affirming where we are going as One Alight, we synthesized what we stand for in a set of three core values that are central to how we work with our clients, stakeholders and communities as well as with each other.

Champion people

Be empathetic.  
Help create a place where everyone belongs.  
Win together.

Grow with purpose

Be inspired by our higher calling of improving lives.  
Fail forward and choose progress over perfection.  
Be brave, show grit and grow our whole selves.

Be Alight

Be a beacon and empower others.  
Act with integrity and be real.  
Find ways to add joy.

Alight’s values are ingrained in our everyday interactions and throughout our business:

**Champion people:** To show up for our clients, we must first show up for each other. We help our colleagues get the most out of their potential and win while being our authentic selves. By empowering colleagues to listen and be transparent with each other, we achieve success together.

**Grow with purpose:** Having a purpose and inspiration to get there leads to growth. That path doesn’t have to be perfect. We’re going to occasionally fail, so let’s fail forward and not dwell on past mistakes. Each day, we show the grit and determination that got us here and use it to propel us to the other side.

**Be Alight:** We commit to live and represent the organization’s values and purpose in how we work with colleagues, clients and stakeholders every day. We seek to be the person we want to work for and with. By lifting each other up, inspiring and encouraging every individual we touch, we strengthen and empower others.

Our values not only support our corporate priorities — they are a testament to how we are supporting our clients and communities. Together with our purpose, they are moving Alight to the next level, as we seek to make a difference in all that we do.

ALIGHT AT A GLANCE

+36M  
participants

~70%  
of the Fortune 100  
are clients

98%  
average revenue  
retention

18K+  
employees

100+  
countries served

5,000+  
clients

2023-2024 AWARDS AND RECOGNITION:

- ✓ Alight named a Fortune 100 Best Companies to work for in 2024®
- ✓ Recognized by Newsweek as one of “America’s Greatest Workplaces for Diversity” for 2024
- ✓ Alight named an eleventh-time member of IAOP’s Global Outsourcing 100® list in 2024
- ✓ 2024 Lighthouse Research and Advisory HR Tech Award for Best Comprehensive Solution in Total Rewards and Employee Wellbeing
- ✓ Top 100 companies for remote workers by FlexJobs for the seventh consecutive year
- ✓ Great Place to Work® for the sixth consecutive year
- ✓ Recognized as a 2023 Alliance for Global Inclusion Index company
- ✓ Alight earned a perfect score on the Human Rights Campaign Foundation’s Corporate Equality Index in 2023, its fourth time achieving a perfect score
- ✓ Alight ranked as a top U.S. defined contribution record keeper by Pensions & Investments in 2023
- ✓ Katie Rooney named a 2023 Notable CFO by Crain’s Chicago Business
- ✓ Alight named to Fortune’s Best Workplaces in Chicago™ for third consecutive year in 2023
- ✓ EcoVadis Bronze rating in recognition of sustainability achievement

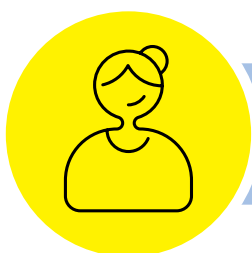
# 2023 ESG highlights



## ESG strategy

Conducted a double materiality survey to identify our top ESG priorities

Updated our ESG strategic roadmap



## Championing our people

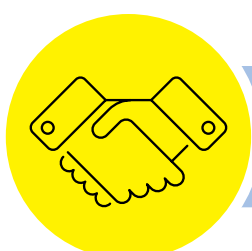
Published our Human Rights Policy

Improved our continuous performance management program

Developed our first diversity report

Enhanced the colleague recognition program

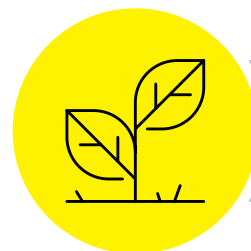
Implemented a global wellbeing platform designed to increase colleague and client access to wellbeing tools



## Social innovation

Analyzed Socially Determined as well as other rich data sets to start driving forward equity analytics in our platform

Spearheaded the launch of the Portability Services Network to improve retirement outcomes by promoting auto portability within the U.S. retirement system



## Responsible business practices

Signed the Science Based Targets initiative Commitment Letter signaling our intention to set science-based greenhouse gas emission reduction targets

Developed a goal to utilize 100% renewable electricity within our facilities by 2032

Developed an Artificial Intelligence Policy and oversight structure



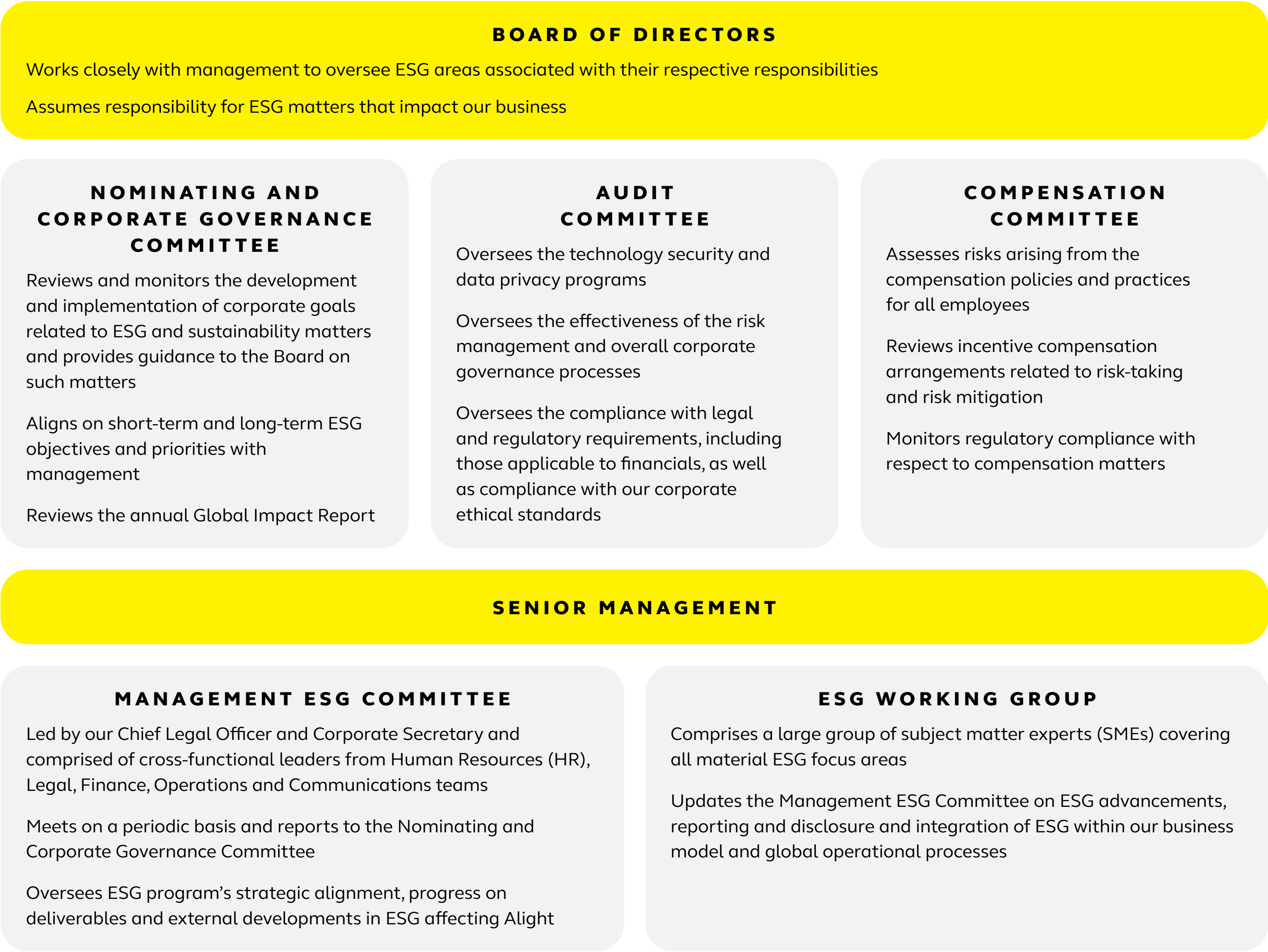


# Our ESG focus

We are committed to evolving our ESG program in a manner that helps create long-term value for our investors, colleagues, clients and communities as well as other stakeholders.

## ESG oversight

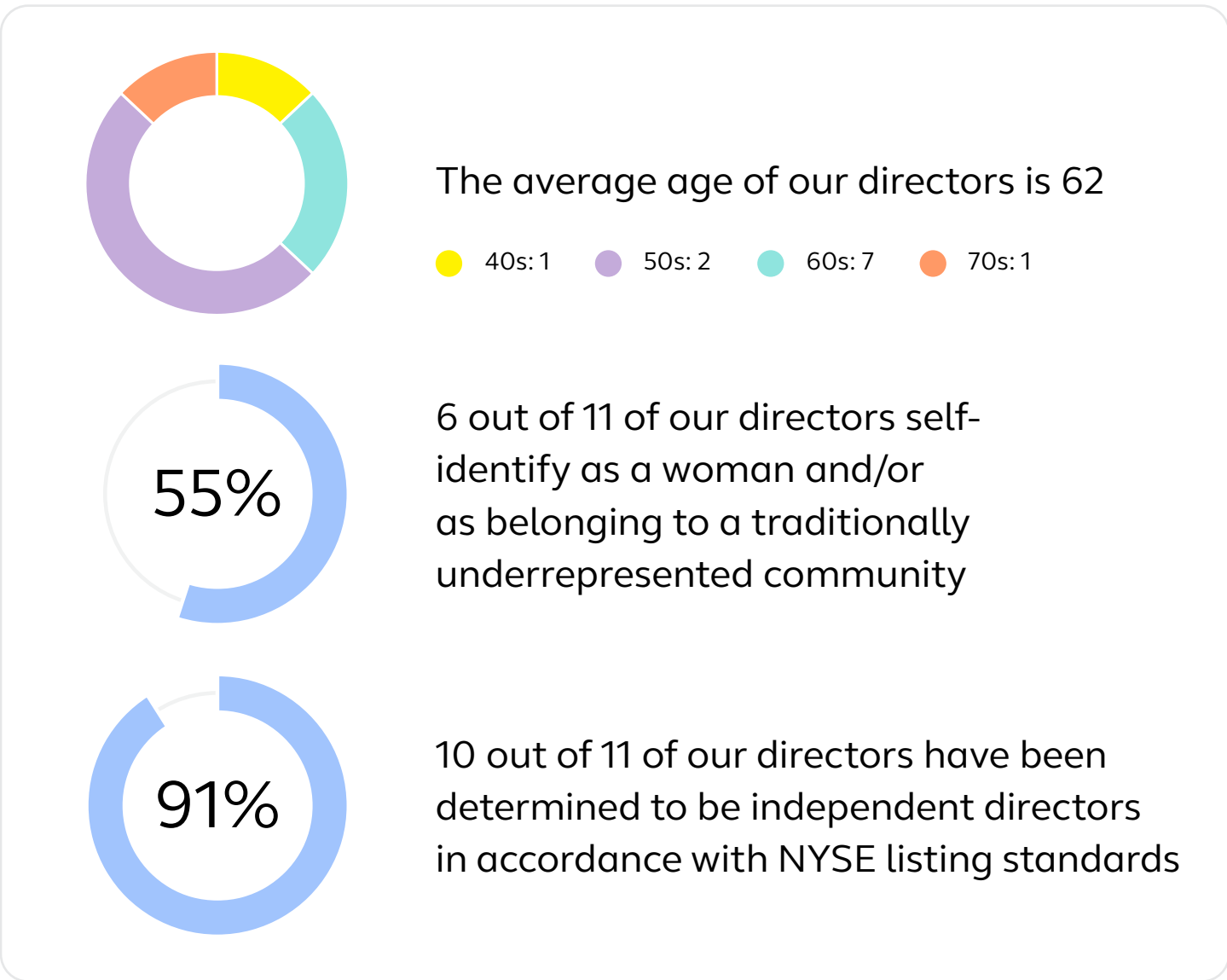
Our Board of Directors (Board) works with our executive team to govern and manage ESG business functions, both directly and through its standing committees within their respective areas of responsibility. The Nominating and Corporate Governance Committee exercises primary Board oversight of ESG and climate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



# Board and diversity oversight

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. 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.

## Board composition<sup>1</sup>



## Experience and skills

Skill	William P. Foley, II	David D. Guilmette	Daniel S. Henson	Richard N. Massey	Erika Meinhardt	Siobhan Nolan Mangini	Regina M. Paolillo	Kausik Rajgopal	Coretha M. Rushing	Stephan D. Scholl	Denise Williams
Strategic planning	•	•	•	•	•	•	•	•	•	•	•
Risk management	•	•	•	•		•	•	•			
Corporate governance	•	•	•	•	•	•	•	•	•	•	
Technology / Product development	•	•				•	•	•		•	
Privacy and security	•					•	•				
Financial control / Audit	•	•	•	•	•	•	•				•
Marketing / Branding	•	•	•	•	•					•	
People and culture	•	•	•	•	•	•	•	•	•	•	•
Senior leadership	•	•	•	•	•	•	•	•	•	•	•
CEO experience	•	•	•	•			•			•	
International operations	•	•	•	•				•		•	•
Diversity, equity and inclusion	•	•	•		•	•	•	•	•		•
Industry knowledge / experience	•	•	•	•	•			•	•	•	•

<sup>1</sup> Board composition metrics as of May 15th, 2024



# Assessing our ESG priorities

In 2024, we conducted a double materiality assessment to identify the ESG factors most important to our internal and external stakeholders as they relate to Alight. The multistep process captured shifts in ESG priorities since our 2021 materiality assessment and helped us identify potential differences in the alignment of priorities between stakeholder groups.

- 1

**Capturing external stakeholder priorities.**

Through a comprehensive analysis of leading reporting frameworks (SASB, TCFD, GRI), peer benchmarking and major ESG rating agency reports, we selected the 20 ESG factors considered most relevant to Alight.
- 2

**Listening to 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:

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

- 3

**Understanding the results.**

The input from both external and internal stakeholders was analyzed and mapped to understand the relative importance of each ESG factor and the alignment between groups. The results were reviewed and discussed in detail with our Management ESG Committee and senior leadership, illustrating key differences between our 2021 and 2024 assessments. This includes the below changes of key topics from our previous assessment:

Topic areas	Removed in 2024 assessment	Added in 2024 assessment
Environment	Habitat & biodiversity Clean air Water usage Land use	Environmental management
Risk management	Enterprise risk management Risk & disaster management	Business continuity & enterprise risk management
Supply chain	Supplier diversity Vendor sustainability	Supply chain management
Philanthropy	Charity contributions Volunteer programs / community improvement	Philanthropy & volunteerism
Human rights and employee wellbeing	Women’s empowerment Fair pay Career development	Employee engagement, training & development Employee health, safety & wellbeing Human rights & labor practices
Other		Intellectual property & competitive behavior Board independence & diversity Governance of ESG Impacts of climate change ESG related products & innovation



4

Integrating with our ESG strategy.

Alight plans to incorporate the results from the 2024 materiality assessment into our ESG strategic roadmap, which is used to guide our initiatives and actions to make progress. Material topics, as identified by the assessment, will continue to be covered in our annual Global Impact Report.

Our materiality matrix illustrates the results of our assessment and denotes each key ESG topic by theme.

Materiality matrix





# Our ESG strategy

In 2023, Alight formalized a robust, holistic ESG strategy that reflects our business purpose and values. This strategy, which was approved by the Board’s Nominating and Corporate Governance Committee, identifies key commitments, as well as goals or success indicators within each of our pillars:

These pillars and associated commitments tie our ESG work to Alight’s goals, objectives, purpose and culture. This strategy aims to deliver innovative solutions to enhance the health and overall wellbeing of the employees, families and communities that Alight touches.

Pillar	CHAMPIONING OUR PEOPLE			SOCIAL INNOVATION			RESPONSIBLE BUSINESS PRACTICE					
	Our commitment			Our commitment			Our commitment					
How we measure success	<b>Colleague wellbeing commitment</b>  Promote the wellbeing, belonging and growth of all colleagues via the Alight Worklife platform	<b>Engagement &amp; retention commitment</b>  Enhance colleague engagement and foster retention	<b>Learning &amp; development commitment</b>  Build skills and empower colleagues to meaningfully impact growth in their careers	<b>Accessibility commitment</b>  Provide one easy-to-navigate platform that allows access to benefit programs	<b>Workplace wellbeing commitment</b>  Support a holistic and personalized approach to wellbeing that enables employees to focus on their minds, bodies, wallets and lives	<b>Value commitment</b>  Deliver access to a breadth of social programs that ensures workers feel valued and bring their whole authentic selves to work each day	<b>Ethics commitment</b>  Continue to drive a culture of compliance and ethical behavior by maintaining sound corporate governance	<b>Data security and privacy commitment</b>  Protect business assets and information to maintain the trust of clients, colleagues, vendors and business partners	<b>Resilience commitment</b>  Ensure resilience through robust ERM, business continuity and disaster recovery programs	<b>Climate commitment</b>  Reduce climate risks and the impact of our business on climate change	<b>Energy commitment</b>  Support a transition to renewable electricity	<b>Environmental stewardship commitment</b>  Act as stewards of nature and resources
	<b>KPI:</b> Alight Worklife adoption by Alight colleagues	<b>KPI:</b> Overall engagement score  <b>KPI:</b> Colleague roles filled internally  <b>KPI:</b> Colleague volunteer hours and donated time	<b>KPI:</b> Average learning hours per colleague per year  <b>KPI:</b> Colleague goals established and recorded	<b>Goal:</b> Increase mobile adoption	<b>Goal:</b> Support wellbeing, social and environmental outcomes through our products and services	<b>KPI:</b> Client satisfaction	<b>KPI:</b> Completion of code of conduct training  <b>Goal:</b> Maintain a suite of comprehensive policies to serve as guideposts for ethical behavior	<b>Goal:</b> Adhere to strict oversight, maintenance and continual improvement of our information security management system	<b>Goal:</b> Align with industry standards and test formal processes that support resiliency	<b>Goal:</b> Commit to a science-informed net-zero target to reduce Alight’s emissions	<b>Goal:</b> Utilize 100% renewable electricity sources by 2032	<b>Goal:</b> Create a measurable, positive impact through colleague engagement



# Our platform — Improving employee wellbeing and employer outcomes

The Alight Worklife platform is critical to the success of our ESG strategy, serving as the foundation of both our people and innovation pillars. This platform not only supports the wellbeing of our clients and their employees but also plays an essential role in supporting the health and wellbeing of Alight’s colleagues.

Through Alight Worklife, we help transform the employee experience in a way that provides practical tools and resources by:

1

**Making it personal.**

By deploying an integrated digital platform that customizes the employee experience, we can deliver great value to our clients and better support the wellbeing of our colleagues. We utilize AI analytics and data to engage employees with personalized, actionable insights through their channels of choice: mobile, web, virtual chat or easy-to-access expert support. We provide a connected, easy-to-navigate employee benefits experience and deliver a flexible, personalized, inclusive approach to wellbeing.

2

**Adopting a holistic approach.**

We empower employees to make better health and financial decisions by deploying an integrated, digital employee experience platform that provides access to personal recommendations, partners/vendors and decision support in a one-stop shop. We give equal consideration and attention to the **four pillars of wellbeing — healthy mind, body, wallet and life —** all intricately interconnected and interdependent.

3

**Supporting employees in a manner that is fitting for their needs.**

We recognize that how an organization reinforces the employee experience within its culture is — and will continue to be — critical to attracting, retaining and engaging your people. Through the Alight Worklife platform, we give leaders helpful insights to connect with their employees and gain a better understanding of what they and their families truly need.

Alight Worklife catalyzes employee wellbeing, sparking positive social impacts at Alight and within the organizations we serve.

## Alight Worklife supports Sustainable Development Goals

3

GOOD HEALTH AND WELL-BEING



**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 confident decisions and meaningful health and wellbeing outcomes for more than 36 million users and their family members.

8

DECENT WORK AND ECONOMIC GROWTH



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



# Stakeholder engagement

Ongoing and extensive stakeholder engagement is key to our business success and impacts our sustainability strategy. Our approach helps to inform our Management ESG 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	KEY ESG TOPICS ADDRESSED	WAYS WE ENGAGE
Colleagues	Benefits and wellness Professional development Diversity, equity and inclusion (DEI) Culture of belonging Engagement, recognition and retention	All-company town halls Professional development Internal communication channels Colleague-led communities Employee engagement surveys Volunteerism and community support
Clients	Cybersecurity and customer privacy Social innovation Business ethics and compliance Sustainable business practices Labor and human rights Environment and greenhouse gas emissions	Individual client meetings and information conferences Client communication through platform and regular client outreach
Clients' employees and their families	Social innovation	Alight Worklife tools Increased accessibility to healthcare and other benefits Mental health initiatives and support
Investors	Board composition and effectiveness Executive compensation Climate change strategy Workforce diversity and talent engagement	Quarterly earnings calls Investor Day, meetings, emails and calls Annual shareholders' meeting Participation in conferences and non-deal roadshows
Suppliers	Business ethics and compliance Supply chain resiliency Sustainable business practices Diversity and human rights	Meetings, emails and calls Conferences and site visits Supplier assessments and questionnaires
Communities	Community development Volunteerism and corporate donations	Community partnerships and volunteerism Philanthropic donations



# Championing our people

We recognize that we cannot enhance the lives of our client’s employees without first supporting our own colleagues’ wellbeing. We strive to foster an inclusive, progressive culture that enables a sense of belonging for all our colleagues. Our holistic, intentional approach spans the spectrum of both work and life, united with a common aim for our colleagues to achieve healthy minds, bodies, wallets and lives.

**IN THIS SECTION:**

- Our people strategy
- Colleague wellbeing
- Diversity, equity and inclusion
- Learning and development
- Engagement, recognition and retention





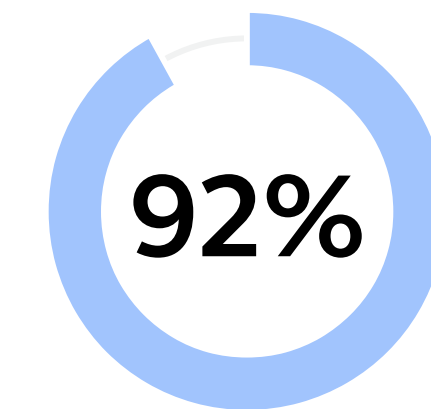
**1** OUR VISION:  
**Right people. Right place. Right time. Happy.**

**2** OUR COMMITMENT:  
**Caring for the whole person.**

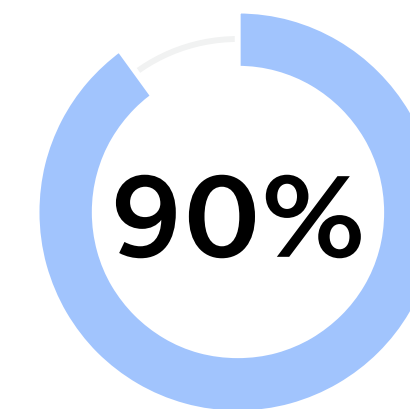
**3** OUR FOCUS:  
**Retain great people. Hire great people.  
Empower growth.**

Our efforts have resulted in Alight being recognized as one of the Fortune 100 Best Companies to Work For® in 2024 by Great Place To Work® and Fortune magazine as well as one of America's Greatest Workplaces for Diversity and by FlexJobs as among the Top 100 Companies With Remote Jobs for six consecutive years. Alight is also Great Place to Work® certified. In 2023, for the third consecutive year, we were also listed among Fortune's Best Workplaces in Chicago™.

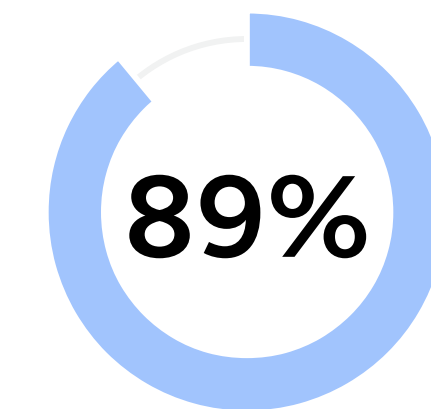
In the independent Great Place to Work® survey of Alight colleagues:



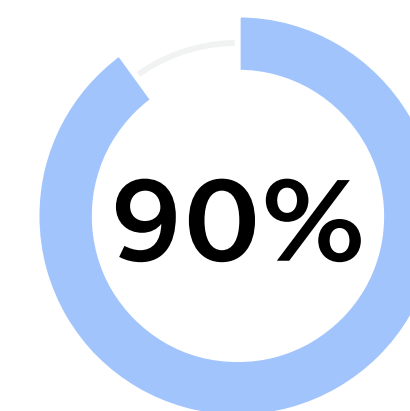
of employees noted they felt welcomed upon joining the company



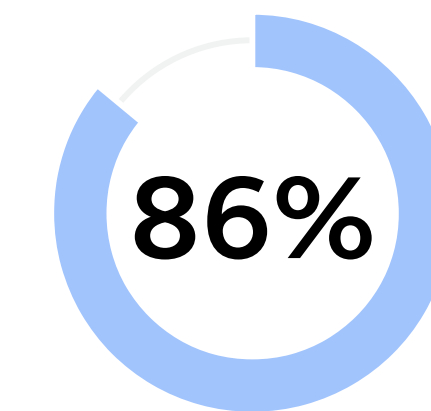
identified that people at Alight care about each other



of employees noted they feel trusted by management to do a good job without being micromanaged



of employees noted that Alight's facilities contribute to a good working environment

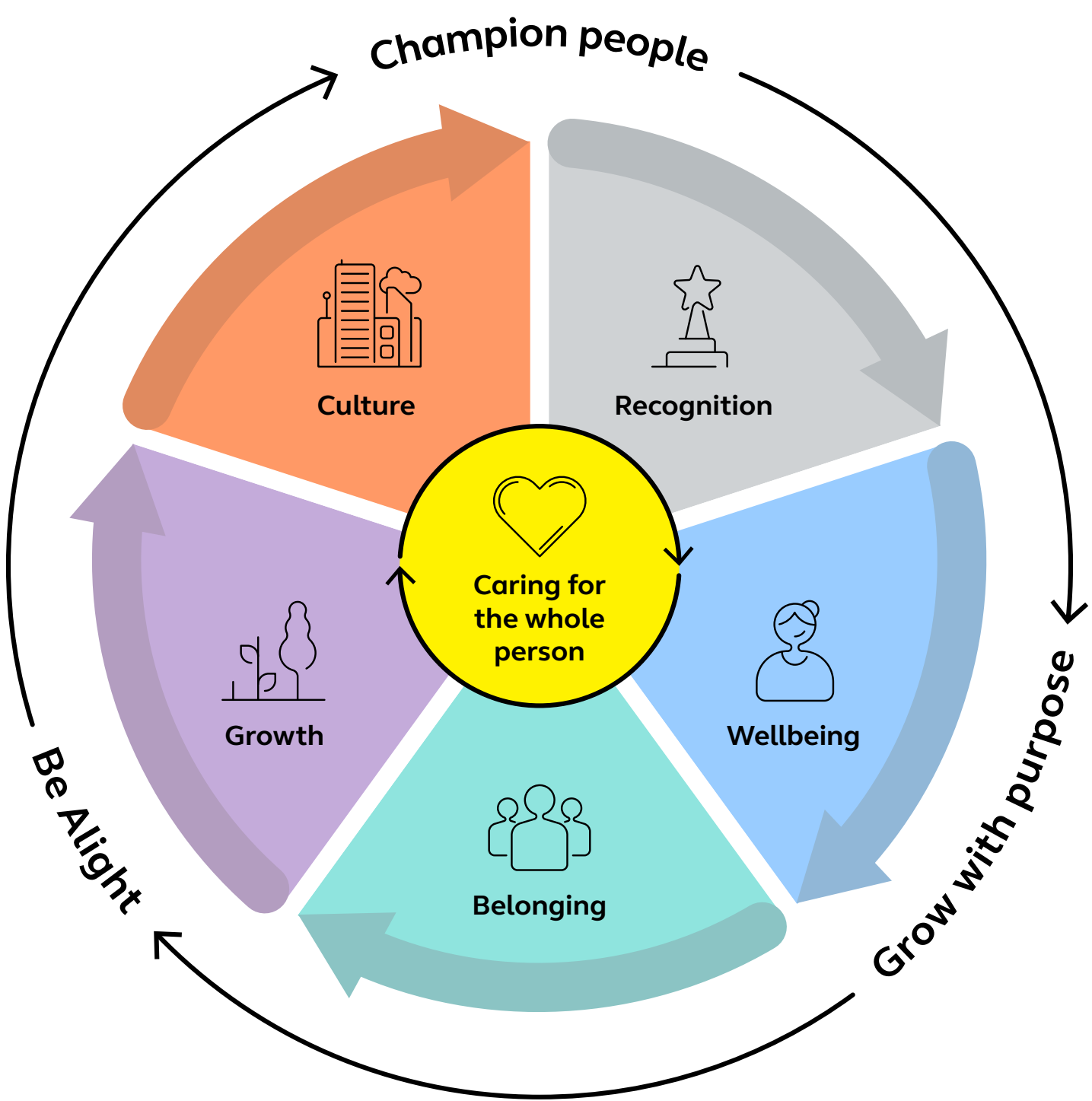


of employees rated Alight as a great place to work compared with 57% of employees at a typical U.S.-based company

# Our people strategy

At a global level, Alight's People Strategy and Agenda focuses on five key themes that serve as cornerstones of our people philosophy: culture, recognition, wellbeing, growth and belonging.

These themes are woven into the fabric of our sustainability strategy and are essential to the success of our associated human capital commitments:



- 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 growth in their careers
- Engagement and retention:** Enhance colleague engagement, recognize and celebrate their successes and foster retention

Our Board plays an integral role in our human capital management efforts alongside our strong, ethically minded and performance-driven senior management team. The Compensation Committee of the Board reviews our corporate human capital management practices around building culture and fostering engagement and monitors management's diversity, equity and inclusion initiatives. In connection with its responsibility for developing management continuity, our Board actively engages in executive officer talent management through regular reviews. The Board at least annually assesses the succession plans for senior management, including the CEO, executive leadership team (ELT) and their direct reports, to maintain a robust and diverse talent pipeline.

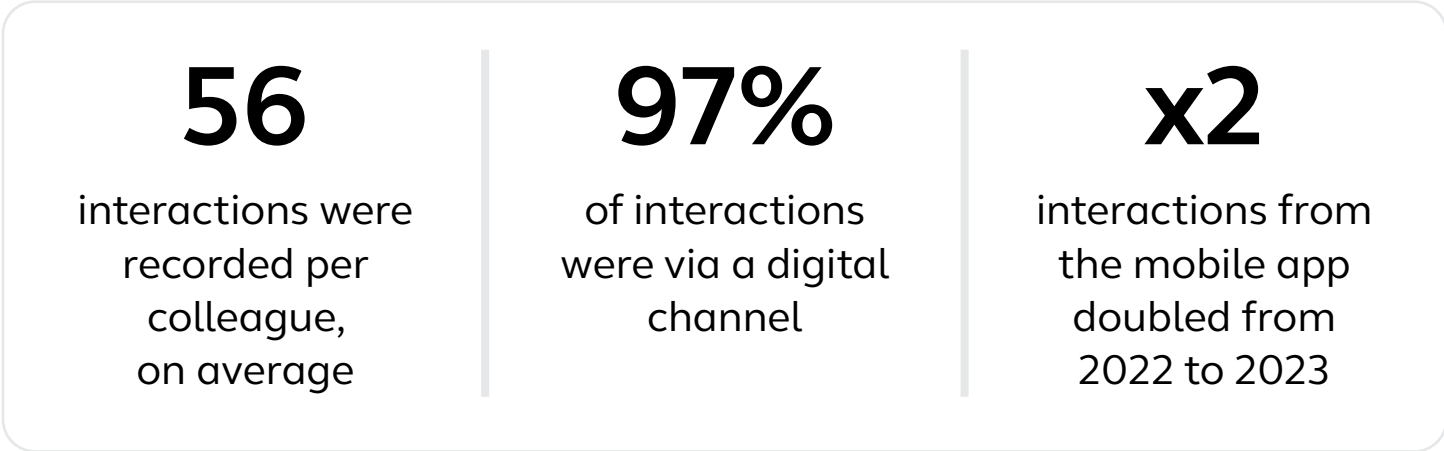


# Colleague wellbeing

At Alight, we believe that investing in the wellbeing of our colleagues is an investment in the long-term wellbeing of our organization and our communities. Competitive compensation, employee benefits and development opportunities provide considerable value to our colleagues and clients. Our employee wellbeing strategy, “caring for the whole person,” spans **four pillars of wellbeing: mind, body, wallet and life**.

The Alight Worklife platform is the foundation of our colleague wellbeing program.

## 2023 Alight Worklife Results



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 2023 benefits for U.S. employees can be found [here](#).

## Healthy mind

Alight is committed to caring for the mental health of our colleagues and their loved ones and offers a variety of benefits and programs to encourage healthy minds.

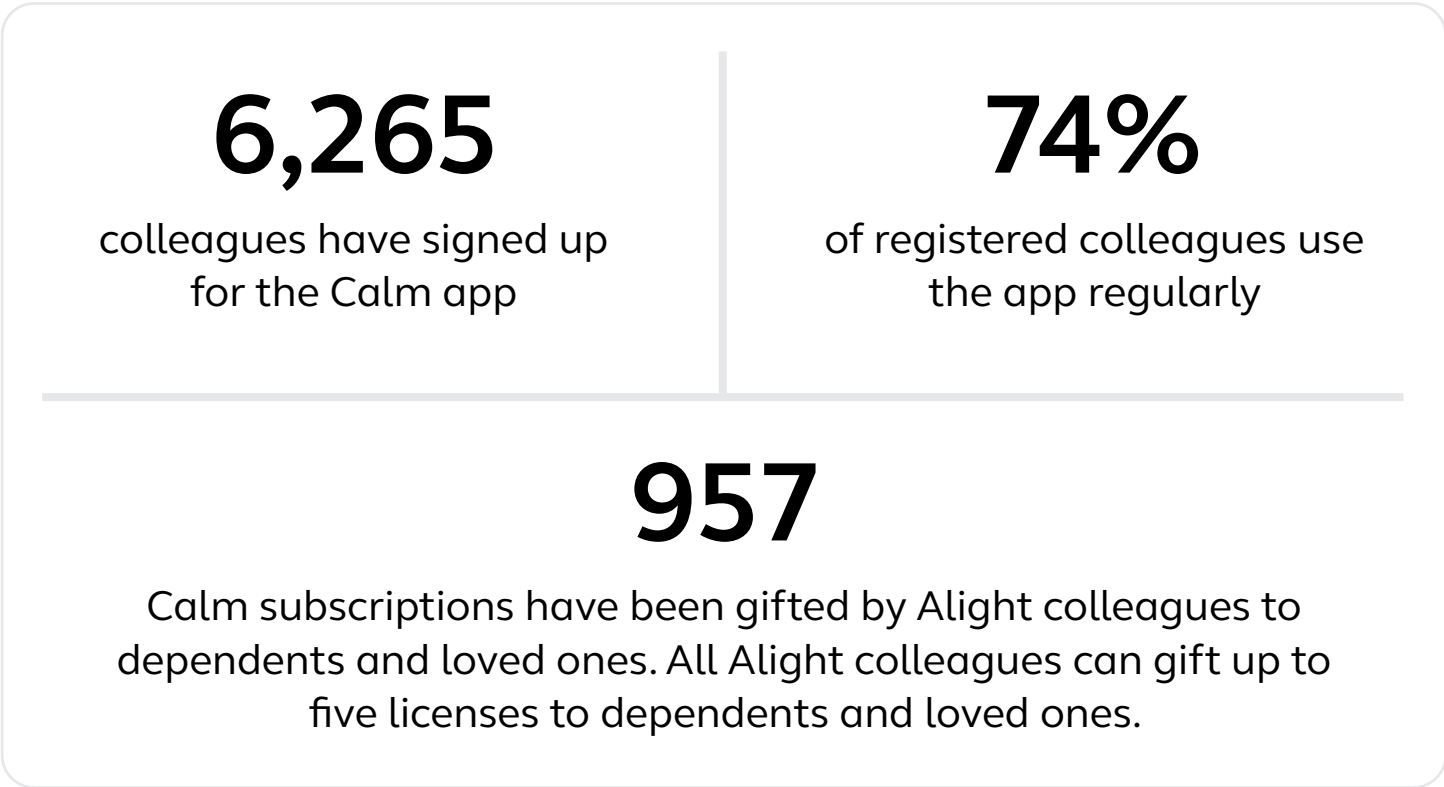
### MENTAL HEALTH RESOURCES

Alight employees and their dependents have access to several leading mental health, meditation and resilience applications and resources through Alight Worklife.

## 2023 Employee Assistance Program utilization



## 2023 Calm app utilization



**Mental Health training:** Alight offered Mental Health training designed to combat mental health stigma, encourage open conversations about mental health and provide all colleagues with the tools and knowledge to support one another. We had sessions tailored for colleagues as well as managers. Eighteen workshops — held in multiple time zones and in eight languages — were hosted by local mental health experts in partnership with our Employee Assistance Program provider.

**National Alliance on Mental Illness (NAMI) StigmaFree Company**  
In 2023, Alight was recognized as a StigmaFree company by NAMI. NAMI’s StigmaFree Company initiative encourages business practices that take responsibility for a company’s impact on social wellbeing.

### WORLD MENTAL HEALTH DAY

On World Mental Health Day 2023, Alight Chief Human Resources Officer Michael Rogers, Chief Executive Officer Stephan Scholl, Chief Financial and Chief Operating Officer Katie Rooney and Unmind co-founder and Chief Wellbeing Officer Steve Peralta held a discussion with Alight colleagues. During the conversation, they shared their views on the global mental health crisis and provided resources that may help improve mental health.

In parallel with World Mental Health Day, we launched our first global ReCharge team challenge on Alight Well. Teams were given just over two weeks to complete healthy actions that support caring for our minds, bodies, wallets and lives — such as practicing gratitude, staying hydrated and learning something new. During the challenge, 1,900 colleagues participated on one of the 425 teams and logged more than 57,600 recharge activities.

# Healthy body

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

## HEALTH BENEFITS

As part of Alight’s commitment to support our colleagues’ and families’ health, we offer a variety of programs and the ability to choose the coverage that fits individual needs. Alight makes a sizable contribution toward the cost of coverage for several benefit plans (including medical, dental and vision coverage). Alight also offers several other programs to encourage physical health. The Alight Worklife platform hosts these benefits and enables our colleagues to access programs with ease.

### Hinge Health

In 2023, Alight introduced Hinge Health benefits to all full- and part-time employees in the United States who were enrolled in an Alight medical plan. Hinge Health offers physical therapy programs that fit various employee needs and lifestyles — designed to address joint and back pain through innovative technology that is personalized and app based.

### Vida Health

Vida Health matches our colleagues with a health coach to help them build healthy habits in a variety of areas. Coaches develop a personal plan and offer support throughout the plan.

### Ovia Health

Ovia Health maternity and family benefits offer support to our colleagues through some of life’s biggest transitions: starting a family, navigating pregnancy and balancing life as a working parent. Participating colleagues have easy access to information about family planning benefits, instant feedback on health data, unlimited in-app messaging with a registered nurse and more.

## OCCUPATIONAL HEALTH AND SAFETY

Alight recognizes its responsibility for occupational health and safety (OHS) and the welfare of colleagues across all locations.

Our Global Security team oversees our OHS practices and provides periodic updates to our senior leaders. Alight operates according to procedures intended to promote workplace health, safety and welfare. We have adopted a Health and Safety Policy (HS Policy) to help promote the health and safety of our colleagues and anyone else who may be affected by our work activities. This HS Policy applies to all colleagues, contractors and vendors of Alight, and it is reviewed and updated on an annual basis.

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 ill health.

In 2023, Alight launched our Healthy Working Course globally, mandating it for new hires and colleagues in regions where it is required by law. The course provides information about key risks in the workplace environment, including best practices for a healthy remote work setting and ergonomics. The course requires colleagues to assess risks in their current work environment and provides guides to mitigate relevant risks themselves. If the risks are still present after following the guides, individuals are asked to indicate this within the training module. Colleagues can request an accommodation and, if approved, receive the necessary equipment or resources to mitigate relevant risks. The global health and safety team reviews a monthly report of colleagues who have indicated that they still have a probable work accommodation risk and follows up to provide additional guidance.

We also have various HR policies, based on region, that detail the process for seeking medical work accommodations. Alight’s HR oversees most of the medical work accommodation process and gets involved if an equipment order is needed.

Alight office locations are regularly assessed to identify and mitigate risks and unsafe conditions. Risk assessments and findings are brought to the attention of those affected, when applicable.

**Total Recordable Injury Rate per 200,000 hours (TRIR) in 2023 = 0.0181**



## Healthy wallet

As part of Alight's ongoing commitment to caring for the whole person, we are committed to providing "healthy wallet" solutions through our Alight Worklife platform that support colleagues wherever they are in their financial wellbeing journeys. Alight offers several financial wellbeing programs, including:

**Retirement savings:** In the United States, full-time and part-time colleagues scheduled to work 20 or more hours per week are eligible for a 401(k) 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 period after six months of service with the company.

**Employee Stock Purchase Plan (ESPP):** The ESPP provides colleagues with an opportunity for long-term investment in the company's stock, supporting an ownership mentality among our colleagues. The ESPP is available for colleagues in the United States, Puerto Rico, Canada, Poland, Spain, Belgium, the Netherlands and France.

**Alight Digital Wallet:** U.S. colleagues can use the Digital Wallet for free, instant access to their earned wages when using the Alight card. This option enhances our colleagues' financial flexibility and can reduce the financial stress of waiting for payday.

**Access to low-cost personal loans:** Provided for U.S. and Puerto Rico colleagues, these loans are automatically repaid through payroll direct deposits.

**Access to financial solutions:** Resources are available to help colleagues with student loan refinancing, setting up college savings accounts, and building emergency savings.

**Adoption assistance:** All regular and part-time employees are eligible for support with qualified expenses for child adoption, after one year of service.

## Healthy life

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

**Alight Well:** In 2023, Alight Well was rolled out to all colleagues globally and is our new addition to Alight Worklife and our mobile app. Alight Well provides an integrated experience that helps colleagues maximize their benefits through timely communications, personalized guidance and engaging challenges and incentives.

**Alight Marketplace:** All colleagues can exchange reward and recognition points for products and services in several lifestyle categories through Alight Marketplace.

**Paid time off:** Colleagues have paid time off and leave-of-absence options to help them 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

**Alight Cares:** Employees can donate to their preferred charities, with the first \$1,000 matched annually by the Alight Matching Program.





# Diversity, equity and inclusion

At Alight, we believe that diversity should be visible, valued and sustained throughout the organization. We all play a role in creating an inclusive workplace and organization. We drive awareness, practice accountability and foster community to build an inclusive culture. In December 2022, we created an Inclusion and Diversity Policy to formalize our commitment to transparency in our DEI initiatives.

We believe it is critical to measure and track our progress. Alight’s global inclusion and diversity (I&D) leader and an I&D recruiting lead help us maintain transparency and meet our DEI goals. We actively review our pay and promotion practices and invest in inclusivity training, so our managers are aware of bias and its many forms. Our I&D team also trains colleagues on allyship, promoting an environment in which everyone can learn how to be better colleagues to their peers.

## Representation<sup>2</sup> of our workforce diversity<sup>3</sup>

Job level	% Female	% Minority
Director+	48% <div><div></div></div>	16% <div><div></div></div>
Senior Manager	57% <div><div></div></div>	28% <div><div></div></div>
Manager	67% <div><div></div></div>	41% <div><div></div></div>
Associate	79% <div><div></div></div>	63% <div><div></div></div>
Total workforce	67% <div><div></div></div>	43% <div><div></div></div>

## Attracting and retaining diverse talent

Recruiting is a key area for Alight as we build a more diverse workforce. We are committed to representing the communities we serve and to attracting and retaining underrepresented talent. We aim to continually strengthen our career pathways through ongoing investments that support diverse hiring, retention and advancement and that enable untapped talent to thrive.

<sup>2</sup> We are committed to collecting meaningful data that will measure our progress toward our goal of reflecting the communities that we serve. We ask our colleagues to self-identify and recognize that these metrics do not capture all the elements that comprise our colleagues’ identities.

<sup>3</sup> Data reflects Alight’s diversity within our U.S. workforce by gender and race/ethnicity as of December 31, 2023. Individuals are asked to first designate ethnicity as Hispanic or Latino or Not Hispanic or Latino. Second, individuals are asked to indicate one or more races that apply among the following: American Indian or Alaska Native, Asian, Black or African American, or Native Hawaiian or Other Pacific Islander.





**ENHANCING INTERNAL MOBILITY FOR COLLEAGUES**

We offer the Colleague Career Portal to increase equitable access to jobs. 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. In 2023, we had a record 23% of all jobs filled through internal pipelines because of these programs.

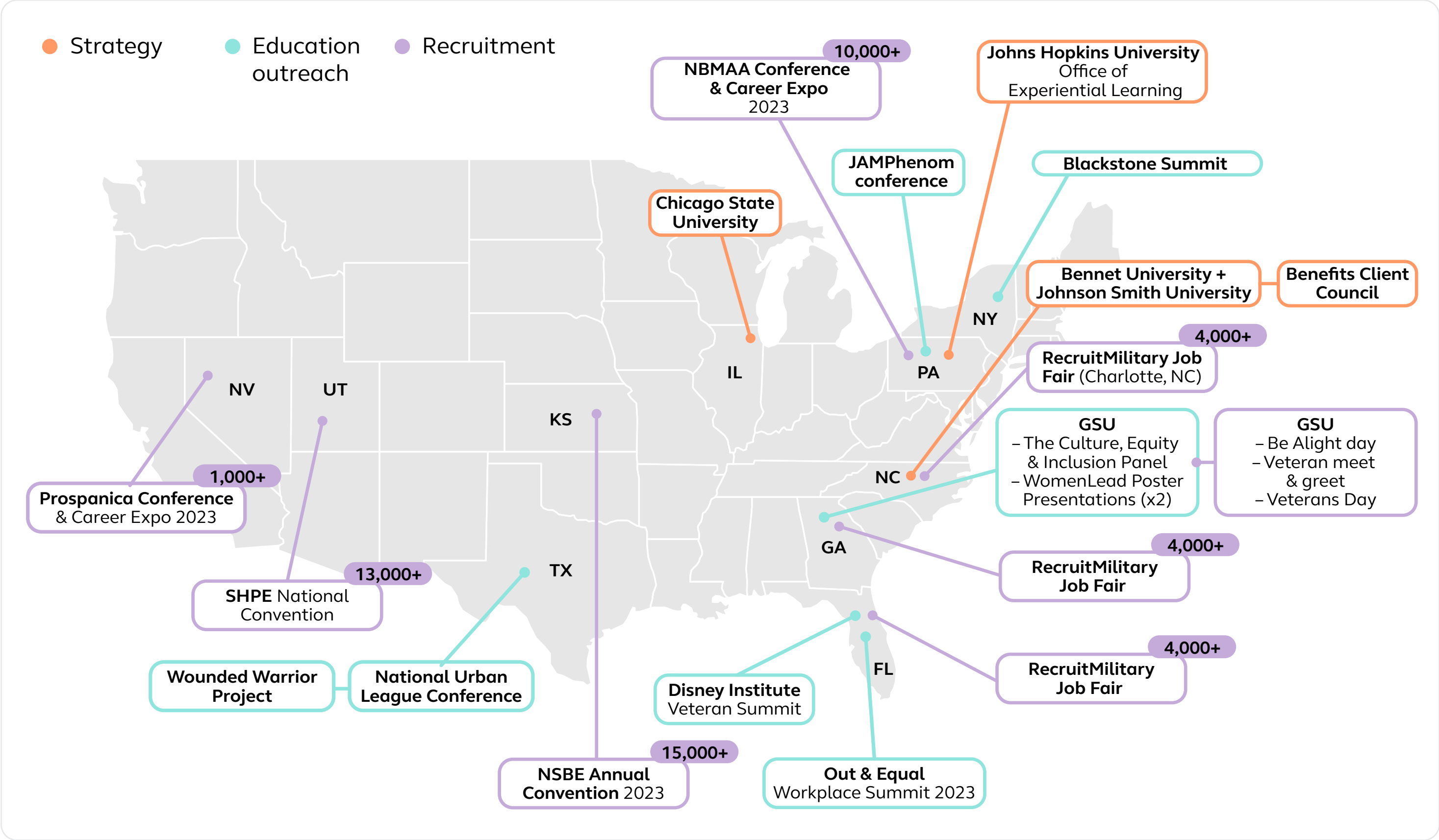
In 2023, Alight hosted more than 48 events across the United States to support a strong and diverse talent pipeline by recruiting from underrepresented communities.

**CULTIVATING UNTAPPED TALENT**

Alight is a charter member of Blackstone’s Career Pathways initiative, which was designed to foster economic mobility and support ongoing DEI 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.

Cultivating untapped talent map



# Colleague-led communities

Our employee resource groups are called colleague-led communities (CLCs) and are integral to Alight’s commitment to diversity and 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 diversity, infuse Alight culture in our client experience and, most importantly, foster a sense of belonging.

## ABLE AT ALIGHT

Empowering people with long-term, temporary or situational disabilities and their families. Being able to get people to believe in themselves and perform.

## PRIDE/LGBTQ+ PROFESSIONAL NETWORK

Collaborate with inclusivity leaders at Alight to advocate for the LGBTQ+ community while educating and raising awareness of LGBTQ+ concerns for all colleagues across Alight.

## YOUNG PROFESSIONALS NETWORK (YOPRO)

Consists of a diverse network of emerging Alight professionals around the world who help each other grow in their careers and expand cultural understanding.

## INTERFAITH NETWORK

Promote interfaith understanding, build community and support colleagues who come from different religious backgrounds.

## LATINX PROFESSIONAL NETWORK

Unite Alight’s Latinx community by serving as a voice for our unique needs and promoting access to professional development and career advancement opportunities.

## TEAM VALOR — VETERANS NETWORK

Foster an environment where Alight veterans, military associates, family members and allies strive for excellence in all we do for our organization and clients. Our community offers the opportunity to connect, network and share experiences while creating a veteran-friendly corporate culture.

## WOMEN’S PROFESSIONAL NETWORK

Provide resources, opportunities and knowledge to empower, inspire, represent and connect women in the workplace and beyond.

## ASIAN PROFESSIONAL NETWORK

Strive to enhance professional and individual development for Alight employees of Asian descent and help build a corporate culture that embraces diversity. With our unique language and cultural skills, we further contribute to the success of the company.

## BLACK PROFESSIONAL NETWORK

Promote initiatives that strengthen the Black experience at Alight so that all Black colleagues feel heard, seen and safe while having access to sponsorship, skill development and growth opportunities.

## VIRTUAL PROFESSIONAL NETWORK

Share opportunities and challenges associated with performing work virtually, as well as strategies and experiences to promote career growth and satisfaction while working at Alight.

## INCLUSION NETWORKS

Drive inclusion and belonging at the local and regional level by building cultural awareness, facilitating learning, celebrating differences and creating opportunities for networking beyond borders.

## ALIGHT FOR THE PLANET

Connect colleagues to act as stewards of the environment, biodiversity and the natural world.



**PERMANENT CHANGE IN STATION — MILITARY LEAVE POLICY**

As part of our commitment to military spouses and families, the I&D office and Team Valor 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 FOR WELLBEING**

The landscape of the modern workplace has seen an explosion in innovative avenues for communication, one of which is the writing of blogs. Our blogging journey has uncovered the profound influence these digital platforms have, not only on fostering an inclusive culture but also on enhancing the overall wellbeing of our colleagues, particularly as seen in our efforts to create a healthier and more connected workforce.

As a part of our mission, our DEI team encourages our CLCs to share their unique life experiences through blogs. Over the past two years, more than 75 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 diverse range of backgrounds and perspectives to the table, and that diversity enables us to better serve all our customers. This diversity includes race, ethnicity, age, citizenship status, education, income, skills, gender identity, sexual orientation, nationality, physical or cognitive ability, beliefs, upbringing and lived experiences. To increase cross-cultural sharing and appreciation, we prioritize global recognition of cultures and heritage and provide DEI training and awareness courses, such as:

**Creating an inclusive environment:** Through realistic scenarios viewed from multiple perspectives, this module coaches learners in applying empathy and respect when communicating with colleagues with diverse working styles and personalities. All Alight colleagues are required to complete this training annually.

**Anti-harassment training:** Our Dignity and Respect in the Workplace training is required annually for all colleagues and provides useful information to mitigate harassment and foster a respectful work environment.

- **Anti-sexual harassment training:** In addition to the global anti-harassment training, all employees based in India are required to complete this training during the onboarding process.


**Your role in addressing unconscious bias:** This course explains how unconscious bias works, what can trigger it and strategies for counteracting unconscious bias to create an inclusive environment, positive professional relationships and a high-functioning workplace. All Alight colleagues are required to complete this training during the onboarding process.

**Bystander intervention training:** All employees in the city of Chicago are required to complete one hour of bystander training annually. This training reviews safe, positive actions that can be used at the group and individual level to prevent harm when there may be a risk of sexual harassment to another.


**Power of inclusion:** This voluntary training session introduces the five inclusive behaviors, inclusion concepts and impacts that colleagues can leverage to foster a sense of belonging in the workplace.

**Inclusive hiring:** This training outlines best practices for inclusive hiring and is embedded within Alight’s hiring workflow.

**Alight’s DEI efforts support 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 DEI through our colleague-led communities, including Black, Latinx and Pride/LGBTQ+ professional network; Able at Alight for colleagues and colleague family members with disabilities; and Team Valor, the Alight Veterans Network, among others.



# Respecting human rights

We maintain fair labor practices and foster a safe and inclusive work environment, in line with the ILO Declaration on Fundamental Principles and Rights at Work. 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

The “works councils” organized in Europe work to give a voice to colleagues, aiming to support and improve their quality of life at work. The works councils collaborate to empower colleagues in their specific countries and bring any necessary issues to a defined board of directors, the members of which are not part of their regions’ works councils, to process and implement change. Generally, the works council meetings occur once a month in each country and are made up of a defined number of employees (depending on local law and bargaining agreement) elected to represent the employees of their countries at Alight. Currently we have operating works councils in France, Germany, the Netherlands, Spain and Poland.

## HUMAN RIGHTS POLICY

In 2023, we further solidified our commitment to safe, fair and inclusive workplaces worldwide by developing our **Human Rights Policy**. Through this policy, Alight outlines 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.





# Learning and development

As a people-first organization, we love to support our colleagues' growth and development. 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.

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.

## Our development approach

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.

## CAREER PROGRESSION

We use Alight's Career Growth Model to help colleagues identify and reflect on their current career stage. Colleagues can build, specialize, expand or advance their careers using this model based on four factors:

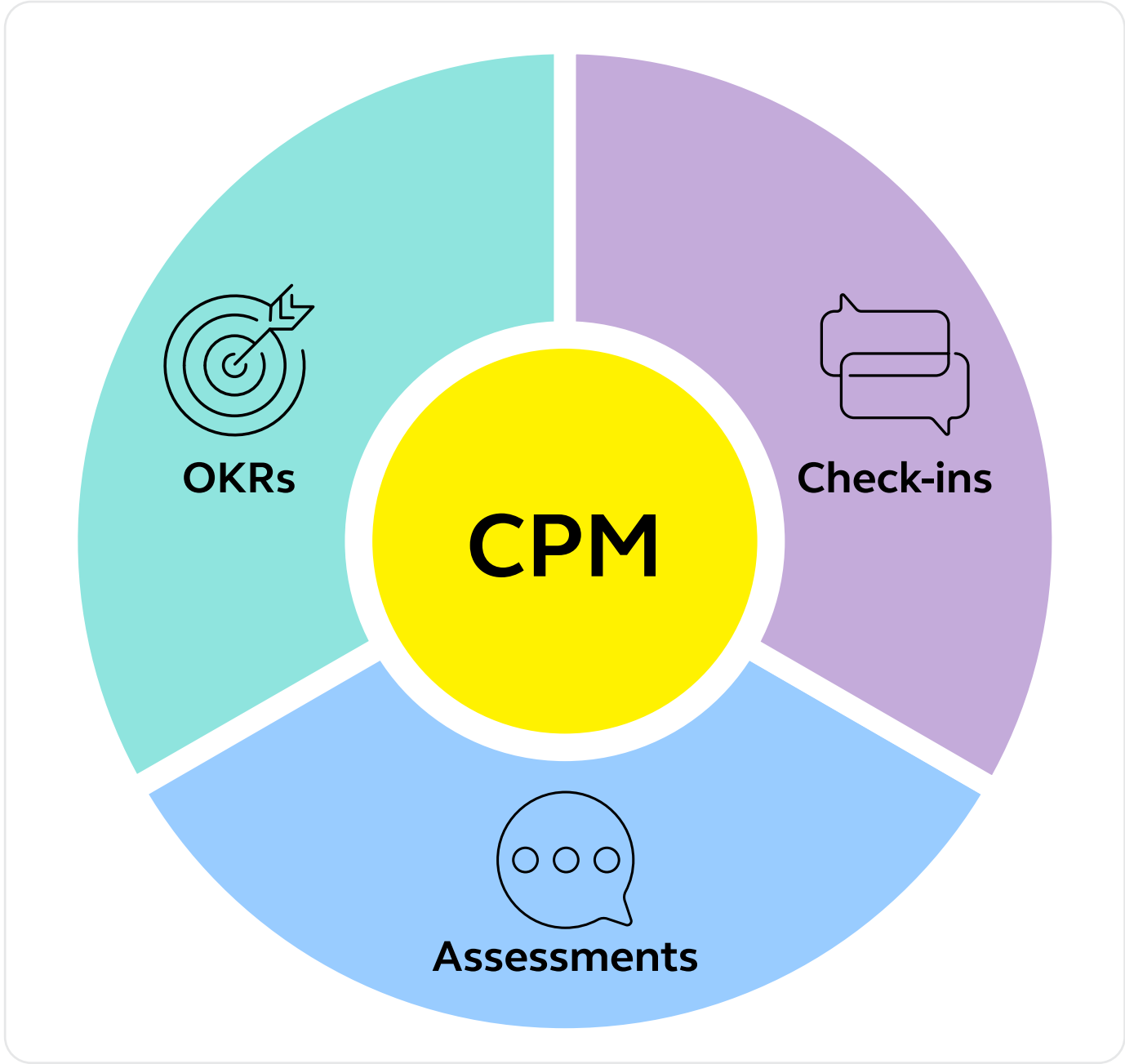
- Readiness
- Experience
- Aspiration
- Current business needs

We have also aligned our talent framework and succession-planning globally for roles at a director level and above to support the development of our internal talent pipeline and to provide an overall health gauge of our global talent pool. We promote internally whenever possible as a key retention strategy to facilitate continuous colleague development and to support role progression.



**CONTINUOUS PERFORMANCE MANAGEMENT**

We utilize a continuous performance management (CPM) approach in which colleagues receive feedback throughout the year. Colleagues create annual objectives and key results (OKRs) and personal development goals that are reviewed with managers each quarter, allowing them to understand the progress they are making and the value they are providing and to receive valuable input on their career goals. This strategy results in more frequent opportunities for meaningful conversations between colleagues and managers.



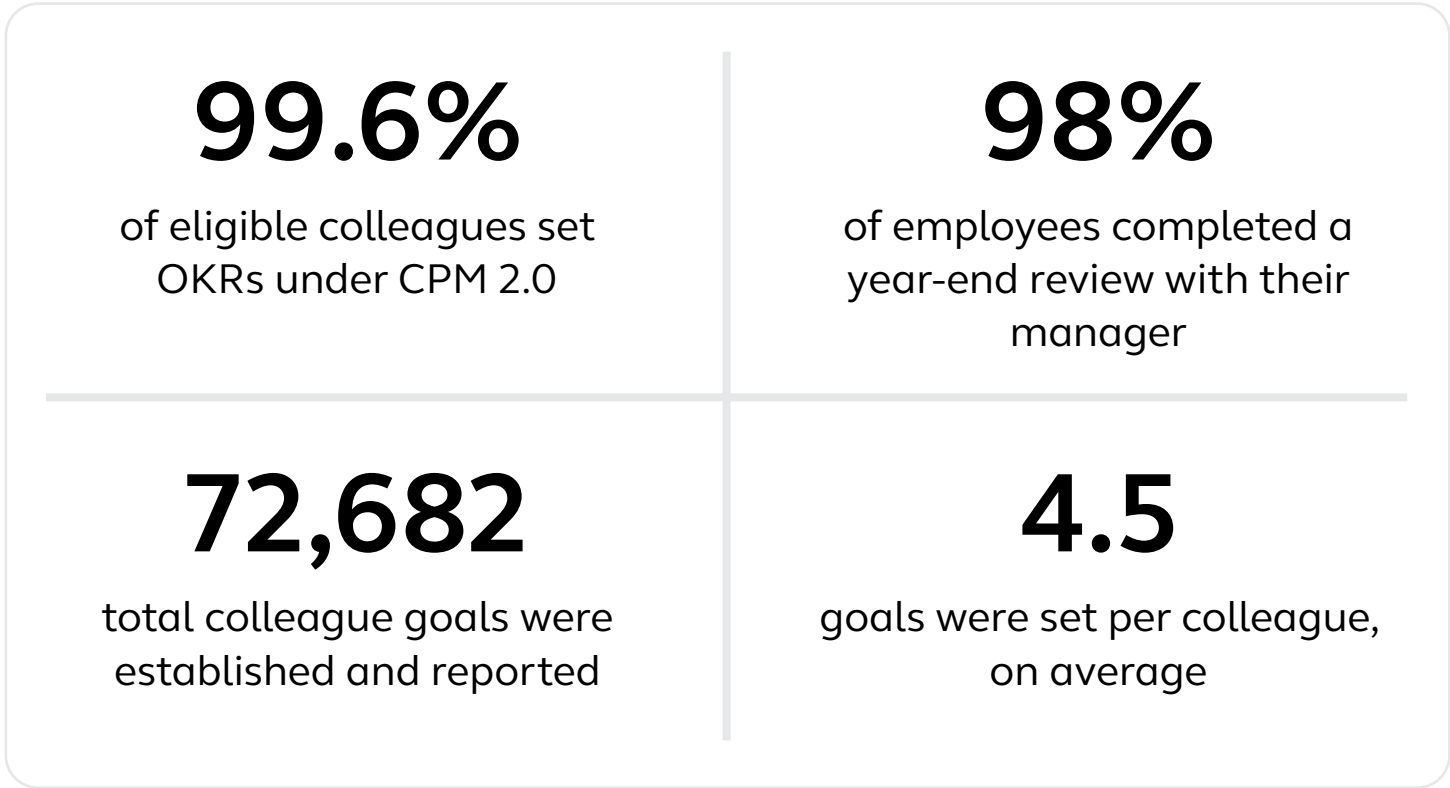
Colleague performance is reviewed annually as part of the year-end assessment process, allowing us to identify and reward high performers.

In 2023, we revised the CPM program to create a culture of accountability, continuous improvement and professional growth. CPM 2.0 helps us more easily identify colleagues who are ready for the next step of their personal growth or who may need additional support. We also included an online training course in our learning management system, Alight Academy, for colleagues to learn more information about the program.

**CPM 2.0 is focused on the following key areas:**

- Setting clear goals and expectations for colleagues with OKRs
- Increasing rigor around documenting performance twice yearly with a midyear and year-end review to better align with annual compensation reviews
- Creating a feedback culture at Alight by providing opportunities for regular feedback and coaching
- Continuing our focus on pay for performance by establishing a culture of recognition and rewards for our highest-performing colleagues

**2023 CPM Statistics**





### MENTORSHIP PROGRAM

In 2023, Alight launched its new global mentorship program, Mentoring@Alight. Integrated within our internal jobsite as a key element of our talent development strategy, this program facilitates mentor-mentee matching. Mentoring@Alight is for anyone, at any level, to receive guidance and learn from the experience of fellow Alight colleagues. This program is not exclusively for work-related mentoring. While it is encouraged for colleagues to take ownership in their professional career development, Mentoring@Alight can also be for those looking to develop personally. All colleagues are encouraged to sign up to be a mentor as an opportunity to support the development of others, develop coaching skills and network with other colleagues.

Mentorship programs are powerful tools in the pursuit of equity within Alight. These programs facilitate relationships between employees and senior leaders who may share similar backgrounds or experiences. Such alignment provides a more relatable context for mentees, allowing them to glean valuable insights from their mentors' journeys. Moreover, mentorship programs contribute to equity by offering a customized learning experience tailored to each mentee's specific goals and needs. Unlike one-size-fits-all training initiatives, mentorships enable personalized guidance and support, addressing unique areas of growth and development.

In its first year of the program, a cohort of Alight colleagues registered to become mentors and mentees, establishing new relationships across the organization. Through these relationships, mentors helped mentees build skills, including communication, project management, customer service and people management.

“

*I've been with the company for almost 19 years and during that time, I've been both a mentor and mentee and continue to do so. I've learned and grown so much from being on the giving and receiving end of my mentoring partnerships. And it's funny how much you can develop on both sides of being a mentor and a mentee. I've created some great long-lasting relationships and been able to network outside my normal circles. This commitment between both parties takes work to build that confidential relationship, but it's well worth the effort. I've been blessed by those relationships not only professionally but also personally.”*

— Chris King

**Through our newly formalized mentorship program, we hope more employees can have meaningful experiences like this.**

# Colleague training and education

We offer colleagues numerous resources for personal and professional development, 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 available to our colleagues. Through Alight Academy, individuals are empowered with resources to develop new skills and firm up understanding of Alight-specific policies and procedures.

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 2023, colleagues completed over 1 million hours of training.

### 2023 training metrics



## ALIGHT LEADER PROGRAMS

Alight offers a series of leader programs for colleagues at all career stages. Programs range in format from webinars and self-directed modules to level-specific, cohort-style engagements. These programs give participating colleagues the opportunity 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 fellow colleagues.

## 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 in their current role or to prepare for a future role at Alight. We invest in full-time colleagues by providing \$5,000 of tuition reimbursement annually. 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:

- International Foundation of Employee Benefit Plans
- Chartered Financial Analyst Institute
- Society of Actuaries
- American Institute of Certified Public Accountants (Association of Chartered Certified Accountants in the UK)
- National Association of Sales Professionals
- Association of Corporate Counsel
- Project Management Institute
- American Payroll Association
- SHRIM
- SRCI



# Engagement, recognition and retention

Alight is committed to listening to our colleagues and bringing greatness to light by recognizing individuals who exceed expectations. We focus on five key priorities — culture, recognition, wellbeing, growth and belonging — to facilitate engagement with our colleagues, celebrate performance and retain top talent.

## Listening to our colleagues

Alight values feedback from our colleagues and regularly conducts surveys to understand how they feel about the company. We subsequently take appropriate actions and deploy best practices to improve the work experience. Survey data is aggregated and anonymized before being shared to leaders and managers to provide actionable insights into the engagement of their teams.

At the end of 2023, Alight’s employee satisfaction score was 71 points, in line with our global benchmark set by our external engagement provider. This engagement level remained stable throughout 2023. The provider’s database contains benchmarks on a broad array of matters representing feedback from more than 900 companies over the past 12 months.

Alight also regularly conducts regional listening sessions (both virtually and in person) to better understand colleague sentiment.

We regularly update colleagues on key actions taken in response to these exercises. Individual functional areas and leaders also work with respective HR partners to communicate localized, tailored actions based on specific engagement and listening insights.

## Engaging our colleagues and communities by giving back

We are committed to the global communities where our colleagues live and work. Our philanthropic and community engagement programs help unite our teams as they support the causes they care about, strengthen the impact of our colleague-led communities and develop our future workforce through mentorship programs. Anchored to our corporate values, we localize our charitable strategy as much as possible, so it is specific, impactful and authentic.

As our company has grown, we have aligned our philanthropy to advance our central values of health and wellbeing. We aim to follow the dollar and ensure our giving translates into a direct impact on the local community level. Our goal is to enable employees to direct and drive greater social impact — making it easier for our people to give, volunteer and make small changes in the lives of others.

Our mission is to be a leader in corporate citizenship by fostering an environment that supports the wellbeing of our employees and their communities. We aim to empower everyone to achieve optimal health of mind and body, financial stability and a fulfilling life. We are committed to being a catalyst in the community, inspiring both hope and change for a healthier world.

Our colleagues at Alight’s primary offices collaborate with their location leaders to choose which organizations to partner with so everyone feels connected to the causes they support. While each location drives philanthropy locally, there is company oversight to allocate and approve funds.

## ALIGHT CARES

We aim to foster a culture of giving back by offering opportunities for our colleagues to volunteer and support causes close to them through our Alight Cares program. This program allows our colleagues to donate to the organizations they care about with a match by Alight. Through this program, our North American colleagues receive eight hours of paid time off annually to volunteer. Colleagues in the United States and Puerto Rico can use their wellness time (sick time) to volunteer if they choose.

In 2023, we took steps to bolster our giving and volunteering efforts by exploring new channels to connect our colleagues with philanthropic initiatives, increasing volunteer hours and better tracking donated time. We hope to see these desired outcomes come to fruition in 2024.



**GLOBAL SERVICE WEEK**

Every year during the winter season, our colleagues take time to give back to their communities in many ways to help those in need, including volunteering or donating money to a charitable cause. In the spirit of giving back, we host a Global Service Week the first week in December. Global Service Week is an opportunity to recognize the impact of volunteer service and the power of volunteers to tackle society’s most significant challenges, build stronger communities and be a force that transforms the world. Whether online, in the office or at the local food bank, with a voice or a wallet, doing good comes in many forms, and we recognize and celebrate them all.



**2023 Highlights**

- ✔ **Houston Food Bank (Houston, TX):** Helped sort, process and pack food for kids, seniors and others who may be experiencing food insecurity.
- ✔ **CASA Program (Lincolnshire, IL):** Partnered with Aon to purchase gifts for kids in the CASA program.
- ✔ **United Way “Adopt-a-Family” (Irvine, CA):** Adopted four families and bought gifts for them.
- ✔ **Granada Food Bank (Granada, Spain):** Ruffled a basket to raise money for the Granada Food Bank.
- ✔ **Complete Girlz Inc. (Queens, NY):** Mentored and tutored students.
- ✔ **Savannah’s SuperHERO Cards:** Celebrated America’s real-life superheroes from police officers and EMT personnel to doctors, nurses, teachers and everyday heroes.
- ✔ **DOROT — Generations Helping Generations:** Helped alleviate loneliness in older adults through phone calls and intergenerational engagement activities.
- ✔ **Christmas Dinner Giveaway (Lincolnshire/Chicago, IL):** Participated in a Christmas turkey dinner giveaway for veterans and their family members.
- ✔ **Wreaths Across America (The Woodlands, TX; Chicago, IL; Englewood, FL):** Celebrated National Wreaths Across America Day to place wreaths at the graves of fallen soldiers and veterans.

**GLOBAL DAY FOR SOCIAL JUSTICE**

Since 2021, Juneteenth has been a corporate holiday when we hold our Global Day of Social Justice to empower colleagues worldwide to take action. Local Alight communities are encouraged to come together to help address local social justice opportunities that are important to their communities. The Global Day of Justice gives colleagues a chance to work together on projects and campaigns promoting economic and social development at the local, national and international levels. A range of issues are covered, including racism, poverty, illiteracy, gender and minority inequality, LGBTQ+ inequality and economic disparity.

**SUPPORTING CLC IMPACT**

Recognizing the importance of DEI 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 employees and the communities we aim to serve.

In 2023, the CLCs hosted more than 126 events.



### COLLEAGUES HELPING COLLEAGUES

The Aight 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 Aight. Colleagues can request a tax-free grant when they are facing unexpected hardships and when they need it most. Through this fund, we can quickly activate one-time emergency grants for unexpected situations for which we could have big colleague impacts, including unexpected illness or a death of a family member.

During 2023, our People Matter Fund provided grants to 85 colleagues to provide support when they needed it most.

Within our global company, we strive to make a positive impact on local schools, aiming to create a lasting change in the lives of students. Aight has been sponsoring students currently enrolled in grades 7–12 at the Vidya School in Gurugram, Haryana, in India since 2022 with support from Aight’s leadership. Between 2022 and 2023, we continued our support and sponsorship of the education of students whose parents’ income is less than \$500 per month, supporting 24 students. Between 2023 and 2024, we doubled the number of students that we supported to 48 students. Aight regularly follows up on the academic progress of these sponsored children, and once every quarter colleagues from Aight visit the Vidya School and interact with the 48 students. We believe that empowering students to excel academically and pursue higher education has a transformative impact on the students, their families and their communities.

### RECOGNIZING OUR COLLEAGUES

Aight strives to spotlight excellence by recognizing meaningful contributions and celebrating colleagues for exceeding expectations. We celebrate the diversity of 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 global recognition network.

Throughout 2023, Aight worked to create the new Aight Marketplace for colleagues as our new rewards and recognition platform going forward. The Aight Marketplace is a global lifestyle benefits platform through which colleagues can cash in rewards and recognition points in exchange for products and services that fit their lifestyles. Colleagues can choose services and experiences in several categories, such as fitness, family, pets, travel, finance and food delivery. All Aight colleagues have access to this platform; products and services are tailored based on their location. Colleagues can receive personal points to spend on themselves as well as additional points on milestone anniversaries with Aight. Colleagues can recognize their peers by gifting recognition points as they see fit throughout the year. Recognition points are a quick and easy way to provide peer-to-peer recognition to colleagues anywhere in the world when they demonstrate Aight’s core values.

### RETAINING OUR COLLEAGUES

We pride ourselves on retaining top talent and creating pathways for internal mobility. Therefore, we have developed tools and resources through our talent system that enable colleagues to align their skills with new career opportunities within Aight.

Efforts like these, in coordination with our DEI, career progression and professional development initiatives, support retention and the long-term growth of our colleagues within the organization. In 2023, we filled 23% of jobs with internal candidates.





# Social innovation

Alight is committed to defining the future of employee wellbeing and enhancing the employee experience through a human-centered approach that mirrors our values and objective research. We strive to cultivate enduring wellbeing outcomes by advancing our products, services and processes with an eye toward sustainability and social innovation.

## IN THIS SECTION:

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Our innovation strategy

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Catalyzing workplace and employee wellbeing

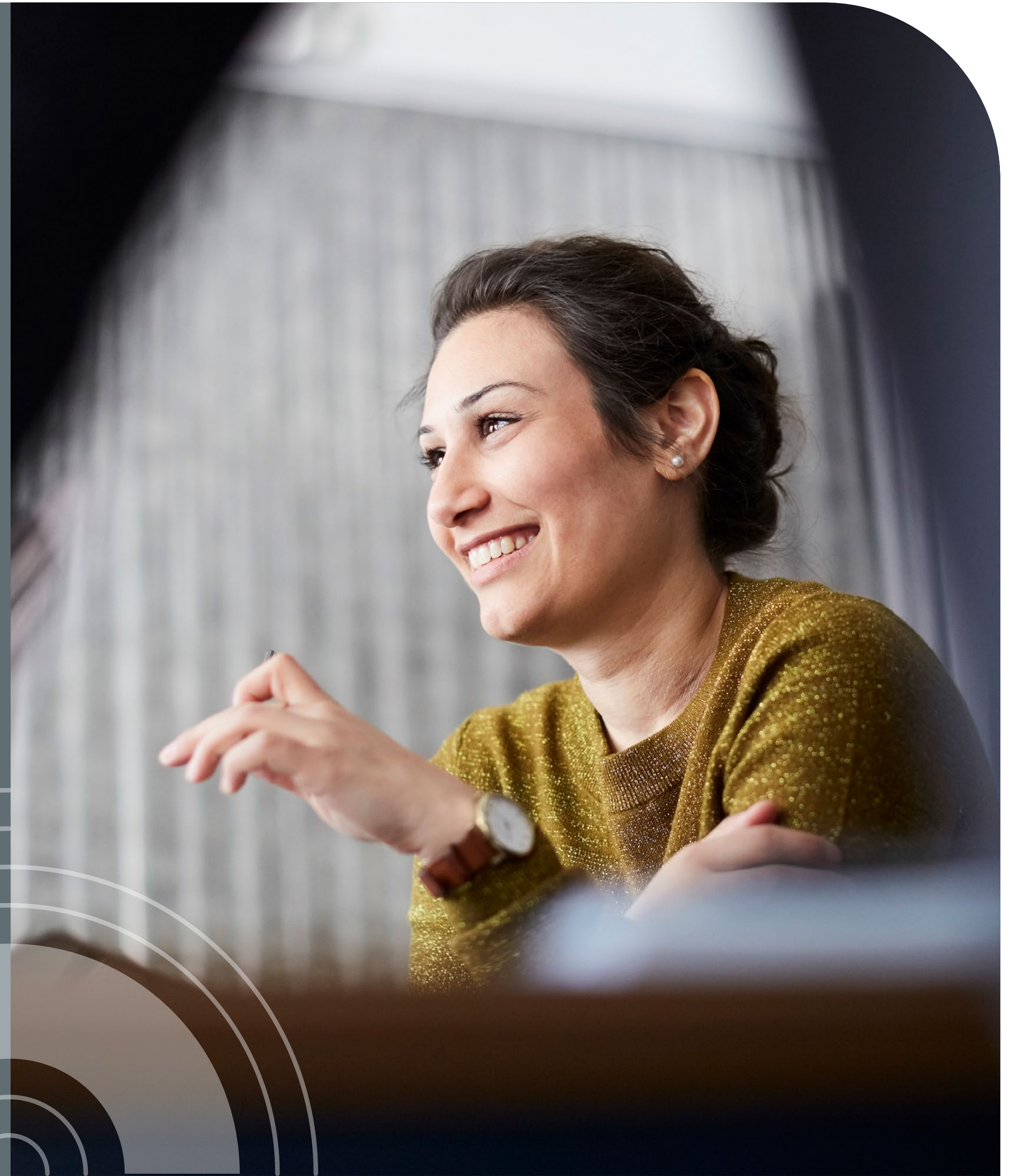
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Facilitating accessibility

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Delivering value

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# Our innovation strategy

Our research suggests that wellbeing-centric benefit strategies and engagement tactics can satisfy a full range of employee needs and drive better organizational outcomes supporting diversity, equity, inclusion and culture. We believe in the connection between a healthy mind, body, wallet and life so all employees can thrive at work and at home.

In short, healthy employees mean healthy companies.

We develop technology that empowers clients to manage a wellbeing-centered employee experience that drives business outcomes. Our ambition to help our clients create a healthy and productive workforce, improve financial health and security, enhance the employee experience, and attract and retain top talent drives our approach to innovation.

EMPLOYEE WELLBEING OUTCOMES	EMPLOYER BUSINESS OUTCOMES
↓ Health risk	↓ Turnover cost
↓ Financial stress	↓ Healthcare cost
↑ Mental resiliency	↓ DEI gaps
↑ Employee sentiment	↓ Absenteeism cost
	↑ Retirement readiness

Our commitments in the following areas guide our innovation strategy:

1

**Accessibility**  
Provide one easy-to-navigate platform that allows access to benefits programs

2

**Wellbeing**  
Support a holistic and personalized approach to wellbeing that enables employees to focus on their mind, body, wallet and life

3

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

We deploy our innovation strategy through three primary channels:

- 1

**Alight Worklife**  
This is our Alight LumenAI-powered employee engagement platform with a human touch that brings together our mission-critical wellbeing solutions for our clients to drive better outcomes for organizations and individuals. The result is confident decisions and meaningful outcomes for more than 36 million users and their family members.

**Our goal** — Provide an AI-based employee engagement and insights platform that leads to better wellbeing outcomes for our clients and their employees. We power Alight’s LumenAI foundation with diverse datasets to actively discourage bias at our core.  
  
The Alight Worklife platform spans mobile and web environments, engagement content, platform tooling, an AI virtual assistant, analytics, integrations and security. We wrap all of this in high-touch care to give employees the support they need.
- 2

**Alight insights**  
Our research provides objective and actionable insights for organizations seeking benefits and employee engagement strategies that deliver improved employee and business outcomes. We leverage that research to help us build smart, integrated technology platforms like Alight Worklife to help organizations succeed by enabling their people to thrive.

3

### Payroll and other services

We've simplified the payroll experience to ensure our clients' people are paid efficiently, accurately and on time. Leveraging innovative technology, flexible payroll services and expertise in 188 countries and 25 languages, we deliver a standardized approach that puts employees and their financial wellbeing first.



## Equity Analytics

In 2023, Alight launched its Equity Analytics team with the key goal of assisting our clients in serving their most at-risk employees. This initiative included the announced partnership with Socially Determined, a social risk data and analytics company, to examine the impact of Socially Determined's exclusive social risk scores on the wellbeing outcomes we seek. Additionally, Alight created a team of data analysts and product managers to examine opportunities for equity improvements in program engagement and outcomes.

By including social risk scores and specially selected and cleaned census datasets in our core Lumen AI model, we can maximize our ability to help employers provide personalized employee support through the Alight Worklife platform and the Alight services ecosystem. The data will be used to provide employees with options that are better tailored to their unique circumstances and help drive our program partnership roadmap through the discovery of offering gaps. Together with our current and future partners, we can improve access to wellness systems for those in the most need.

In partnership with a select group of client design partners, Alight's Equity Analytics team launched a pilot in late 2023 to explore opportunities for product and educational improvements aimed at equity and inclusion. Early analysis demonstrates the clear opportunity to better personalize the end-user experience to improve engagement and outcomes. By exploring the impact of economics, housing, transport, technology and access to care and the internet, Alight helps create a clearer picture of each employee, allowing employers to better predict unmet needs at the individual level and critically improve relevancy by prioritizing the content, benefits and engagement tactics available to educate, support and guide employees.

The Equity Analytics team's goals for 2024 include the following:

- Drive awareness, engagement and utilization of benefit programs through personalized targeting and outreach
- Expand program offerings that better meet the needs of diverse populations of employees
- Improve wellbeing outcomes across the four pillars of wellbeing — mind, body, wallet and life — for employees by identifying barriers to accessing care and resources and helping to remove those barriers
- Identify potential unmet market and/or population-specific needs in an employer's wellbeing strategy through insights gleaned via our Alight Worklife engagement platform
- Assist employers with mitigating rising healthcare costs



# Catalyzing workplace and employee wellbeing

According to our 2023 Alight International Workforce and Wellbeing Mindset Study, U.S. employees feel less in control of their wellbeing. Just 52% feel they have the power and resources to improve their health and happiness, compared with 60% in 2022. Additionally, 69% of workers claim to be always or often productive and 53% feel inspired to do great work, compared to 75% and 59%, respectively, in 2022. Employees feel disconnected from their workplaces and are looking to their employers to take responsibility and address their concerns.

Despite employers' ongoing efforts to expand wellbeing programs and enhance the overall employee experience, there has been a noticeable decline in workers' perceptions of their employers' commitment to employee wellbeing and an increasing restlessness in terms of employee loyalty and engagement.

Employers need to reconsider their strategies when it comes to attracting, retaining and engaging their people at work and home. It cannot be merely about adding more benefits and programs. Employers must prioritize initiatives that facilitate easy access to relevant and effective resources. Employers should help employees use their benefits effectively, especially when they are needed in the moments that matter most.

To achieve this, we help employers assess and optimize the way they support and communicate with their workers. By identifying opportunities to empower people, employers can foster an environment in which employees thrive far into the future.

Boosting perception of wellbeing investments hinges on communicating authentically and providing crucial guidance in the moments that matter. By utilizing AI-driven technology to personalize the experience, employers maximize their wellbeing investments, improve outcomes and deliver a more positive employee experience. Rather than viewing the wellbeing program as a "tick-the-box exercise" designed to garner positive PR for the company, employees come to recognize the value it holds for their families and appreciate the investment their employers are making in them.

Our AI-driven employee experience platform, Alight Worklife, guides workers through their wellbeing journeys, providing automated decision support, personalized recommendations and timely nudges to interact with their benefits. Through a combination of high-tech and high-touch methods, Alight Worklife gives employees access to valuable information while an experienced care team of certified nurses, clinicians, financial planners and others provides the human touch. This empowers workers to take control of the situation and supports them through complex decisions that directly impact their physical, emotional and financial wellbeing.

Our research offers practical insights for organizations aiming to enhance both employee engagement and business performance:

- ✓ **2024 Hot Topics in Retirement and Financial Wellbeing:**  
Alight's 20th installment of our annual survey is designed 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 3 million workers.
- ✓ **2023 Hot Topics in Employer Wellbeing:**  
Alight's Hot Topics in Employer Wellbeing Programs report summarizes the results from our first-ever survey of the current landscape of employer wellbeing programs and the changes that employers are planning for the upcoming year.
- ✓ **Money Matters:**  
This mindset study demonstrates how improving financial health boosts overall employee and employer wellbeing.
- ✓ **The Power of Hyper-Personalization:**  
Alight provides insights on the importance of tailoring benefits to the uniqueness of different individuals, cultures and family structures. This piece examines how an increasing number of employers are embracing hyper-personalized benefits delivery, powered by AI and supported by high-value navigation resources.



# Facilitating accessibility

Alight supports the healthy minds, bodies, wallets and lives of our clients’ employees combating access barriers to benefits and technology.



## Improving retirement accessibility 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 \$5,000 in savings cash out at much higher rates, which disproportionately affects people of color, women and low-income earners. In 2023, Alight took steps to minimize these retirement barriers, becoming the first 401(k) recordkeeper to implement auto portability for our clients.

### What is auto portability?

Auto portability is the automatic movement of a former employee’s small-balance account (less than \$7,000) from a previous employer’s retirement plan to an active account at a new employer’s plan.

### 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

<b>\$1.5T</b>	<b>67M</b>	<b>42M</b>
would be preserved in the U.S. retirement system over a 40-year period	minority workers would save <b>\$619 billion</b>	women workers of all ethnicities would save <b>\$365 billion</b>

Source: “Why is Auto Portability Needed” from the Employee Benefits Research Institute/Portability Services Network

### PORTABILITY SERVICES NETWORK

In 2023, Alight joined forces with other leading 401(k) providers to launch the **Portability Services Network, LLC** (PSN). PSN promotes financial wellbeing by increasing the accessibility of retirement savings through auto portability. Workers who change jobs can now have their retirement savings automatically moved to their new employer’s retirement plan.

PSN is an independent network that helps transfer small retirement savings accounts automatically when people change jobs. PSN uses the Retirement Clearinghouse auto portability solution to create a digital hub connecting workplace retirement plan recordkeepers and plan sponsors.

With Alight and other founding owner-members, PSN currently represents around 82 million workers across over 185,000 employer-sponsored retirement plans, based on data from Pensions & Investments.



# Personalized healthcare navigation

When employees are not equipped with the knowledge and skills to effectively navigate the healthcare system and make informed choices, they often opt for inappropriate care, pay too much for care or receive no care at all. This can further increase costs and worsen health.

Alight offers healthcare navigation and clinical guidance solutions that remove barriers to quality care. Powered by analytics, and offering access to always-on digital tools and concierge navigation support, our platform improves access to high-quality, cost-effective care — eliminating the healthcare hassle and creating greater savings for those involved.

## What is healthcare navigation?



Live & digital concierge benefits guidance



Find high-quality providers




Guide to the right programs



Cost estimates for care

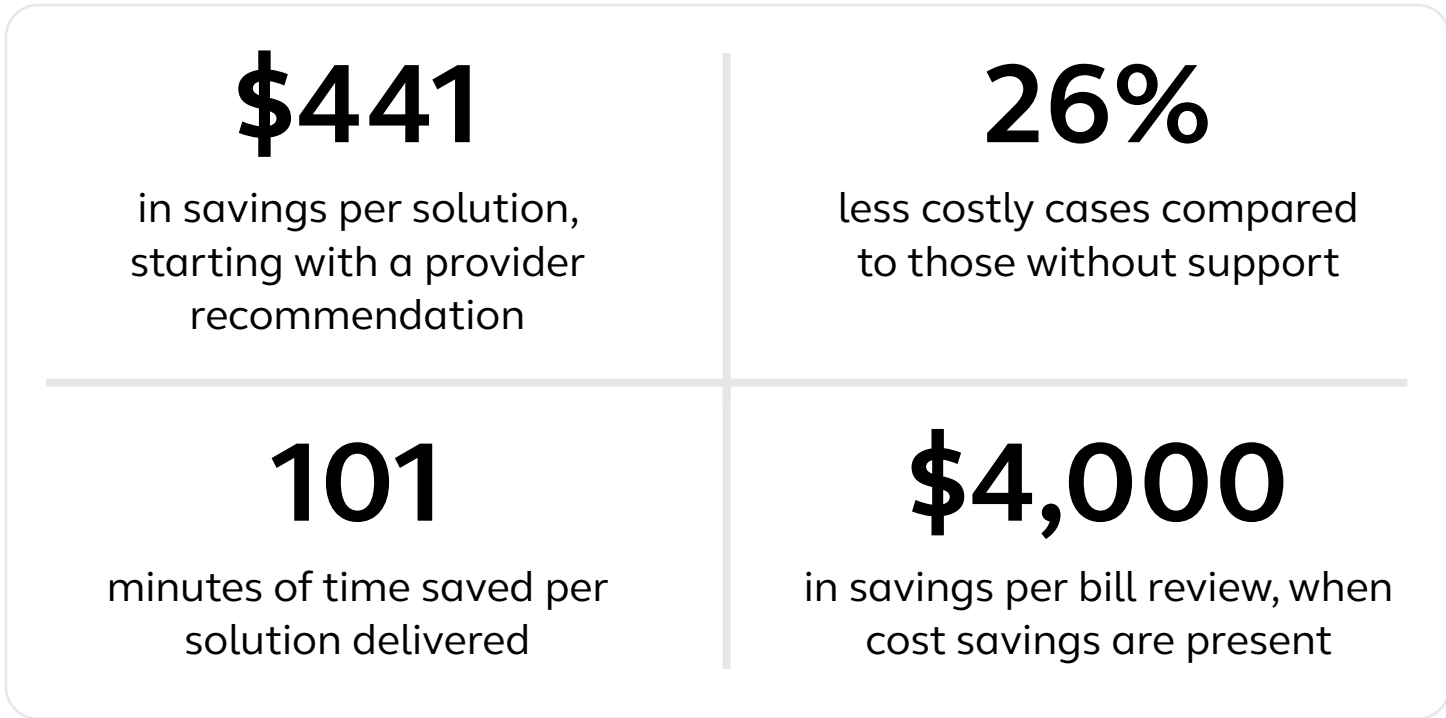


Help with understanding medical bills



Conducting bill reviews

Healthcare navigation solutions can offset rising employer healthcare expenditures and pay off through improved utilization, engagement and outcomes. For example, we have been able to deliver across our book of business, on average:



# Alight Marketplace

The Alight Marketplace enables employers to provide employees in more than 50 countries with access to 150+ services and experiences that are aligned 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

# Platform accessibility

At Alight, we champion inclusivity in all its forms. As laid out in our Accessibility Statement, we set high standards to build products that are easy to understand and that benefit everyone. 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 (WCAG 2.1) at the AA Level (and section 508 when applicable) on consumer-facing digital properties.

We have taken several steps to improve platform accessibility. We have improved processes, tools, knowledge and resourcing to make our site and apps as easy to use as possible for all users. Our dedicated accessibility team designs and develops new pages with WCAG 2.1AA built in. In addition, the design system and code federation across our platform allows for enhanced accessibility controls. Where needed, we are converting any legacy pages with a roadmap to compliance as well as decommissioning and migrating users off pages that are not compliant with our platform accessibility standards.

Our internal accessibility testing includes:

- Screen readers: NVDA, Voiceover, Talk Back
- Automated web-based accessibility testing
- Manual keyboard testing
- Incorporation of WAI/ARIA best practices
- Color contrast checkers



# Delivering value


Through accessible benefits and technology, we deliver value to our clients and enable their employees to maximize health benefits and wellbeing programs.

## Personalized clinical guidance


Alight’s Medical Ally team is a multidisciplinary group of elite 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, which is outlined below.

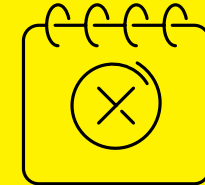
### Alight Medical Allies




Live & digital clinical decision support for any condition




Unbiased, evidenced-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

### 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: inequity in access to top cancer expertise and 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.

<b>88%</b> of participants improve clinical outcomes	<b>32%</b> avoid surgery when receiving surgery decision support
<b>72%</b> change in treatment from expert medical opinions	<b>\$29,400</b> average savings per case from avoided surgery
<b>21%</b> change in diagnoses from expert medical opinions	<b>\$4,500</b> average savings per case from expert medical opinions



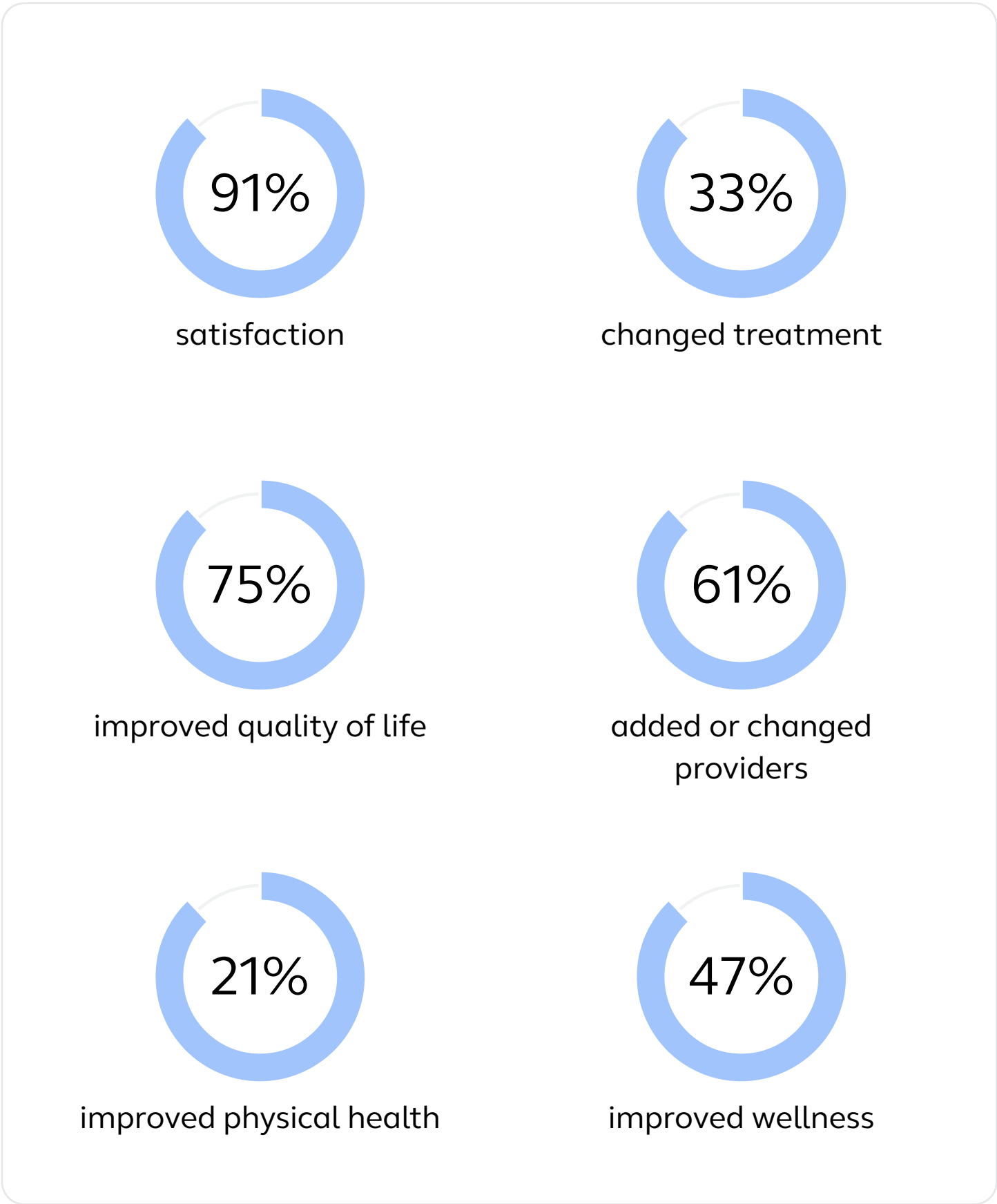


**SUPPORTING WORKFORCE MENTAL HEALTH**

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 the support they need. The service connects individuals and families to Alight's Behavioral Health Ally team that will work with them 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 the employers' benefit ecosystem.

**Our results for behavioral health crisis**



**Client satisfaction**

In our continuous pursuit of delivering an exceptional experience to our clients and their employees, we focus on five key areas to ensure we are delivering value to our clients:

- Product quality
- Return on investment
- Quality service
- User experience
- Quality customer care

Through comprehensive surveys, we gain insights into the needs and preferences of our clients in these areas. Our dedication to listening to our clients, acting on their feedback and continuously improving our offerings has been instrumental in driving positive outcomes for both our clients and their employees. We are confident that by staying true to our client-centric approach, we will further strengthen our relationships with clients and maintain our position as a trusted partner.

# Responsible business practices

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 practice through our corporate governance and environmental sustainability efforts.

## IN THIS SECTION:

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Our governance strategy

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Ethics and compliance

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Supplier management

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Data security and privacy

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Business resilience

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Our environmental strategy

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Climate action

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Energy management

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Environmental stewardship

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# Our governance strategy

We believe operating with integrity, accountability and transparency is fundamental to delivering long-term value to our colleagues, customers, shareholders and communities. Our Board and leadership team continually work to ensure that sustainable business practices are integrated into our global team culture and business operations. This comes to life through our three governance commitments:

1

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

2

**Data security and privacy**  
Protect business assets and information to maintain trust of clients, colleagues, vendors and business partners

3

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

Our focus on ethics, data security and privacy and resilience enables us to maintain our status as an ethical and compliant business; ensure resilience through robust ERM, business continuity and disaster recovery programs; meet prospect and client requirements; 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 comprehensive policies to serve as guideposts for ethical behavior.

## Code of Conduct

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


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

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

### Alight’s code of conduct supports Sustainable Development Goals

16

PEACE, JUSTICE AND STRONG INSTITUTIONS



**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.



**EDUCATION, AWARENESS AND  
ACKNOWLEDGMENT**

Directors and colleagues receive periodic updates regarding corporate governance policies and are informed when material changes are made to the Code. Our Code, global policies and 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 90% or greater of employees 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 courses include:

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

**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. 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.

Colleagues can report concerns to the Audit Committee, general counsel or the head of internal audit or the Legal Department, openly, or confidentially and/or anonymously, any accounting allegation 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, general counsel 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](#), located on our [Governance Documents](#) webpage.

**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**



## Political contributions

Alight does not make corporate political contributions and does not sponsor a political action committee (PAC). Our colleagues may make personal contributions to causes and engage in personal political activities, as stated in our Code of Conduct. However, any such involvement must be on an individual basis, on personal time and at personal expense.

### POLITICAL RELATIONS AND TRADE ASSOCIATIONS

Alight monitors emerging legislation and regulations that might impact our business or the services we provide to our clients. Our legal team is directly involved in any government procurement work and works with our business team to properly engage lobbyists, when needed.

We are actively involved in the industry associations involved with the regulatory concerns in our industry. We are members of the ERISA Industry Committee (ERIC), the American Benefits Council and the Society of Professional Asset-Managers and Record Keepers.

## AI Policy

Alight recognizes that the use of AI-enabled systems can increase employee productivity and innovation. We support the use of such systems in a safe, ethical and secure manner. At the same time, Alight recognizes that the use of AI can pose risks to our operations and customers.

In 2023, we published our Global Artificial Intelligence Policy to provide guidelines for the responsible use of AI while protecting Alight and mitigating risk. This document outlines standards and ongoing efforts to ensure the responsible development and deployment of AI within Alight. The policy applies to all Alight colleagues and contractors. Alight's Artificial Intelligence Governance Board (the AI Board) oversees this policy and AI-related initiatives.

### Alight's AI policy supports Sustainable Development Goals



**Sustainable Development Goal #19 — 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.

### Benefits of AI across Alight's solutions

- ✓ Ensures excellent client-employee experience through personalized engagement content and natural language models
- ✓ Empowers clients to manage employee experience and drive outcomes through automated decision support, data trend analysis and recommendations
- ✓ Enables high-quality service through streamlined workflows



# 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), comply with legal and regulatory requirements and engage in socially responsible behaviors. Alight works with approximately 4,000 vendors annually and intentionally manages these relationships to align with our purpose and values.

Our Supplier Code outlines our expectation that suppliers conduct their business 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 diversity and equal treatment of employees. To learn more, please see our **Supplier Code** 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 that represent the greatest data security risk, who collectively represent most of our annual supplier spend.

## 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. These expectations are reiterated in our **statement** in compliance with the UK Modern Slavery Act of 2015 and our newly developed Human Rights Policy, and suppliers are expected to comply as part of their contracts with us.

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

## Supplier sustainability


In 2023, we completed several actions to drive sustainability within our value chain. We increased visibility around sustainability and corporate social responsibility in our RFP processes, prioritizing potential suppliers who demonstrate a strong commitment to environmental, social and ethical issues within their own organizations. We also conducted a survey with a selection of our prime suppliers to assess their sustainability programs and capabilities. This survey enhanced our understanding of ESG practices, performance and opportunities throughout our supply chain. The following data points reflect survey responses and public disclosures:

- Over 60% of this selected sample had a supplier code of conduct in place

- More than half of the suppliers sampled had one or more environmental policies in place; tracked one or more environmental targets; disclosed their environmental efforts; or disclosed their corporate social responsibility efforts
- Almost 70% of suppliers sampled had a Labor and Human Rights Policy
- Over 45% of suppliers sampled had either a Supplier Diversity or Supplier Sustainability program

We aim to increase our engagement with our prime suppliers to effectively communicate expectations and work with them to advance our sustainability objectives. In 2024, we plan to execute a more comprehensive supplier sustainability questionnaire that will gather key indicators and documentation in support of Alight’s ESG goals. The results of the questionnaire will allow us to identify potential supplier ESG vulnerabilities and develop partnerships to effectively manage and mitigate related risks.

### Alight’s supplier management supports Sustainable Development Goals



**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 diversity

Alight recognizes and welcomes the role we can play in advancing inclusivity and equity throughout the supply chain by extending opportunities to qualified diverse suppliers. In addition to encouraging innovation with new products and services, supplier diversity builds economic growth in the communities where we do business and levels the playing field for historically underrepresented groups. The goal of our U.S. Supplier Diversity Program is to increase our spend with diverse suppliers (especially certified diverse suppliers), including:

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

In 2023, Alight spent more than \$47 million with 50+ diverse supplier

**\$47M+**

total spend with  
diverse suppliers

**\$16M+**

with certified minority-  
owned businesses

**\$8M+**

with certified women-  
owned businesses

**56**

diverse suppliers

## Awards and recognition



We are proud to be recognized for our commitment to supplier diversity. In 2023, we were honored by DiversityComm, Inc. for a third consecutive year as 2023 Top Supplier Diversity Program. As a result, we were featured in *Black EOE Journal*, *HISPANIC Network Magazine*, and *Professional WOMAN'S Magazine*.

In 2023, we continued to develop Alight’s supplier diversity program across five key building blocks: development, communication, engagement, partnership and metrics.

### Development

- We updated our supplier diversity questions within our requests for proposals to enhance our engagements with diverse suppliers and better evaluate non-diverse suppliers’ approach to supplier diversity within their own organizations.

### Communication

- We updated our Supplier Diversity webpage to highlight our partnerships and corporate memberships with diverse councils.
- We also launched the [sdp@alight.com](mailto:sdp@alight.com) mailbox to easily answer questions about our program.

### Engagement

- We streamlined the process for Alight colleagues to request a search for qualified diverse suppliers for open opportunities.

### Partnership

- Alight obtained corporate membership on two diverse councils: the National Minority Supplier Development Council and Disability:IN.
- We also attended our first national conference as a member of the National Gay and Lesbian Chamber of Commerce. We participated in learning events, supplier matchmaking and membership networking.

### Metrics

- We developed an internal Supplier Diversity Program Dashboard for visibility of program metrics.
- In addition, we began building our Tier 2 reporting so we can gather diverse spend information from our top suppliers and utilize it to support our contracts.
- We also enhanced reporting structures to track when diverse suppliers are included in opportunities or rewarded with the business.

# 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, 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

<b>Audit Committee and Senior Management</b>	<p>Periodically reviews the corporate cybersecurity program and controls with the Security and Privacy Risk Committee (SPRC)</p> <p>Discusses risk and cybersecurity updates from SPRC on a quarterly basis</p>
<b>Security and Privacy Risk Committee</b>	<p>Is composed of senior leaders representing primary businesses and corporate functions</p> <p>Meets quarterly to collaborate with other internal stakeholders to promote effective communication and global adoption of privacy policies and protocols</p> <p>Provides quarterly updates to the Audit Committee on risk assessments and cybersecurity initiatives</p>
<b>Chief Information Security Officer</b>	<p>Oversees the centralized information security system, which includes cybersecurity, anti-fraud measures and physical health and safety efforts</p>

### 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.

### CUSTOMER PRIVACY

Essential to building trust with our colleagues, clients and partners, our privacy program controls, policies, procedures and standards are critical to our success. Our customer privacy procedures and related contractual requirements reflect a solid combination of oversight and compliance with risk assessments and audits — both internally and externally and by our clients — leading to continual improvements of our controls and procedures. We collect and process various data files, primarily from our clients to support their 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 information from visitors to our website. For more information, please see the [Alight Privacy Policy](#) on our website.

### Data security compliance certifications, standards and regulations

- ✓ ISO 27001 Certification
- ✓ Adherence to the ISO 27701 Framework
- ✓ SOC 2 Type II Report
- ✓ Health Insurance Portability and Accountability Act (HIPAA)
- ✓ EU General Data Protection Regulation (GDPR)
- ✓ EU Cloud Code of Conduct Level 2
- ✓ Use of FIPS 140-2 Certified Products
- ✓ U.S. Department of Defense Impact Level 5



## Cyber incident management

Alight employs a layered and adaptive customer account security model comprised 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
- Multi-factor customer authentication at login (e.g. password + 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/ postal mail

We have a Cyber Incident Management Standard in place to address our response to cybersecurity incidents that may affect information assets' confidentiality, integrity and availability. 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 customer information as required by applicable legal or regulatory requirements. In FY 2023, we did not disclose any material data breaches in our SEC filings.

## 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.

## Risk management

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



The ERM Working Group is led by Alight’s director of assurance and risk management and comprises of cross-functional representatives across business units. The ERM Working Group meets quarterly 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 surveys about 170 senior leaders across the business on a biennial basis to identify strategic risks:
  - The survey asks respondents to assign a risk rating to pre-determined 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 ESG factors like human capital, cybersecurity, intellectual property, wellbeing, safety and health and business interruption related to climate events and other drivers. General ESG risk is also included in the survey, centering on Alight’s ability to implement an effective ESG 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. 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. 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 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 15 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. Our Granada (Spain) office is the first site to be formally certified to ISO 22301:2019, and we are working to extend the scope of this certificate globally in 2024.

## 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 support 24/7 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:

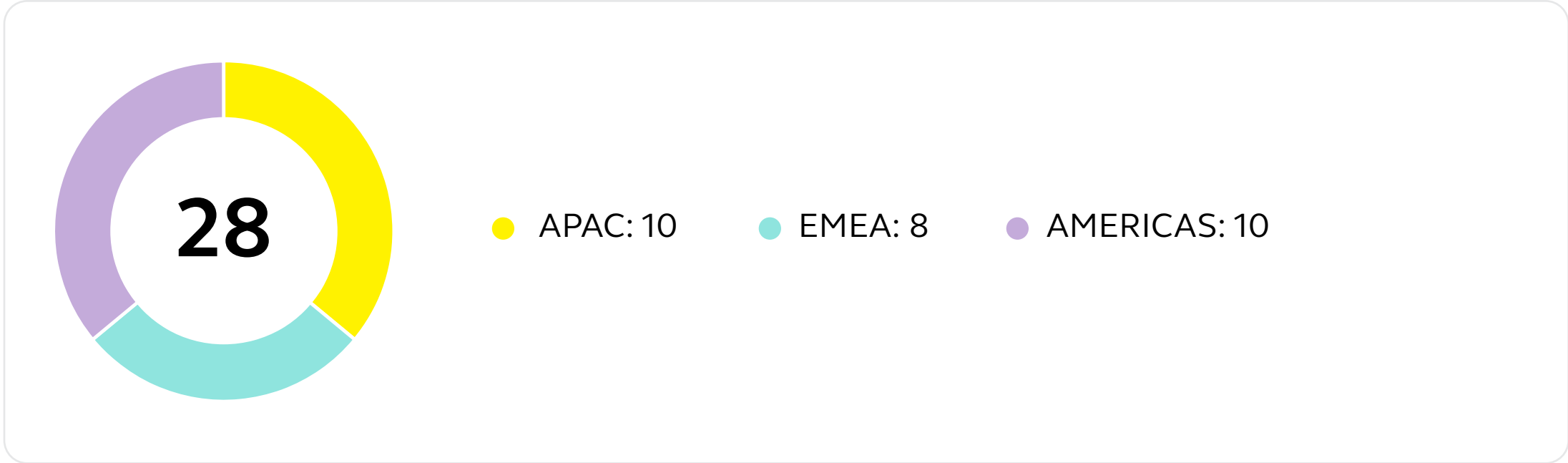
1. **Preparedness** — Prevent the incident and address appropriate actions to protect colleagues and business operations, including colleague awareness training and the documentation of specific standards and procedures
2. **Identification** — Identify possible risks by monitoring world events
3. **Containment** — Take preventive steps to minimize the likelihood of impacts on colleague safety and business operations
4. **Recovery** — Restore business operations back to a normal operational status
5. **After-Action 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 emergency response 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 medical incident, fire, dangerous weather event, security issues, earthquake, power loss or elevator entrapment — and procedures for persons who need help during an evacuation. Each 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 must conduct an emergency evacuation drill annually or more often if local regulations require. This standard is reviewed and updated on an annual basis.

**In 2023, 28 evacuation drills were conducted globally**





# Our environmental strategy

The intricate relationship between environmental sustainability, human health, and the wellbeing of communities and organizations drives our environmental strategy.

We commit to progress in three key areas to reduce our footprint and create a better environment for future generations:

1

**Climate**  
Reduce climate risk and impacts

2

**Energy**  
Support a transition to renewable electricity

3

**Stewardship**  
Act as stewards of nature and resources

Our related goals and initiatives enable us to meet prospect and client requirements to work with Alight, 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 2023, 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 impacts where appropriate to promote the protection of biodiversity and ecosystems
- Promoting waste management strategies that minimize over-consumption 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

For more information, please see our **Environmental Policy**.

# Climate action

## Recognizing climate impacts

Climate change and environmental degradation are existential threats already impacting the health and wellbeing of many around the world. To mitigate future harm, Alight is committed to serving clients in a manner that minimizes our potential impact on the environment. In 2023, we exemplified this commitment by pledging to set Scope 1, 2 and 3 GHG reduction targets through the Science Based Targets initiative (SBTi). In doing so, we committed to developing near- and long-term targets

within the next two years to help limit global warming to 1.5°C, in alignment with the Paris Agreement and a net-zero transition.

Our SBTi commitment bolsters our alignment with Task Force on Climate-Related Financial Disclosures (TCFD) recommendations and demonstrates the ongoing integration of climate considerations into our planning processes. Please see the Appendix for more information about our alignment with the [TCFD framework](#).



In 2023, Alight proudly boosted its CDP score by a full letter grade

## Greenhouse gas management

Alight has embarked upon an 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. Because our business needs may change each year, our carbon footprint may also change.

External consultants calculated energy and Scope 1 and 2 GHG metrics based on the data received for the 2020, 2021 and 2022 calendar years. New access to data enabled us to update previously disclosed 2020 and 2021 figures.<sup>4</sup> In 2022, Alight’s Scope 1 and location-based Scope 2 emissions amounted to 29,446 MTCO<sub>2</sub>e, while Scope 1 and market-based Scope 2 emissions amounted to 30,131 MTCO<sub>2</sub>e. The findings from the 2020, 2021 and 2022 calculations and metrics are included in the table on the right.

In 2022, we began the process of assessing the materiality of all 15 Scope 3 GHG categories to our business in coordination with an external consultant. Through this assessment, Alight has recognized nine of the 15 categories as relevant to our business as of year-end 2022. This process provided insight into our supply chain, our product inventory and additional sources of GHG emissions involved in our operations.

### Scope 1 and 2 GHG emissions inventory

Category	Emissions (MTCO <sub>2</sub> e)			
	2020	2021	2022	2023
Total Scope 1 Emissions	2,099	2,453	3,221	3,941
Location-Based Scope 2 Emissions	27,233	28,229	26,225	19,509
Market-Based Scope 2 Emissions	29,585	29,428	27,051	20,600
Total Scope 1 & Location-Based Scope 2 Emissions	29,332	30,682	29,446	23,451
Total Scope 1 & Market-Based Scope 2 Emissions	31,684	31,881	30,131	24,541

### Scope 3 GHG emissions inventory

Number	Category	Emissions (MTCO <sub>2</sub> e)	
		2022	2023
1	Purchased goods and services	103,502	93,519
2	Capital goods	655	487
3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	5,954	4,893
4	Upstream transportation and distribution	1,219	630
5	Waste generated in operations	271	276
6	Business travel	5,471	3,360
7	Employee commuting	19,867	16,944
11	Use of sold products	7,571	7,208
13	Downstream leased assets	3,572	2,992

<sup>4</sup> During the 2022 GHG inventory process, additional utility and fuel usage data was able to be acquired for prior years. As such, emissions calculations for 2020 and 2021 were updated, with actual data replacing instances where it was previously estimated. This improvement means that emissions totals differ from those presented in previous reports.



# Energy management

Alight strives to continually conserve energy and support the transition to renewables. In 2023, we set a target to utilize 100% renewable electricity by 2032.

To achieve this goal, our approach is twofold:

- 1

**Reduce electricity**

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. Alight has begun exiting physical data centers and moving to the cloud. As of the end of 2023, we are over 80% complete with our transition away from data center operations. These efficiencies will significantly 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 three ENERGY STAR properties. In our most recent site survey, over 40% of surveyed sites indicated the use of energy-efficient equipment. In the past three years, we have also reduced our real estate portfolio by 37% by offering remote working opportunities.

- 2


**Purchase renewables**

Alight seeks to purchase renewable electricity for our global operations and explore opportunities to expand on-site renewables, where appropriate. In our most recent site survey, seven sites reported integrating renewable energy into their operations.

**Alight’s environmental strategy supports Sustainable Development Goals**

13


CLIMATE ACTION



**Sustainable Development Goal #13 — Climate Action.** Alight has committed to GHG reduction targets for Scope 1, 2 and 3 emissions through the Science Based Targets initiative and has committed to developing near- and long-term targets by 2026.

7

AFFORDABLE AND CLEAN ENERGY



**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 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 customers 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. Other grassroots initiatives include our colleagues volunteering for litter pickups and river cleaning in 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.

## Alight for the Planet

Alight aims to engage our colleagues in our work as stewards of the environment, biodiversity and the natural world. In 2023, we laid the groundwork for our Alight for the Planet colleague interest group. 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. This group creates a community for colleagues who are passionate about the environment and a channel for global engagement in Alight’s environmental initiatives.





# Appendix

# ESG metrics

## BOARD LEADERSHIP AND COMPOSITION

	2023	2022	2021
Total Board members	9	10	8
Number of independent Board members	8	9	7
<b>Gender composition</b>			
Percentage of female Board members	44%	30%	25%
Percentage of male Board members	56%	70%	75%
<b>Additional Board demographic metrics</b>			
Average age	61 years	59 years	59 years

## CHAMPIONING OUR PEOPLE

Employee data	2023	2022	2021
Total number of employees	19,733	18,587	16,973
<b>Percentage of total employees by gender</b>			
Female	61%	61%	58%
Male	39%	38%	42%
<b>Percentage of total employees by region</b>			
Americas	63%	67%	67%
Europe	17%	18%	19%
Asia Pacific	19%	14%	14%
<b>Permanent employees</b>			
Total number of permanent employees	19,511	18,299	-
<b>Percentage of permanent employees by gender</b>			
Female	61%	61%	-
Male	39%	39%	-
<b>Percentage of permanent employees by region</b>			
Americas	63%	67%	-
Europe	17%	18%	-
Asia Pacific	19%	15%	-



CHAMPIONING OUR PEOPLE

Temporary employees	2023	2022	2021
Total number of temporary employees	222	288	193
Percentage of temporary employees by gender			
Female	74%	75%	-
Male	26%	25%	-
Percentage of temporary employees by region			
Americas	69%	82%	-
Europe	30%	17%	-
Asia Pacific	1%	1%	-
Full-time employees (previously reported total employees)			
Total full-time employees	19,032	17,859	-
Percentage of full-time employees by gender			
Female	60%	61%	-
Male	40%	39%	-
Percentage of Full-time employees by region			
Americas	63%	68%	-
Europe	17%	17%	-
Asia Pacific	19%	15%	-

Part-time employees	2023	2022	2021
Total part-time employees	479	440	-
Percentage of part-time employees by gender			
Female	86%	85%	-
Male	14%	15%	-
Percentage of part-time employees by region			
Americas	51%	46%	-
Europe	48%	53%	-
Asia Pacific	0%	0%	-
New hires			
Total number of new employee hires	3,061	-	-
New employee hires by gender			
Female	61%	-	-
Male	39%	-	-
Percentage of new employee hires by region			
Americas	51%	-	-
Europe	15%	-	-
Asia Pacific	34%	-	-

ESG METRICS

CHAMPIONING OUR PEOPLE

Internal mobility	2023	2022	2021
Percentage of total job openings filled internally	23%	25%	-

EMPLOYEE ENGAGEMENT

Employee engagement survey	2023	2022	2021
Survey participation rate	71%	71%	61%
Engagement score	71%	72%	73%
Percentage of employees completing a year-end performance review with their manager	98%	97%	-
Percent of active employees interacting with Alight Worklife	100%	-	-
Percent digital interaction (web + mobile)	97%	-	-

COLLEAGUE WELLBEING

Employees eligible for paid parental leave	2023	2022	2021
Total number of employees	19,511	-	-
Occupational health & safety			
Total Recordable Injury Rate (per 200,000 hours)	0.0181	0.0316	-

LEARNING AND DEVELOPMENT

Total learning hours	1,312,410 hours	1,802,059 hours	-
Number of professional course completions	31,127	30,789	-
Average learning hours per employee	36 hours	48 hours	37 hours (Alight only, no NGA)



ESG METRICS

DIVERSITY, EQUITY & INCLUSION

Female representation by role (U.S. only)	2023	2022	2021
Total	67%	66%	64%
Director	48%	48%	-
Senior Manager	57%	57%	-
Manager	67%	65%	-
Associate	79%	77%	-
Minority representation by role (U.S. only)			
Total	43%	45%	37%
Director	16%	26%	-
Senior Manager	28%	41%	-
Manager	41%	64%	-
Associate	63%	45%	-
Age distribution			
<30 years	13%	16%	-
30-50 years	55%	55%	-
50+ years	32%	29%	-
Percentage of employees that require a work visa	.3%	-	-
Percentage of employees that completed DEI training	97%	90%	93%
Employee DEI training hours	27,545 hours	-	-

RESPONSIBLE BUSINESS PRACTICES

Business ethics	2023	2022	2021
Percentage of employees trained on the Code of Conduct	96%	93%	-
Data security and privacy			
Hours of testing and training related to business continuity management system and incident response	7,413 hours	-	-
Percentage of operational sites with an information security management system certified to ISO 27001	100%	-	-
Evacuation drills by region			
Americas	10	9	-
EMEA	8	13	-
APAC	10	12	-
Supplier diversity			
Total number of diverse suppliers	56	53	-
Total spend with diverse suppliers	\$47,266,981	\$46,953,685	\$50,197,591
Certified Minority-Owned Businesses (MBE)	\$16+ million	\$22+ million	-
Certified Women-Owned Business (WBE)	\$8+ million	\$13+ million	-

Environment metrics

EMISSIONS			
Scope 1 and 2 GHG Emissions (in MTCO2e)	2023	2022	2021
Total Scope 1 Emissions	3,941	3,221	2,453
Location-Based Scope 2 Emissions	19,509	26,225	28,229
Market-Based Scope 2 Emissions	20,600	27,051	29,428
Total Scope 1 & Location-Based Scope 2 Emissions	23,451	29,446	30,682
Total Scope 1 & Market-Based Scope 2 Emissions	24,541	30,131	31,881
Scope 3 Emissions (in MTCO2e)			
1. Purchased goods and services	93,519	103,502	-
2. Capital goods	487	655	-
3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	4,893	5,954	-
4. Upstream transportation and distribution	630	1,219	-
5. Waste generated in operations	276	271	-
6. Business travel	3,360	5,471	-
7. Employee commuting	16,944	19,867	-
11. Use of sold products	7,208	7,571	-
13. Downstream leased assets	2,992	3,572	-
Energy consumption			
Total electricity consumption (Alight facilities)	44,582 MWh	61,355 MWh	65,926 MWh
Percentage of electricity consumed from grid electricity	100%	100%	100%



## GRI/SASB Index

Alight has reported the information cited in this content index with reference to the Global Reporting Initiative (GRI) Standards. We have also aligned this report with the Sustainability Accounting Standards Board’s (SASB) Professional and Commercial Services industry standard , with supplemental topics from the Software and Information Technology (TC-SI) industry standard. Unless otherwise noted, the data reported is related to fiscal year 2023, which ended on December 31, 2023.

### 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 > <a href="#">Who we are</a> <a href="#">Office locations</a> <a href="#">10-K</a> pages 98-101
2-2	Entities included in the organization’s sustainability reporting	FY 2023 Form 10-K > Subsidiaries of Alight, Inc.
2-3	Reporting period, frequency and contact point	About Alight > <a href="#">About this report</a> The 2024 Global Impact Report was published on June 6, 2024.
2-4	Restatement of information	There are no restatements of previously reported information.
2-5	External assurance	Alight engaged 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 > <a href="#">Business</a> About Alight > <a href="#">Who we are</a> Responsible business practices > <a href="#">Supplier management</a>
2-7 SV-PS-000.A	Employees	Appendix > <a href="#">ESG metrics table</a>
2-9	Governance structure and composition	Our ESG focus > <a href="#">ESG oversight</a> 2024 Proxy Statement > <a href="#">Our Board of Directors</a>
2-10	Nomination and selection of the highest governance body	<a href="#">Nominating and Corporate Governance Committee Charter</a>
2-11	Chair of the highest governance body	The Board chair is not an executive officer of the company. 2024 Proxy Statement > <a href="#">Our Board of Directors</a>
2-12	Role of the highest governance body in overseeing the management of impacts	Our ESG focus > <a href="#">ESG oversight</a> 2024 Proxy Statement > The Board’s Role in Risk Oversight, Environmental, Social, and Governance; The Board’s Role in Human Capital Management and Talent Development
2-13	Delegation of responsibility for managing impacts	Our ESG focus > <a href="#">ESG oversight</a> 2024 Proxy Statement > ESG Governance

# GRI/SASB Index

Disclosure no.	Disclosure title	Reference or response	
2-14	Role of the highest governance body in sustainability reporting	About Alight > <b>About this report</b> Our ESG focus > <b>ESG oversight</b> 2024 Proxy Statement > Environmental, social, and governance > ESG governance	
2-15	Conflicts of interest	<b><u>Alight Code of Conduct</u></b>	
2-16	Communication of critical concerns	Ethics and compliance > Code of Conduct > <b><u>Whistleblower Policy</u></b>  <b><u>Whistleblower Policy</u></b> <b><u>Audit Committee Charter</u></b>	
2-17	Collective knowledge of the highest governance body	The Board receives regular updates on ESG-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.  <b><u>Corporate Governance Guidelines</u></b>	
2-19	Remuneration policies	2024 Proxy Statement > Executive compensation	
2-20	Process to determine remuneration	2024 Proxy Statement > Executive compensation > How we make compensation decisions  <b><u>Compensation Committee Charter</u></b>	
2-21	Annual total compensation ratio	FY 2022 CEO Pay Ratio: 151 to 1 FY 2023 CEO Pay Ratio: 154 to 1 (2% change from FY 2022 to FY 2023)  2024 Proxy Statement > Pay ratio information	
2-22	Statement on sustainable development strategy	About Alight > <b><u>A message from our CEO</u></b>	
2-23	Policy commitments	<b><u>Code of Conduct</u></b>  <b><u>Corporate Governance Guidelines</u></b>  <b><u>Alight Privacy Policy</u></b>  <b><u>Environmental Policy</u></b>  <b><u>Supplier Code of Conduct</u></b>	<b><u>Whistleblower Policy</u></b>  <b><u>Modern Slavery Act 2015: Slavery and Human Trafficking Statement</u></b>  <b><u>Human Rights Policy</u></b>  <b><u>AI Policy</u></b>
		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 ESG focus > <b>Our ESG strategy</b>
2-25	Processes to remediate negative impacts	Code of Conduct > <a href="#">Whistleblower Policy</a> <a href="#">Whistleblower Policy</a> <a href="#">Alight Ethics Helpline</a>
2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct > <a href="#">Whistleblower Policy</a> <a href="#">Whistleblower Policy</a> <a href="#">Audit Committee Charter</a>
2-27	Compliance with laws and regulations	No material noncompliance violations were reported in FY 2023.
2-28	Membership associations	Political contributions > <b>Political relations and trade associations</b>
2-29	Approach to stakeholder engagement	Our ESG focus > <b>Stakeholder engagement</b> 2024 Proxy Statement > Investor engagement
2-30	Collective bargaining agreements	Alight colleagues in the UK and Europe are represented by works councils.
SV-PS-330a.3	Employee engagement as a percentage	71%  Championing our people > <b>Engagement, recognition and recruitment</b>
<b>GRI 3: MATERIAL TOPICS 2021</b>		
Disclosure no.	Disclosure title	Reference or response
3-1	Process to determine material topics	Our ESG focus > <a href="#">Assessing our ESG priorities</a>
3-2	List of material topics	Assessing our ESG priorities > <a href="#">Materiality matrix</a>

GRI/SASB Index

GRI 201: ECONOMIC PERFORMANCE 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	<u>Our ESG focus</u>
201-1	Direct economic value generated and distributed	Form 10-K > Financial statements and supplementary data
201-2	Financial implications and other risks and opportunities due to climate change	Climate action > <u>Recognizing climate impacts</u> Appendix > <u>TCFD</u>
201-3	Defined benefit plan obligations and other retirement plans	Form 10-K > Financial statements and supplementary data
201-4	Financial assistance received from government	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	Resilience > <u>Business continuity and disaster recovery</u> Form 10-K > Risk factors
TC-SI-130a.2	Description of business continuity risks related to disruptions of operations	Business resilience > <u>Business continuity and disaster recovery</u> Form 10-K > Risk factors

GRI 203: INDIRECT ECONOMIC IMPACTS 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	<u>Social innovation</u> Engagement, recognition and retention > <u>Engaging our colleagues and communities by giving back</u>
203-1	Infrastructure investments and services supported	Social innovation > <u>Facilitating accessibility</u> Social innovation > <u>Delivering value</u>
203-2	Significant indirect economic impacts	Engagement, recognition and retention > <u>Engaging our colleagues and communities by giving back</u> 2024 Proxy Statement > CEO letter to shareholders

GRI 204: PROCUREMENT PRACTICES 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Responsible business practices > <u>Supplier management</u> <u>U.S. supplier diversity program</u>



GRI 205: ANTI-CORRUPTION 2016

Disclosure no.	Disclosure title	Reference or response
3-3 SV-PS-510a.1	Management of material topic	Ethics and compliance > <a href="#">Code of Conduct</a>  <a href="#">Alight Code of Conduct</a> <a href="#">Alight Supplier Code of Conduct</a>
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 2023, 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 2023.  Form 10-K

GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Responsible business practices > <a href="#">Ethics and compliance</a>  <a href="#">Alight Code of Conduct</a>
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 2023.

GRI 302: ENERGY 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Responsible business practices > <a href="#">Energy management</a>
302-1 TC-SI-130a.1	Energy consumption within the organization	Responsible business practices > <a href="#">Energy management</a>
302-2	Energy consumption outside of the organization	Responsible business practices > <a href="#">Energy management</a>
302-3	Energy intensity	Responsible business practices > <a href="#">Energy management</a>
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Alight has begun exiting local proprietary data centers and moving to third-party cloud data centers.  Responsible business practices > <a href="#">Energy management</a>

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GRI 305: EMISSIONS 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Responsible business practices > <a href="#">Climate action</a>
305-1	Direct (Scope 1) GHG emissions	Climate action > <a href="#">Greenhouse gas management</a>
305-2	Energy indirect (Scope 2) GHG emissions	Climate action > <a href="#">Greenhouse gas management</a>
305-3	Other indirect (Scope 3) GHG emissions	Climate action > <a href="#">Greenhouse gas management</a>
305-4	GHG emissions intensity	Climate action > <a href="#">Greenhouse gas management</a>

GRI 306: WASTE 2020

3-3	Management of material topic	Environmental stewardship > <a href="#">Waste and recycling</a>
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GRI 401: EMPLOYMENT 2016

3-3	Management of material topic	Championing our people > <a href="#">Our people strategy</a>
401-3	Parental leave	Appendix > <a href="#">ESG metrics table</a>
TC-SI-330a.1	Percentage of employees that require a work visa	Appendix > <a href="#">ESG metrics table</a>



GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Colleague wellbeing > <a href="#">Healthy body</a>
403-1	Occupational health and safety management system	Healthy body > <a href="#">Occupational health and safety</a>
403-2	Hazard identification, risk assessment, and incident investigation	Healthy body > <a href="#">Occupational health and safety</a> Business continuity and disaster recovery > <a href="#">Alight Response Center (ARC)</a>  <a href="#">Whistleblower Policy</a>
403-5	Worker training on occupational health and safety	Healthy body > <a href="#">Occupational health and safety</a> Business resilience > <a href="#">Emergency response standard</a>
403-6	Promotion of worker health	Championing our people > <a href="#">Colleague wellbeing</a>
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 > <a href="#">Occupational health and safety</a>

GRI 404: TRAINING AND EDUCATION 2016

3-3	Management of material topic	Championing our people > <a href="#">Learning and development</a>
404-1	Average hours of training per year per employee	Appendix > <a href="#">ESG metrics table</a>  Championing our people > <a href="#">Learning and development</a>
404-2	Programs for upgrading employee skills and transition assistance programs	Learning and development > <a href="#">Colleague training and education</a>
404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">Diversity, equity and inclusion</a>  <a href="#">Inclusion at Alight</a>

GRI/SASB Index

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Championing our people > <a href="#">Diversity, equity and inclusion</a>  <a href="#">Inclusion at Alight</a>
405-1 SV-PS-330a.1	Diversity of governance bodies and employees	Our ESG focus > <a href="#">Board oversight and diversity</a>  <a href="#">Diversity, equity and inclusion</a>
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 pay equity 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	Supplier management > <a href="#">Preventing modern slavery and human trafficking</a>  <a href="#">Modern Slavery Act 2015: Slavery and Human Trafficking Statement</a>  Respecting human rights > <a href="#">Human rights policy</a>  <a href="#">Human Rights Policy</a>
408-1	Operations and suppliers at significant risk for incidents of child labor	Supplier management > <a href="#">Preventing modern slavery and human trafficking</a>

GRI 409: FORCED OR COMPULSORY LABOR 2016

3-3	Management of material topic	Supplier management > <a href="#">Preventing modern slavery and human trafficking</a>  <a href="#">Modern Slavery Act 2015: Slavery and Human Trafficking Statement</a>  Respecting human rights > <a href="#">Human rights policy</a>  <a href="#">Human Rights Policy</a>
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplier management > <a href="#">Preventing modern slavery and human trafficking</a>



**GRI 413: LOCAL COMMUNITIES 2016**

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Engagement, recognition and retention > <a href="#">Engaging our colleagues and communities by giving back</a>
413-1	Operations with local community engagement, impact assessments, and development programs	Diversity, equity and inclusion > <a href="#">Respecting human rights</a> Engagement, recognition and retention > <a href="#">Engaging our colleagues and communities by giving back</a>

**GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016**

3-3	Management of material topic	Responsible business practices > Supplier management <a href="#">Alight Supplier Code of Conduct</a>
414-1	New suppliers that were screened using social criteria	Supplier management > <a href="#">Preventing modern slavery and human trafficking</a>

**GRI 413: LOCAL COMMUNITIES 2016**

Disclosure no.	Disclosure title	Reference or response
3-3	Management of material topic	Ethics and compliance > <a href="#">Political contributions</a>
415-1	Political contributions	Alight does not make political contributions and does not have a PAC. Ethics and compliance > <a href="#">Political contributions</a>

**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 > <a href="#">Oversight and policies</a> <a href="#">Alight Privacy Policy</a>
418-1 SV-PS-230a.3	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Oversight and policies > <a href="#">Customer privacy</a> Data security and privacy > <a href="#">Cyber incident management</a>

GOVERNANCE

a. Describe the Board’s 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 exercises direct oversight of Alight’s strategic risks in regular coordination with management. Our Nominating and Corporate Governance Committee oversees climate-related risks and opportunities that are nested within our ESG 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 ESG oversight can be found [here](#).

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

Our ESG Steering Committee 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, in recent years, has led the exploration of and commitment to setting climate-related corporate targets, along with facilitating our climate-related scenario analysis exercises. The ESG Steering Committee is led by our Chief Legal Officer and Corporate Secretarychief legal officer and corporate secretary and regularly reports to the Nominating and Corporate Governance Committee of the Board. In 2023, the ESG Steering Committee presented at three of the committee’s four meetings.

Alight’s ERM Working Group assesses climate-related risks, by working in coordination with our Management ESG committee and ESG Working Group. The ERM Working Group is led by Alight’s director of assurance and risk management and reports to the Audit Committee quarterly. The ERM Working Group meets every other month and on an as-needed basis. Issues related to climate risk have been introduced to the ERM Committee. This team is briefed on climate-related risks and can escalate risks to the Board as frequently as needed.

In 2023, vice president of ESG 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 ESG Committee and ESG 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 ESG oversight can be found [here](#).



STRATEGY

a. Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term.

Alight considers climate related risks and opportunities within its planning and operations over the short, medium and long term.

These time frames are defined as follows:

Short-term: 0-1 years — The short-term time horizon is based on the calendar year approach that Alight uses for annual planning.

Medium-term: 1-3 years — The medium-term time horizon is based on the 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.

At this time, while potential climate risks exist, none have been determined to have a substantive negative impact on our business. In 2023, business interruption, legal and regulatory compliance and ESG risks – which include physical and transitional climate risks — were not ranked among the top risks in Alight’s ERM survey.

While our risk management processes did not indicate any pressing climate-related business risks in 2023, 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. Describe the impact of climate related risks and opportunities on businesses, strategy, and financial planning.

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

- **Value chain:** We are currently in the process of implementing a supplier sustainability program that will enable us to better engage with our value chain on climate-related issues. More information about our supplier sustainability program can be found on [page 44](#).
- **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 on [page 49](#).
- **Financial planning:** Alight incorporates climate-related risks and opportunities into its financial planning through ongoing financial support for our business resilience efforts and ESG program.

Alight plans to continue to integrate impacts of climate change into our business strategy as we confirm our climate targets and advance our GHG reduction plans.

c. Describe the resilience of the strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

In 2023, Alight’s ESG strategy included business resilience as a key commitment. 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 ESG 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

c. Describe the resilience of the 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 Interplanetary 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. Currently, Alight is transitioning most of its operations to data centers of cloud providers. This will help 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.

With Alight’s commitment to setting a SBTi-verified GHG reduction target, we will be largely prepared to respond to all three scenarios.

RISK MANAGEMENT

a. Describe the organization’s processes for identifying and assessing climate-related risks.	<p>Climate-related risks are identified through our ERM process and in coordination with external consultants.</p> <p>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.</p> <p>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, ESG and climate-related risks have been discussed and have not emerged as significant risk factors for Alight.</p> <p>In 2023, Alight also completed a climate scenario analysis. This process, highlighted above, aided our identification of climate-related risks.</p> <p>See more information about our ERM process on <a href="#">page 48</a>.</p>
b. Describe the organization’s processes for managing climate-related risks.	<p>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.</p> <p><b>Business continuity plans:</b> 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. While all of our global offices follow the same ISO 22301 protocols, our Granada office is the first office formally certified to the standard. We anticipate expanding the certification process to additional locations in the second half of 2024. Alight Business Continuity Plans focus on three main potential impacts and their recovery strategies as outlined below:</p> <p>Impacts:</p> <ul style="list-style-type: none"><li>— Site not available</li><li>— Staff not available</li><li>— Technology not available (or not accessible)</li></ul>



RISK MANAGEMENT

b. Describe the organization’s processes for managing 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.

To manage and mitigate climate transition risk, Alight is committed to setting a SBTi-verified GHG reduction target and, in time, developing a transition plan. We also regularly evaluate current and emerging climate regulations within our operational jurisdictions and comply with relevant environmental regulations to mitigate potential legal risks.

RISK MANAGEMENT

c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.

Alight’s process for identifying, assessing, and managing climate-related risks is integrated into Alight’s ERM and business continuity programs. To manage and respond to the impacts of some climate-related risks, Alight has robust disaster response systems and standards, recovery measures and business continuity measures in place. Alight’s Business Continuity Plans, Incident Response Standard, 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.

See more information on our ERM process on [page 48](#).

METRICS & TARGETS

a. Disclose the metrics used by the organization 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. In 2022 and 2023, we expanded our Scope 3 emissions calculations to (1) determine which categories are material to Alight and (2) gain a more comprehensive understanding of our GHG emissions. This has enabled us to better identify potential climate-related opportunities and mitigate climate risks. We continue to calculate and disclose our emissions annually to track our GHG footprint year over year.

b. Disclose Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.

In 2023, Alight’s Scope 1 and location-based Scope 2 emissions amounted to 23,451 MTCO2e, and our Scope 1 and market-based Scope 2 emissions amounted to 24,541 MTCO2e. Alight’s 2023 Scope 3 emissions are as follows: (1) purchased goods and services: 93,519 MTCO2e (2) capital goods: 487 MTCO2e (3) fuel and energy-related activities (not included in Scope 1 or Scope 2): 4,893 MTCO2e (4) upstream transportation and distribution: 630 MTCO2e (5) waste generated in operations: 276 MTCO2e (6) business travel: 3,360 MTCO2e (7) employee commuting: 16,944 MTCO2e (11) use of sold products: 7,208 MTCO2e (13) downstream leased assets: 2,992 MTCO2e. With this more comprehensive understanding of our GHG emissions, Alight can better assess risks and opportunities related to our operations and value chain.

See more information on our GHG emissions on [page 52](#).



METRICS & TARGETS





c. Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.

In 2023, Alight pledged to set Scope 1, 2 and 3 GHG reduction targets through the SBTi. In doing so, we committed to developing near- and long-term targets within the next two years to limit global warming to 1.5°C, in alignment with the Paris Agreement and a net-zero transition. See our [Climate action](#) section for more information.

Also in 2023, Alight set a target to utilize 100% renewable electricity by 2032 in line with our efforts to conserve energy and support the transition to renewable energy sources. To achieve this goal, we intend to reduce electricity across operations and purchase renewable energy. 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 the end of 2023, Alight had completed over 80% of our data center transition. We also plan to purchase renewable electricity for our global operations and explore opportunities to expand on-site renewables, where appropriate. See our [Energy management](#) section for more information.





# 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
<div> <div>3</div> <div>GOOD HEALTH AND WELL-BEING</div>  </div> <p>Ensure healthy lives and promote wellbeing for all at all ages</p>	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.	<a href="#">Colleague wellbeing</a>
	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.	<a href="#">Healthy body</a>
<div> <div>5</div> <div>GENDER EQUALITY</div>  </div> <p>Achieve gender equality and empower all women and girls</p>	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 diverse talent to create opportunities for underrepresented groups.	<a href="#">Engaging our colleagues and communities by giving back</a>
	5.5	By the end of FY 2023, 48% of our senior leaders who were ranked as directors or above were female.	<a href="#">Attracting and retaining diverse talent</a>
<div> <div>7</div> <div>AFFORDABLE AND CLEAN ENERGY</div>  </div> <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	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.	<a href="#">Energy management</a>
	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 40% of surveyed sites indicated the use of energy-efficient equipment.	
<div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div>  </div> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	8.3	Our U.S. Supplier Diversity Program extends opportunities to qualified diverse suppliers, stimulating economic growth and advancing historically underrepresented groups. In FY 2023, we spent \$47 million with more than 50 diverse suppliers.	<a href="#">Supplier diversity</a>
	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.	<a href="#">Learning and development</a>



UN SDGs

Goal	Relevant targets	Alight’s actions	Report section
<div><p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p></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>	<p><u>Social innovation</u></p> <p><u>AI Policy</u></p>
<div><p>Reduce inequality within and among countries</p></div>	10.2	<p>We strive to create a diverse and 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 DEI strategy at Alight.</p> <p>We invest in inclusivity training so that our managers are aware of bias and its many forms.</p>	<p><u>Colleague-led communities</u></p> <p><u>Diversity, equity and inclusion</u></p> <p><u>Inclusivity and cultural awareness training</u></p>
	10.4	<p>We actively review our internal hiring, pay, and promotion practices to prioritize fairness and consistency.</p>	
<div><p>Ensure sustainable consumption and production patterns</p></div>	12.7	<p>Alight has taken steps to promote sustainable procurement practices, through our supplier sustainability survey, to better understand where there is potential for improvement.</p>	<p><u>Supplier management</u></p>
<div><p>Take urgent action to combat climate change and its impacts</p></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><u>Our environmental strategy</u></p> <p><u>Climate action</u></p> <p><u>TCFD</u></p>

UN SDGs

Goal	Relevant targets	Alight’s actions	Report section
  Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	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.	<u>Ethics and compliance</u>
	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.	<u>Board diversity and oversight</u>

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](http://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.