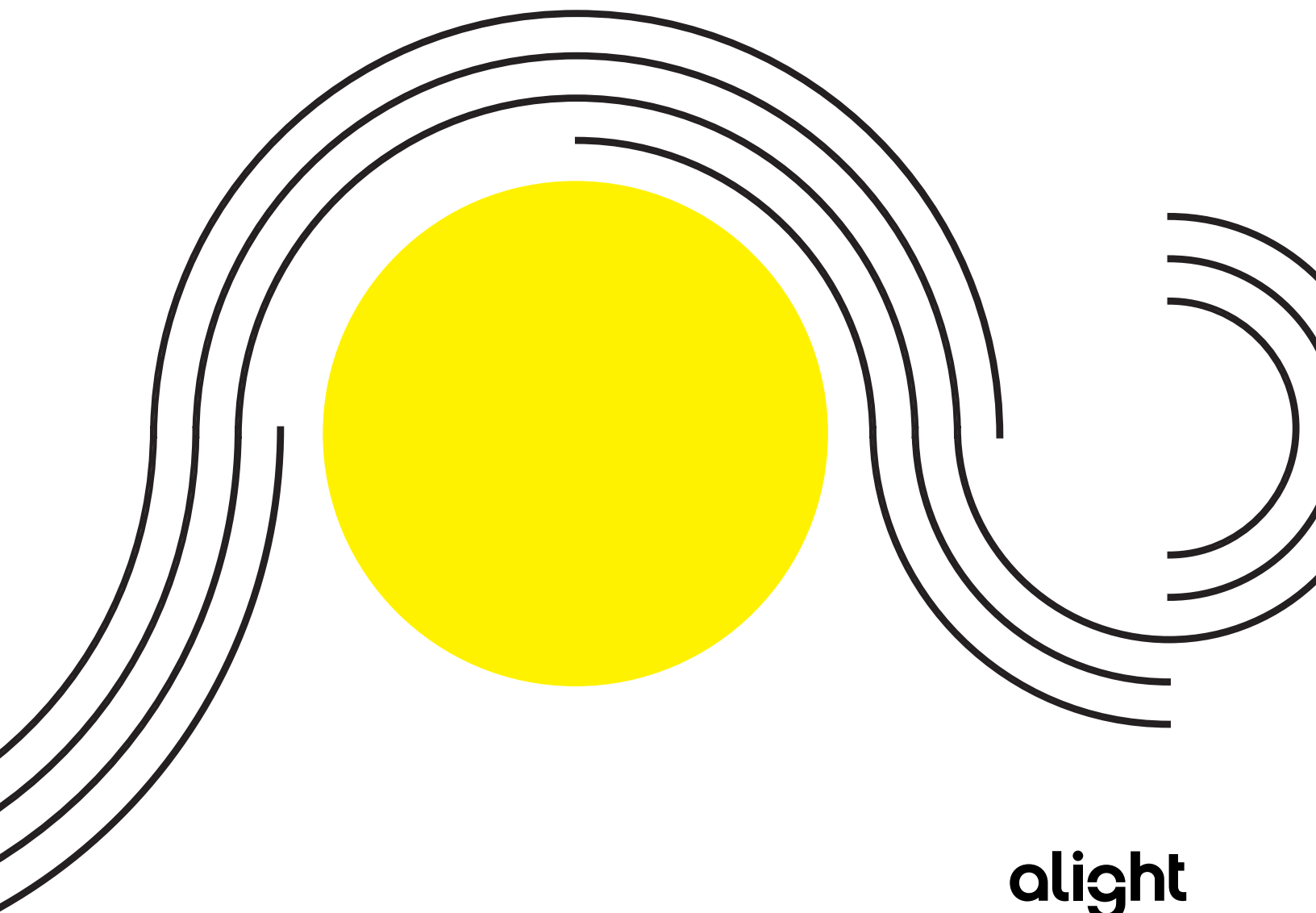


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# Alight Global Impact Report

2023



**alight**

## About this report

Alight's Global Impact Report covers our environmental, social, and governance (ESG) performance and progress during our 2022 fiscal year, with data and metrics reflecting the period from January 1, 2022, through December 31, 2022, unless otherwise noted. In some instances, we include information on initiatives continued into 2023, which we have endeavored to note as such. Throughout the report, we also guide readers to additional sources of information on our corporate website and other website references for convenience.

We are committed to advancing our ESG strategy and disclosures by ensuring they reflect input from our stakeholders, as well as industry best practices and guidance from international standards setters. We align our reporting with the Sustainability Accounting Standards Board (SASB) standards—now housed under the International Sustainability Standards Board (ISSB)—related to Professional and Commercial Services and relevant topics from the Software and Information Technology (IT) industry to ensure that we address the ESG factors most relevant to our business. We have also identified United Nations Sustainable Development Goals (SDGs) that offer the greatest opportunity for impact given the relevance to our business activities and key priority areas. We have also included a summary of climate-related disclosures aligned to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, which provides an enhanced discussion of our governance, strategy, risk management, and key metrics and targets related to climate change.

Please see the Appendix for details.

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### MESSAGE FROM OUR CEO

At Alight, our purpose is to power confident decisions, for life. This serves to ground us in our singular focus to ensure that we are supporting people in the two most important aspects of their lives—being healthy and financially secure.

My personal journey with Alight began in April 2020—just as the world was put on pause due to COVID-19. Over the next three years, I witnessed firsthand the impact the pandemic had on people’s mental, physical and financial wellbeing—and the realignment of their priorities as a result. Employers quickly recognized the need to support their people in ways they had never imagined—and they rose to the occasion, partnering with companies like ours as they committed themselves to caring for their employees’ total wellbeing—one of the key components of the “S” in ESG.

Our [\*\*2022 Alight International Workforce and Wellbeing Mindset Report\*\*](#) revealed that more than one-third (35%) of employees find that wellbeing benefits and programs make a company more attractive. Yet fewer than half (44%) of workers rate their overall wellbeing positively and just 38% rate their financial wellbeing positively. What’s more, nearly three-quarters (73%) report moderate to high stress levels. Is it any wonder employers are facing quiet quitting, bare minimum Mondays and other trends resulting from dissatisfaction with the employee experience?

As COVID fears have calmed and recession fears have taken their place, organizations are taking tough actions to help them weather the potential impact. While cost-containment will likely be the order of the day, it’s critically important that C-suite leaders and boards keep a sharp focus on their most important asset, their people. With less than one-third (31%) of employees rating their work experience as ‘great’ or ‘awesome,’ this is clearly not the time to cut wellbeing budgets. To survive in this environment, employers will need to be laser-focused on attracting and retaining their best talent—even as they are under immense pressure to trim the workforce.

I believe leaders today have no higher calling than to care for the wellbeing of workers and their families.

At Alight, we’re uniquely positioned to support employers as they answer this call.

We are defining the future of employee wellbeing through our integrated health, wealth, wellbeing, and payroll solutions powered by Alight Worklife®, a tech-enabled employee engagement platform with a human touch that brings together our wellbeing solutions to drive better outcomes for organizations and individuals—and through our latest addition to Alight’s wellbeing solutions suite, the Alight Wellbeing Marketplace, which allows employers to provide their employees with access to 150+ services and experiences in over 50 countries that are aligned to employees’ unique life stages and personal needs.

Alight is proud to support 70 percent of the Fortune 100—encompassing 36 million employees and dependents worldwide—in that big “S” as we care for the wellbeing of the workforce. We are also committed to identifying, articulating, and acting on our own internal ESG priorities.

I’m pleased to share a few notable highlights of the progress we’ve made across the three pillars that guide Alight’s ESG strategy:

- **Championing our people.** In 2022, we formalized our diversity equity and inclusion (DE&I) commitments with the creation of an Inclusion and Diversity policy and, for the first time, we are sharing data on the diversity of our workforce across the U.S.
- **Social innovation.** We continued to strengthen our wellbeing solutions to support our clients and their employees across all four pillars of healthy mind, body, wallet, and life.
- **Responsible business practices.** We aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and assessed the materiality of Scope 3 emission categories and calculated relevant emissions.

Looking ahead to 2023 and beyond, we’re focused on continuing to build on these successes as we seek to ensure maximum impact across all measures and to create long-term value for our investors, colleagues, clients, communities, and other stakeholders.

Our 2023 Global Impact Report provides more information on our ESG accomplishments, strategy and journey ahead in greater detail.

The coming months will be quite telling in that they may bring further upheaval to a labor market still sorting through the after-effects of the pandemic. Many companies have already reduced their workforces, and others will be forced to consider painful layoffs. But that is all the more reason for executives to ensure that ESG is deeply embedded in their strategy and purpose. In particular, focusing on the “S” in ESG is what is likely to see those companies, their employees—and all of us—to the other side.



Stephan Scholl  
CEO

## INTRODUCTION

### ABOUT US



#### Transformation starts with people

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

Alight is a leading cloud-based human capital technology and services provider that powers confident health, wealth, and wellbeing decisions for over 36 million participants and dependents. With a more than 25-year history, Alight is defining the future of employee wellbeing through the power of our integrated health, wealth, wellbeing and payroll solutions powered by Alight Worklife®. Alight Worklife® is a high-tech employee engagement platform with a human touch—that brings together our wellbeing solutions to drive better outcomes for organizations and individuals. 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.

#### OUR PURPOSE:

**Powering confident decisions, for life.**

#### OUR VALUES:

##### **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.

## 2022 AT A GLANCE

**+36M**

participants

**~70%**

of the Fortune 100  
are Alight clients

**98%**

avg. revenue  
retention

**18K+**

employees

**100**

countries  
served

**4,300+**

clients

## 2022 AWARDS AND ACCOLADES:

- Great Place to Work® for the fifth consecutive year
- Recognized in Seramount's Inclusion Index for inclusive workplace environment
- Best Place to Work by Parents@Work
- Top 100 companies for remote workers by Flexjobs for the sixth consecutive year
- 2023 Stevie® Awards Gold Winner for Sales & Customer Service
- Recognized by Seramount as a Top Companies for Executive Women and a Best Company for Dads
- Top 100 Best Companies for 2022 by Seramount
- Top 100 Hybrid Role Employer by Flexjobs in 2022
- Stephan Scholl recognized by Crain's Chicago Business 2022 Notable Executive in HR and Diversity, Equity and Inclusion (DE&I)
- In 2021, we earned a perfect score on the Human Rights Campaign Foundation's Corporate Equality Index for the third consecutive year and were also designated a Best Place to Work for LGBTQ+ Equality
- Alight has also received recognition from the *Black EOE Journal*, *Hispanic Network Magazine*, *US Veterans Magazine* and *Professional WOMAN'S Magazine*
- Alight was named the NAMI-NYC Corporate Champion for Mental Health in the Workplace

## Our ESG approach

Our environmental, social, and governance (ESG) program shines throughout our culture, products, and operations. Our experience has taught us that our sustainable success as a business is interdependent with our responsibility to make progress on our purpose-led ESG strategy. The core principles of our championing our people, social innovation, and responsible business practices are embedded in how we positively impact the health and wellbeing of the communities, employees, and their families that Alight influences. We believe that the ongoing execution of our ESG strategy underscores our sustainable business success and long-term value creation for our stakeholders.

### OUR ENVIRONMENTAL, SOCIAL, AND GOVERNANCE PILLARS

#### 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 dependents 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, high standards of data security, and minimizing our environmental impact to achieve business success and enhance long-term stockholder value.

## ESG oversight

We are committed to evolving our ESG program in a manner that helps create long-term value for our investors, colleagues, clients, communities, and other stakeholders. 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 risk management, strategy, initiatives, and policies. Comprised of cross-functional leaders across Alight's management team, our Management ESG Committee drives the ESG strategy development and implementation.



## ESG OVERSIGHT

### Board of Directors

- Works closely with management to oversee ESG areas associated with their respective responsibilities
- Assumes responsibility for ESG matters that impact our business

#### Nominating and Corporate Governance Committee

- Reviews and monitors the development and implementation of corporate goals related to ESG and sustainability matters and provides guidance to the Board on such matters
- Aligns on short-term and long-term ESG objectives and priorities

#### Audit Committee

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

#### Compensation Committee

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

### Senior Management

#### Management ESG Committee

- Led by our Chief Legal Officer and Corporate Secretary and comprised of cross-functional leaders from Human Resources (HR), Legal, Finance, Operations, and Communications teams
- Meets on a quarterly basis and reports to the Nominating and Corporate Governance Committee
- Oversees ESG program's strategic alignment, progress on deliverables, and external developments in ESG affecting Alight

#### ESG Working Group

- Comprises a large group of subject matter experts (SMEs) covering all material ESG focus areas
- Updates the Management ESG Committee on ESG advancements, reporting and disclosure, and integration of ESG within our business model and global operational processes

## Identifying our ESG priorities

Alight's ESG program is based on ongoing assessments and prioritization of the non-financial topics designated as critical to our long-term success and positive impact. These priority areas are informed by insights gleaned from a materiality assessment of various ESG factors and our ongoing engagement with stakeholders inside and outside Alight. Throughout this report, we provide information on relevant governance and initiatives related to these important social and environmental areas as part of our continued commitment to ESG.

## MATERIALITY ASSESSMENT

We completed a materiality assessment in 2021, the findings of which continue to help us strategically deploy resources companywide and refine our programs as needed. A 2022 review did not elicit any significant changes to the six themes that emerged as the primary areas of focus, as outlined below.



### Employee wellbeing

Giving our colleagues and the people they serve the tools to help enable a healthy mind, body, wallet, and life.



### Ethics

Making ethical values, standards, and norms for the organization and managing them throughout business operations.



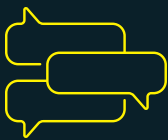
### Cybersecurity and privacy readiness

Establishing systems to protect privacy, including the secure use of confidential information from employees and clients.



### Career development

Implementing programs and policies that are designed to attract and retain talent.



### Diversity, equity, and inclusion

Providing a work environment that promotes, welcomes, and celebrates diversity regarding gender, ethnicity, sexual orientation, physical ability, age, religious or personal beliefs, and socioeconomic background.



### Risk and disaster management

Preparing for and managing potential crises and risks that may impact the business.

## STAKEHOLDER ENGAGEMENT

We believe that creating value for all stakeholders—both internal and external—is critically important for our sustainable business success. Our stakeholders’ perspective and feedback on ESG topics most relevant to our business helps to inform our Board and management team in addressing priority areas and continuously improving our strategy.

We frequently engage with our stakeholders to help build a deeper understanding of key ESG topics and accelerate progress on our initiatives. Our engagement includes a mix of open dialogue, collaboration, and transparent disclosure. We listen and learn from our stakeholders and use their input to inform, shape, and advance our ESG strategy.

Stakeholders	Ways we engage	Key ESG topics addressed
<b>Clients</b>	<ul style="list-style-type: none"> <li>— Individual client meetings and information conferences</li> <li>— Client communication through platform and regular client outreach</li> </ul>	<ul style="list-style-type: none"> <li>— Cybersecurity and customer privacy</li> <li>— Social innovation</li> <li>— Business ethics and compliance</li> </ul>
<b>Clients’ employees and their dependents</b>	<ul style="list-style-type: none"> <li>— Providing information and Alight Worklife® tools, driving better outcomes</li> <li>— Increasing clients’ employee accessibility to healthcare</li> <li>— Providing mental health initiatives and support</li> </ul>	<ul style="list-style-type: none"> <li>— Social innovation</li> </ul>
<b>Colleagues</b>	<ul style="list-style-type: none"> <li>— All-company town halls</li> <li>— Employee engagement surveys</li> <li>— Executive leadership email and videos</li> <li>— Volunteerism and community support</li> <li>— Professional development</li> <li>— Internal communication channels</li> <li>— Affinity groups and business resource groups</li> </ul>	<ul style="list-style-type: none"> <li>— Benefits and wellness</li> <li>— Professional development</li> <li>— Diversity, equity, and inclusion</li> <li>— Culture of belonging</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>— Quarterly earnings calls</li> <li>— Email, calls, Investor Days, and in-person meetings</li> <li>— Participation in conferences</li> <li>— Annual shareholders’ meeting</li> </ul>	<ul style="list-style-type: none"> <li>— Board composition and effectiveness</li> <li>— Executive compensation</li> <li>— Climate change strategy, workforce diversity, and talent engagement</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>— Meetings, emails, and calls</li> <li>— Conferences and site visits</li> <li>— Assessments and questionnaires regarding credit risk and responsible business practices</li> </ul>	<ul style="list-style-type: none"> <li>— Business ethics and compliance</li> <li>— Supply chain resiliency</li> <li>— Sustainable business practices</li> <li>— Diversity and human rights</li> </ul>
<b>Communities</b>	<ul style="list-style-type: none"> <li>— Community partnerships and volunteerism</li> <li>— Philanthropic donations</li> </ul>	<ul style="list-style-type: none"> <li>— Community development</li> <li>— Volunteerism and corporate donations</li> </ul>

## 2022 ESG highlights

### Championing our people

- Created an Inclusion and Diversity Policy to formalize our DEI commitments
- Filled a record 25% of job openings with internal candidates
- Reported an employee satisfaction score of 72, in line with our global benchmark
- Reflected diversity across U.S. workforce of 66% female and 41% ethnically/racially diverse.<sup>1</sup>

### Social innovation

- Strengthened our wellbeing solutions supporting our clients and their employees across all four pillars of healthy mind, body, wallet, and life
- Launched new Alight solutions that advance employee accessibility and support for complex and challenging medical care situations
- Expanded Alight Worklife® solutions to create a more personalized and integrated experience for our clients' employees and their dependents

### Responsible business practices

- Aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Assessed the materiality of Scope 3 emission categories and calculated relevant emissions
- Initiated development of new Supplier Management Program that will fully launch in 2024



<sup>1</sup>Metrics reflect diversity within U.S. workforce as of December 31, 2022

# Championing our people

Alight's ability to positively impact our clients and their employees starts internally—with our people. We strive to foster an inclusive, progressive culture that enables a sense of belonging and wellbeing 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 a healthy mind, body, wallet, and life.

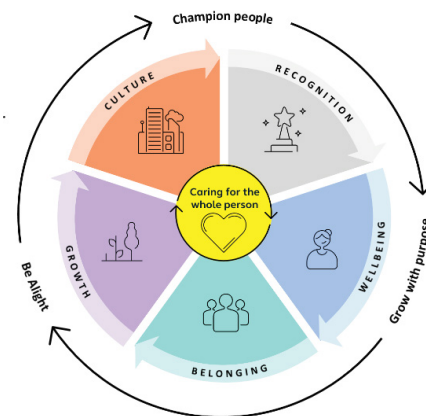
## CHAMPIONING OUR PEOPLE

At a global level, Alight focuses on five key priorities of our people agenda that are regularly communicated back to employees as part of our commitment to listening to our colleagues. These categories—culture, recognition, wellbeing, growth, and belonging—are based on data from recent engagement and listening activities.

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

### OUR FOCUS ON OUR PEOPLE

- 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 being recognized as a Great Place to Work® for five consecutive years and a Best Place to Work by parents@work. 86% of employees at Alight say it is a great place to work compared to a benchmark of 57% by Great Place to Work®. We were also listed among the Top 100 Companies with Remote Jobs by FlexJobs.

### Board oversight of human capital management

Our Board plays an integral role in our human capital management efforts starting with a 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 (DEI) initiatives. In connection with its responsibility for developing management continuity, our Board actively engages in executive officer talent management through regular reviews and at least annually assesses the succession plans for senior management, including the CEO, and our talent pool just below the executive leadership team level to maintain a robust and diverse talent pipeline.

## Diversity, equity, and inclusion

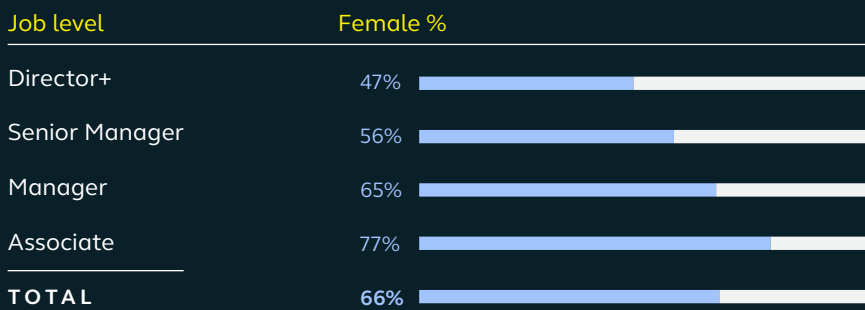
Our years of experience have shown us that we cannot improve our clients' lives without first enriching our own colleagues' wellbeing. We intentionally drive awareness, practice accountability, and foster community to build an inclusive culture. We are committed to continue reporting on our DEI efforts, remain accountable, and keep our promises to our stakeholders. As such, in December 2022, we created an Inclusion and Diversity Policy to formalize our commitment to DEI.

### Accountability

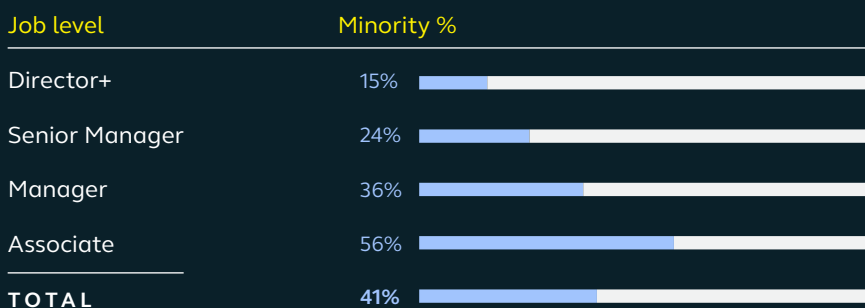
We believe it is critical to measure and track our progress. To maintain transparency and better meet our goals, we named a global inclusion and diversity (I&D) leader in 2020 and appointed an I&D recruiting lead in 2021. In 2022, we made a commitment to increase representation and incorporated it as a goal for all Alight colleagues. We actively review our pay and promotion practices and invest in inclusivity training so our managers are aware of bias and its many forms. To engrain inclusion in our day-to-day activities, our I&D team addresses how to be an ally, creating an environment where all colleagues feel educated and open and can learn how to be better colleagues to their peers.

#### REPRESENTATION<sup>2</sup> OF OUR WORKFORCE DIVERSITY<sup>3</sup>

##### By gender (U.S.)



##### By race/ethnicity (U.S.)



<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 of 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, 2022. 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.

## Attracting and retaining diverse talent

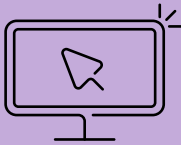
Recruiting is a key area for Alight as we build toward a more diverse workforce. We are committed to representing the communities we serve and to attracting and retaining under-represented talent. We aim to continually strengthen our Career Pathways through ongoing investments that support diverse hiring,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

2020



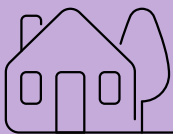
Alight became a charter member of Blackstone's Career Pathways initiative designed to foster economic mobility and support ongoing DEI efforts by adopting inclusive workplace practices and expanding applicant pools. Through partnerships like Year Up, Hiring our Heroes, Career Springs, and Inroads, these organizations provide training for untapped talent to prepare them for entry-level roles, including customer service, IT, and operations.

2021



Alight launched the Colleague Career Portal (CCP) to provide equitable access to jobs. Through the CCP, our colleagues can create a profile, receive automatic notifications of potential career openings, and refer candidates to open positions. Colleagues may also network with peers or join colleague-led communities sharing common interests or backgrounds.

2022



Alight launched our first internal Open House with more than 7,000 colleagues visiting on day one of the conference. In this virtual conference center, colleagues are invited to visit 50 booths from across the company, connect with leaders, and learn more about hot jobs, mentorship opportunities through Mentoring@Alight, and lifestyle/lifestage benefits. In 2022, we had a record 25% of all jobs filled through our internal pipelines as a result of our efforts.



## Training and awareness

Our people bring a diverse range of backgrounds and perspectives to the table, and that diversity is what helps us better serve the needs of all our customers. This 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 workplace scenarios viewed from multiple perspectives, this module coaches learners in applying empathy and respect when communicating with colleagues of diverse working styles and personalities.
- **Your Role in Addressing Unconscious Bias** - This course provides an introduction to unconscious bias, a psychological process that we are all subject to and that can negatively affect the workplace. It illuminates how unconscious bias works, trigger factors, and strategies for counteracting unconscious bias in order to create an inclusive environment, positive professional relationships, and a high-functioning workplace.
- **Power of Inclusion** - At Alight, we believe that diversity should be visible, valued, and sustained throughout the organization. We all play a role in ensuring that we work toward an inclusive workplace and organization, and this session provides the participants with an understanding of the Five Inclusive Behaviors, inclusion concepts, and impacts.



## Colleague-led communities

Our employee resource groups, called colleague-led communities (CLCs), are an integral component of Alight’s commitment to driving change in diversity and inclusion by:

- Sharing knowledge and acting as a bridge across cultural issues
- Working as an employee support system providing education, personal growth, information, and idea-sharing
- Assisting with recruitment and retention efforts
- Supporting managerial effectiveness, leadership development, succession planning, and communication with colleagues

These communities affirm Alight’s commitment to diversity, infuse Alight culture in our client experience, and, most importantly, foster a sense of belonging.

### 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.

### 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.

### WOMEN’S PROFESSIONAL NETWORK

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

### 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.

### 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.

### 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.

### 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.

### 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.

### 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.

### 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.

## Investing in our colleagues

At Alight, we believe that investing in the wellbeing of our colleagues is an investment in the long-term wellbeing of our organization. Competitive compensation, employee benefits, and training and development opportunities provide considerable value to our colleagues and clients.

Our employee wellbeing strategy, “caring for the whole person,” cuts across four pillars of wellbeing: mind, body, wallet, and life. Using Alight’s proprietary Alight Worklife® platform, our colleagues continue to access regional benefits under these broad pillars of wellbeing. While benefits vary by geographic region, Alight provides wellbeing programs that are accessible to all colleagues globally.

### Benefits, health and wellbeing

We design our employee benefits to help colleagues and their families stay healthy, meet their financial goals, and balance their work and personal lives. Alight’s benefits include health and wellness, vacation and sick time, employee assistance program, competitive pay, and career growth opportunities. We also moved from a fully funded to a self-insured medical strategy starting in 2023 for Alight to assume decision-making for benefits plans and improve cost-effective coverage for our workforce.

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, including:

- Medical, dental, and vision benefits
- 401(k) savings plan
- Adoption assistance to offset related expenses
- Maternity/paternity pay and bereavement leave
- Backup daycare for children and adults, and caregiver support
- Paid time off to volunteer

As part of Alight’s ongoing commitment to caring for the whole person, we are committed to providing “healthy wallet” solutions that support colleagues wherever they are in their financial wellbeing journey through our Alight Worklife® platform. In 2022, Alight implemented several new financial wellbeing programs, as follows:

- Employee Stock Purchase Plan (ESPP) launched for colleagues in the U.S. (excluding Puerto Rico), Canada, Poland, and Spain. The ESPP is intended to enhance Alight’s Total Rewards offering by providing colleagues an opportunity for long-term investment in the company’s stock and supporting an ownership mentality among our workforce.

- Alight Digital Wallet launched with colleagues in the U.S., which brings together Earned Wage Access and a digital and physical Pay Card to offer greater financial flexibility and freedom for Alight’s colleagues.
- Access to low-cost personal loans provided for U.S. and Puerto Rico colleagues who are automatically repaid through payroll.
- Financial solutions to help lighten student loan burden and make savings for college easier.

Even before the COVID-19 global pandemic, Alight operated a hybrid working model with many colleagues enjoying the flexibility to work from home. Our Workplace Flexibility Guidelines outline the formal Flexible Work Arrangements that are designed to provide colleagues with personal flexibility while maintaining work responsibilities and business objectives. While some of our colleagues may be required to work full-time in an Alight office due to service delivery requirements, Alight intends to continue to employ a hybrid flexible working model where feasible given client and role requirements, colleague preference, and other factors.

As part of our wellbeing strategy, Alight regularly communicates the independent and complimentary support available to all colleagues through our Employee Assistance Program (EAP) provider. All colleagues have access to one-on-one support, counseling, and support resources across various wellbeing related issues. All HR professionals are provided guidance and training on how and when to refer a colleague to our EAP services. The EAP services are also regularly communicated through CEO and executive leader messaging.

With an eye toward ensuring all of our colleagues are seen, heard, and valued, we continue to make strides that reflect the diverse populations within our workforce. For example, the U.S. benefits guide was expanded in 2022 to include new LGBTQ+ benefits. Alight’s inclusive benefits support our LGBTQ+ colleagues by:

- Highlighting LGBTQ+ identifying providers available through Alight’s EAP
- Offering healthcare benefits that cover non-surgical and surgical gender-affirming care options<sup>4</sup>
- Offering certain fertility services through our flexible healthcare benefits and adoption assistance to all regular full-time and part-time colleagues after one year of service
- Designating an LGBTQ+ Health Pro to help our colleagues to utilize their Alight benefits
- Offering legal services for common personal legal issues, including surrogacy contracts and pre-birth orders, name and gender changes, and discrimination case support

<sup>4</sup>Some of these options may need to be considered as medically necessary—a designation based on the medical policies set forth under BCBS and Kaiser medical plans. Any procedure deemed as cosmetic and not medically necessary may not be covered under the medical plans.

## CHAMPIONING OUR PEOPLE

During 2022, we launched a program to support our colleagues prioritizing their personal wellbeing and mental health. We provide our global workforce with access to a leading mental health resiliency assessment and improvement mobile application (app), which provides a personalized experience for employees to build workforce resilience and valuable wellbeing intelligence.

We also provided access to a mental health and meditation app for all colleagues and up to five loved ones. The app promotes better sleep, reduces stress and anxiety, and helps develop mindfulness. We continue to partner with the app provider to promote regular, externally facilitated wellbeing webinars aimed at different groups within the organization.

We introduced new offerings for colleagues to take advantage of to get targeted support in the areas of maternity and family benefits as well as chronic condition management.

### **Alight Menopause Policy**

We are committed to providing an inclusive and supportive work environment in addition to ensuring the health, safety, and wellbeing of all colleagues. We aim to support colleagues who are affected in any way by menopause or by heavy and painful periods. Our policy is inclusive of all gender identities, including trans and non-binary colleagues.

### **World Mental Health Day**

On 2022 World Mental Health Day, we showed our focus on “caring for the whole person” and commitment to breaking stigma around mental health. We hosted a keynote event in our Lincolnshire headquarters where we discussed the importance of mental health with Alight leaders and colleagues. Our VP for Inclusion and Diversity and VP for HR were joined by our Chief Medical Officer, Customer Care leader, and Health Delivery leader to talk about the science of mental health and their own experiences with mental health. The event was recorded and made available to all employees after the event.

### **Alight recognized by the National Alliance on Mental Illness (NAMI-NYC)**

We're proud to share that Alight was honored with the Corporate Leadership Award by NAMI-NYC at the 2022 Seeds of Hope Gala. NAMI-NYC is the nation's largest grassroots mental health organization dedicated to building better lives for the millions of Americans affected by mental illness. NAMI-NYC provides advocacy, education, support, and public awareness so that all individuals and families affected by mental illness can build better lives.

## Training and development

We are committed to actively fostering a learning culture and investing in our colleagues' ongoing professional and career development. We commit ourselves to a development framework of 70% experience, 20% coaching, and 10% education—a framework we believe reflects how people truly learn, grow, and develop. We understand that developing our talent is critical for continuing success in a rapidly evolving environment and colleague engagement and retention. Each of our colleagues sets annual performance and personal development goals that are reviewed with managers quarterly, allowing them to understand the value they are providing and receive valuable input on their career goals.

### CAREER PROGRESSION

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



**Readiness**



**Experience**



**Aspiration**



**Current business needs**

We offer colleagues numerous programs and tools for personal and professional development, including instructor-led training courses, leadership development programs, on-demand virtual learning, individual development planning, role-based functional and technical training, compliance training, peer learning opportunities, and tuition reimbursement programs. This past year, colleagues consumed over one million hours of training.

### 2022 TRAINING METRICS

**30,789**

professional skills  
course completions

**2,501,376**

learning  
registrations

**48+**

hours of average learning  
time per colleague

**1,802,059**

total  
learning hours

## CHAMPIONING OUR PEOPLE

We have also aligned our talent and succession-planning framework at a global level for our director level and above roles to support the development of our internal talent pipeline for current and future organizational needs 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 support role progression.

### PROFESSIONAL CERTIFICATIONS, MEMBERSHIPS, AND CONTINUING EDUCATION

Professional certifications fulfill an important role in our business and in the development of our colleagues. Alight supports professional certification on the basis of the value it adds to the business and to our colleagues through learning and/or staying current in a technical or business area. Alight also supports recertification through internal and external learning programs. We have a number of colleagues who maintain many professional certifications.

Our tuition reimbursement program focuses on degree-seeking programs that help colleagues in their current role or prepare for a future role at Alight. We invest in full-time colleagues by reimbursing for the cost of tuition up to \$5,000 annually.

Alight supports involvement in professional associations based on the value it adds to the business and our colleagues through learning and/or staying current in a technical or business area. To advance our talent and people, a number of our colleagues are involved in several professional associations, societies, academies, and institutes in various capacities, including:

International Foundation of Employee Benefit Plans (IFEBCP)

Chartered Financial Analyst Institute

Society of Actuaries

American Institute of Certified Public Accountants (Association of Chartered Certified Accountants in UK)

National Association of Sales Professionals (NASP)

Association of Corporate Counsel

Project Management Institute

American Payroll Association

Society for Human Resource Management (SHRM) & Human Resource Certification Institute

### PERFORMANCE MANAGEMENT STRATEGY

We employ a continuous and growth-oriented way of managing performance and development, with more opportunities for meaningful colleague and manager conversations. The foundation of our continuous performance management approach is that it is colleague-led and manager-enabled. This means that colleagues are empowered to own and drive their performance and growth. The role of managers is to support colleagues with feedback, guidance, and opportunities to fulfill their potential.

## CHAMPIONING OUR PEOPLE

### ENGAGING AND RETAINING 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 their work experience. Survey data is aggregated and anonymized before being provided to leaders and managers to provide actionable insights into the engagement of their teams. Additionally, Alight regularly conducts regional listening sessions (both virtually and in person) to better understand colleague sentiment.

At the end of 2022, Alight's employee satisfaction score was 72, in-line with our global benchmark set by our external engagement provider. The provider's database contains benchmarks on a broad array of matters representing feedback from over 900 companies over the last 12 months.

At a global level, Alight focuses on five key priorities within DEI that are regularly communicated back to employees as part of our commitment to listening to our colleagues. These categories—culture, recognition, wellbeing, growth, and belonging—align with our DEI initiatives. We strive to bring greatness to light by recognizing colleagues for exceeding expectations. We celebrate the diversity of our colleagues' achievements while creating a consistent global culture to show appreciation.

As part of a global recognition program, Alight colleagues are able to offer colleagues awards—of varying degrees of amounts based on the act being rewarded—through a third-party platform. These points can then be redeemed for gifts and prizes in an online store. Additionally, in many countries, Alight provides points for periods of long-service.





## 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. We operate 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 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. Alight office locations are regularly assessed to identify risks and unsafe conditions and work toward their resolution. Risk assessments and findings are brought to the attention of those affected, where applicable.

**Total Recordable Injury Rate per 200,000 hours (TRIR) in 2022 = 0.0316**

## Alight cares 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 that 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 their lives. Our colleagues at Alight's primary locations collaborate with their location leader 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.

## CHAMPIONING OUR PEOPLE

We also aim to cultivate a culture of giving back by offering many opportunities for our colleagues to volunteer. Our North American colleagues receive eight hours of paid time off annually to volunteer. Colleagues in the U.S. and Puerto Rico can use their wellness time (sick time) to volunteer if they choose.

### GLOBAL SERVICE WEEK

Every year during the winter season, our colleagues take time to give back to their community 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.

#### Lincolnshire location (company headquarters) highlights

- **Red Nose Day** – A donation was made to help fight child poverty and we came together to learn more about the organization.
- **A day (or week) of social justice** – We built houses, sorted books, supported food banks and more ... all focused on caring for our community.
- **Be Alight Day** – Hundreds of colleagues returned to the Lincolnshire office in mid-July to celebrate what it means to Be Alight.
- **Fort2Base race** – We sponsored the Fort2Base race to honor our vets and those currently serving in the military.
- **Veteran's lunch** – All across Alight in November, our veterans and their families gathered for a lunch and celebration.
- **Boo Bash** – We sponsored Lincolnshire's Halloween family celebration.
- **Work-Life Balance seminar** – More than 100 colleagues joined our World Mental Health seminar last October.
- **ADL-Midwest (Anti-Defamation league)** – A donation was made to help fight hate, with a focus on combating antisemitism.
- **CASA kids** – We sponsored 225 kids and made their holidays.

**SPOTLIGHT: SUPPORTING THE PEOPLE OF UKRAINE**

Our response to the crisis in Ukraine led with a focus on our colleagues and their families in the region. One of our top priorities was ensuring their safety and providing immigration assistance to those who needed it. We assisted in providing employment opportunities for family members of colleagues who had taken refuge in Poland. To further support humanitarian efforts, we granted an additional day of paid volunteering time off to all colleagues in Poland. Staying connected with loved ones during difficult times was important, which is why Alight provided the use of softphones to ensure colleagues could connect with friends and family in Ukraine. Colleagues also had access to resources to support their wellbeing through Alight's global employee assistance program services which provide support 24/7. We also recognize the impact that this crisis can have on the mental health of our colleagues, which is why we hosted several listening sessions for those who want to talk or hear from others about how they are managing their feelings during this time.

**GLOBAL DAY FOR SOCIAL JUSTICE**

In 2020, after the murder of George Floyd, Alight provided U.S. colleagues with the day off on Juneteenth. In 2021, we established Juneteenth as a corporate holiday and created 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 community and give colleagues a chance to work together on projects and campaigns promoting their contributions to economic and social development at local, national, and international levels. This covers a range of issues, including racism, poverty, illiteracy, gender and minority inequality, LGBTQ+ inequality, and economic disparity.

### SUPPORTING CLC IMPACT

A portion of the charitable giving budget is earmarked for diversity, equity, and inclusion. Most of these funds are distributed to our CLCs to donate to their selected organizations. CLCs meet locally to identify community partners who align with their goals.

### COLLEAGUES HELPING COLLEAGUES

The Employee Assistance Fund was created to help colleagues facing financial hardship immediately after a natural disaster or unforeseen personal matter. Our People Matter Fund relies primarily on individual donations from colleagues and support from Alight. Colleagues can request a tax-free grant when they are facing unexpected hardships when they are needed most. Through this fund we are able to quickly activate one-time emergency grants for unexpected situations where we may have big colleague impacts, including in Ukraine and Poland in 2022 as the war broke out; and for colleagues in Florida and Puerto Rico in the aftermaths of hurricanes.

**During 2022, our People Matter Fund provided grants to 825 colleagues to provide support when most needed.**

“

“When we lost our 22-year-old special needs son, Ezekiel, the relief fund was extremely helpful in assisting with Ezekiel’s burial expenses as he was never eligible for any type of life insurance policy. The grant allowed us to give him the burial that we wanted.”

“I can’t say enough about the level of gratitude I have. My family has comfort knowing that there are people and organizations that are willing to help. My family can rest a little easier tonight. Though the struggle continues, your support has lifted us up and has provided a much-appreciated boost.”

## CHAMPIONING OUR PEOPLE

### ALIGHT CARES

Our Alight Cares program allows our colleagues to donate to the organizations they care about with a match by Alight.

#### SPOTLIGHT: SUPPORTING THE PEOPLE OF INDIA

Colleagues from Hyderabad, India sponsored a school in Tekmal, Medak District, which is a village located about 90kms from Hyderabad. The Tekmal ZPHS School is a 75-year-old government institution established during pre-independent India. With a total of 550 students enrolled from classes I to X, the school uses Telugu, Urdu, and English as mediums of teaching. However, its remote location poses a challenge for scientific education and technology adoption, making access to the digital world difficult. To address this issue, our colleagues took the initiative to establish a computer lab for the school. The school follows an inclusive approach to education, welcoming children with disabilities, and empowering girls through education. Our colleagues also sponsored various sports items, including cricket kits, carrom, badminton, volleyball, basketball, and other indoor games, which promote physical and mental wellbeing among students. These small yet significant steps reflect our commitment to support the welfare and future development of underprivileged children in government schools.



# Social innovation

Alight is grounded in a singular vision—to define the future of employee wellbeing. In a fast-changing world, global uncertainty and employer challenges are fundamentally altering the employee experience. Our team interweaves sustainable innovation into our products, services, and processes to generate long-term social benefits by delivering a positive, personalized impact for employees and their families.

## Partnering with clients to advance DEI wellbeing

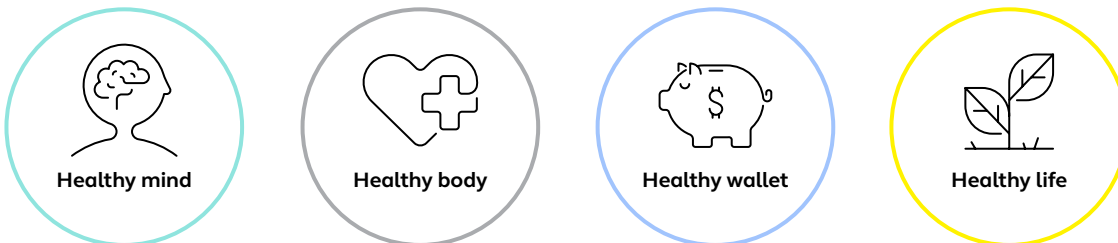
Alight and its Benefit Client Council members have a shared mission and focus to harness their collective intelligence, experience, and resources to better understand and act upon ways to continuously deliver equitable and inclusive wellbeing outcomes to all employees and their families. This includes:

- Bringing members insights and trends on DEI topics
- Enabling members to confidently discuss and share with peers on DEI wellbeing topics
- Creating opportunities for members to continue being better partners to their business(es) and HR peers
- Establishing shared commitments for collectively driving greater social impact within and across our organizations.

## Expanding ecosystem of holistic wellbeing for employees

As life at home and life at work converge, employee wellbeing has never been more essential to maintaining high-performing organizations. When companies invest in their people, employees will invest in them.

At Alight, wellbeing is at the heart of how we operate and serve our clients. Our research suggests that wellbeing-centric benefits strategies and engagement tactics can satisfy the full range of these 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 that all employees live their best life at work and at home.



Alight is defining the future of employee wellbeing through the power of our integrated health, wealth, wellbeing, and payroll solutions powered by Alight Worklife®. Alight Worklife® is a AI-powered employee engagement platform with a human touch—that brings together our mission-critical wellbeing solutions to 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.

**SPOTLIGHT: STRENGTHENING OUR SUPPORT OF EMPLOYEE WELLBEING**

A new addition to our wellbeing solution suite is the Alight Wellbeing Marketplace, which supports employees across all four pillars of healthy mind, body, wallet and life. With this wellbeing module, employers can now provide their employees with access to 150+ services and experiences in over 50 countries that are aligned to employees' unique life stages and personal needs, such as 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, learning support subscription, technology, and science learning programs.
- **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.

## Increasing employee accessibility to healthcare and improved outcomes

### Personalized healthcare navigation: solving for utilization, engagement, and cost

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 or no care at all, which can further increase costs and worsen health. Many employers are looking to innovative healthcare navigation solutions to offset rising healthcare expenditures, and the approach is paying off—resulting in improved utilization, engagement, and outcomes.

For example, as part of our clinical navigation services, we launched the Clinical Collaboration Center, a data-sharing technology, enabling bidirectional communication between the clinical teams and health plans with Alight's clinicians. Post-referral collaboration helps drive better utilization and outcomes across the ecosystem for employees in meeting their greatest medical needs.



**SPOTLIGHT: WHAT IS HEALTHCARE NAVIGATION?**

Healthcare advocacy solutions offered by an employer to help their people:



Learn about their health conditions and treatment plans



Identify the best providers



Understand their benefits and costs



Get to the right level of support, at the right time, for their journey back to work after an illness, accident, or surgery

## Improving patient financial support and claims advocacy

In a fragmented healthcare journey, employees must call several individual companies for medical, behavioral, and pharmacy benefits. Healthcare navigation solutions help employees understand and navigate a fragmented healthcare and benefits system, making the healthcare journey simpler and easier to navigate.

This approach makes the healthcare journey simple and easy to navigate. As reported by Forbes, 92% of healthcare executives understand the value of a highly personalized experience and rank it as a top strategic priority.

Many businesses also offer claims advocacy to help employees understand the basics of their benefits. Claims advocacy experts explain issues like out-of-pocket costs and deductibles while providing help navigating frustrating billing problems and guiding employees through complex denials and appeals.

Claims advocacy is an essential service since medical billing today is challenging even for those experienced in the healthcare system. When employees don't understand their benefits or get frustrated, they may simply forgo care, further inhibiting better health and potentially impacting their financial wellbeing. It's also an increasingly important benefit as some 50% of Americans reported medical debt in 2021, up from 46% in 2020 (source: Medical Debt Survey, debt.com).

Partnering with proven healthcare navigation providers is vital to improving utilization, engagement, and health outcomes while managing the rising costs of healthcare and enhanced benefits.

## Supporting workforce mental health

Our research shows that one in five people experience a mental health concern, yet 50% won't 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 and presenteeism, absenteeism, and attrition result.

With Alight Behavioral Health Guidance, organizations can address the behavioral 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 to continue healing. The service connects individuals and families to Alight’s resources with behavioral health expertise, who will work with them to help them better understand their symptoms, any diagnoses, and potential next steps. Participants will receive explanations of treatments, medications, and provider types that might be options, while finding quality providers and facilities specialized in their needs. The Alight Medical Ally team will also collaborate and coordinate with partners across the employers’ benefits ecosystem.

### Advancing employee accessibility to cancer healthcare options and support

Alight’s Medical Ally team of multidisciplinary clinicians understands the human and financial challenges faced by both participants and caregivers, and they are highly experienced in oncology. Alight’s Cancer Guidance solutions help employees and their families with the improved information and access they need to better navigate the challenges of cancer diagnosis, care, and financial needs. Post-referral collaboration helps drive better utilization and outcomes across the ecosystem.

Alight Cancer Guidance addresses two critical issues, inequity in access to top cancer expertise and support, and the rise in new and late-stage diagnoses. For example, populations in rural areas see 12% higher mortality rates from cancers that can be prevented by screening compared to those in metropolitan areas, and 41% of employers expect to see a rise in late-stage cancers in 2023 due to missed cancer screenings in 2020 alone (an estimated 9.4M). With targeted identification and outreach, Alight Cancer Guidance provides the urgently needed, trusted guidance and personalized support to employees facing any type or stage of cancer.

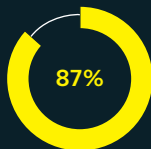
Unlimited clinical guidance and support from a dedicated, multidisciplinary oncology team across all aspects of cancer care

Access to the nation’s top specialists in all areas of oncology, including rare cancers

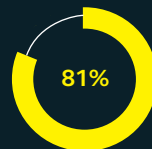
#### OUR RESULTS FOR CANCER CASES



satisfaction

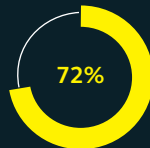


improved quality of life or peace of mind

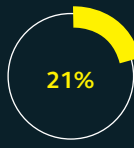


better understanding of their condition

#### OUR RESULTS FOR EXPERT MEDICAL OPINIONS



receive corrected or changed treatment plan



receive corrected or change in diagnosis

# 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.

## Corporate governance

### Board oversight and diversity

We believe that the effectiveness of our governance framework is largely a function of our highly qualified, experienced, and diverse Board and leadership team who are focused on driving Alight's long-term success. Our Board is currently chaired by an independent director with long industry experience, strategic acumen, and deep company knowledge. The Board is comprised of ten qualified individuals who provide the mix of director characteristics and diverse experiences, perspectives, and skills appropriate for creating sustainable value for our shareholders and other stakeholders.



<sup>5</sup> Board diversity metrics as of April 30, 2023

## Ethics and compliance

The Board oversees the management of the business, corporate affairs, and sustainability matters in a manner consistent with enhancing long-term stockholder value. Alight is committed to sound governance, high ethical standards, and strict compliance with laws, regulations, and company policies.

### Code of Conduct

The Audit Committee receives a quarterly update on compliance with our **Code of Conduct** (Code). Our Code, which was refreshed in 2022, has been developed as a guide to efficiently resolve ethical issues in our complex global business environment and address topics such as:

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

### 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 and global policies and procedures apply to the following, along with required training on various aspects of our ethics program and principles of our Code, as applicable to our key constituents:

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

## 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. For more information, please see our [Whistleblower Policy](#), located under our [Governance Documents](#) webpage.

### SPOTLIGHT: KEY ELEMENTS OF OUR WHISTLEBLOWER POLICY

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

## Fundamental principles and rights at work

Alight aligns with the ILO Declaration on Fundamental Principles and Rights at Work, an expression of commitment by governmental, employer and employee organizations to uphold basic human value—an imperative deemed vital to our social and economic lives. We affirm freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labor, the effective abolition of child labor, the elimination of discrimination, and a safe and healthy working environment.

## Political contributions

Alight does not make corporate political contributions and does not sponsor a political action committee (PAC). In accordance with our Code, our colleagues may make personal contributions to causes of their choice and are free to participate in personal political activities, but any involvement must be on an individual basis, on personal time, and at personal expense. Pre-approval is generally required for political contributions above the policy limit made to a government official or government-owned entity.

### **POLITICAL RELATIONS AND TRADE ASSOCIATIONS**

Given the nature of our services, Alight monitors emerging legislation and regulations that would 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 if warranted.

We are actively involved in the industry associations associated with the regulatory concerns in our industry. In particular, we are members of the ERISA (Employee Retirement Income Security Act of 1974), Education Resources Industry Committee, the American Benefits Council, and the Society of Professional Asset-Managers and Record Keepers.



## Risk management and business continuity

The full 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:

### RISK MANAGEMENT OVERSIGHT



## Business continuity and disaster recovery

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 2023. All our locations have business continuity plans to ensure resilience against adverse events, which are more common in a warming world.

### 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 24/7/365 for situations threatening colleague safety and wellbeing. It also coordinates response when resuming business operations after a disruption and minimizing risks to information Alight manages on behalf of its clients and colleagues.

### INCIDENCE 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. reduce or eliminate risk. We administer an exercise and maintenance program at least annually to assess viability of the standard operating procedures of the ARC.



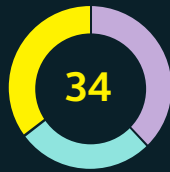
## RESPONSIBLE BUSINESS PRACTICES

### EMERGENCY RESPONSE STANDARD

The Emergency Response (ER) Standard defines our global program to ensure that our colleagues are prepared to handle emergency, crisis, or disaster recovery events. It also ensures that each facility and unit location has defined emergency response 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 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 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 2022, 34 EVACUATION DRILLS WERE CONDUCTED GLOBALLY



12 APAC

13 EMEA

9 AMERICAS



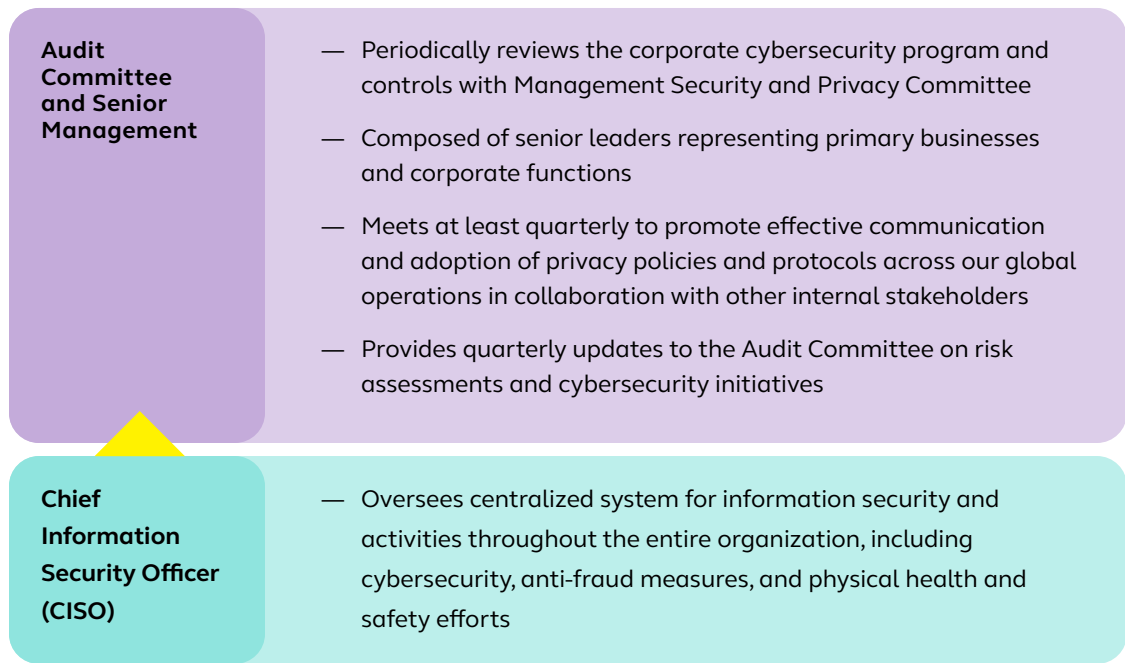
## Data security and customer privacy

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 (ISMS)



**GLOBAL INFORMATION SECURITY POLICY**

We have adopted and 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**

Our privacy control framework, programs, and standards are essential to building trust with our colleagues, clients, and partners and 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 to 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.

**SPOTLIGHT: DATA SECURITY COMPLIANCE CERTIFICATIONS, STANDARDS, AND REGULATIONS**

- ISO 27001 Certification
- SOC 2 Type II Report
- HIPAA
- GDPR Compliance
- EU Cloud Code of Conduct Level 2
- FedRAMP Authorized
- FIPS 140-2 Certification
- U.S. Department of Defense (DoD) Impact Level 5 (IL5)
- Accessibility

**Cyber incident management**

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 ARC 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 CISO. 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.

## Employee training and compliance

Our colleagues are responsible for maintaining the 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 information security awareness programs to support the protection of Alight's business operations and client data, including topics such as our global data classification and privacy policies.

## Supply chain management

Our supply chain is critical to the success of our business. We are committed to an ethical, sustainable, and responsibly managed supply chain, where our suppliers comply with requirements aligned to our Supplier Code of Conduct, legal and regulatory compliance, and socially responsible behaviors. Alight works with approximately 4,000 vendors annually and intentionally manages these relationships to align with our purpose and values.

### SPOTLIGHT: NEW SUPPLIER MANAGEMENT PROGRAM

As a part of our continual evolution of our ESG practices and desire to drive positive outcomes in line with our mission, we began the development of our new Supplier Management Program that we expect to fully launch in 2024. As a part of the first stage of this process, we:

- Identified program goals and strategic actions needed to accomplish them
- Evaluated and selected a leading ESG Management system for managing program goals; engagement with suppliers, colleagues, and other third parties; data analysis including risk management; program progress; and metrics, KPIs, and insights
- Determined the relevant factors to identify participating suppliers
- Determined a Benchmarking Questionnaire to assess where suppliers are in their Sustainability and CSR journeys and defining metrics to help measure key performance indicators based on benchmark results
- Created procurement policies and requirements that are aligned with sustainability and social responsibility

## Responsible sourcing and security compliance

We have a robust process to select vendors, including a security assessment, standardized contract terms, and a Supplier Code of Conduct. 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 supply chain standard to foster responsible business practices.

### SPOTLIGHT: ALIGHT'S SUPPLIER CODE OF CONDUCT

We have a Supplier Code of Conduct (Supplier Code) in place that outlines our expectations that suppliers are expected to 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, upholding standards to promote diversity and equal treatment of employees that is free of discrimination and harassment. To learn more, please visit our [Supplier Code](#) with our [Governance Documents](#) on our website.

### HUMAN RIGHTS

Alight is committed to international employment standards and seeks to address the full spectrum of internationally recognized human rights, ranging from workplace concerns to issues affecting communities. There shall be no use of forced labor by Alight or our partners or subcontractors. Additionally, no person shall be employed under the legal age for employment according to local laws and regulations.

The business sector in which Alight operates is not considered to be at high risk for slavery and human trafficking. Nevertheless, we require our suppliers to treat their own employees fairly in accordance with local laws and regulations regarding labor and employment. In accordance with the UK Modern Slavery Action of 2015, Alight has a statement denouncing slavery and human trafficking within our organization and supply chain, and our standard supplier contract language requires compliance with this statement. As part of our initiative to identify and mitigate risk, we have implemented systems to build long-standing relationships with suppliers and make our expectations of business behavior clear. We also encourage anyone to speak up, and we protect whistleblowers who report violations or suspected violations.

**DATA SECURITY COMPLIANCE**

We require all applicable vendors to comply with our ISMS requirements. 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, compliance training, and monitoring on an ongoing basis for our top-tier suppliers and suppliers that represent the greatest data security risk, who collectively represent most of our annual supplier spend.

**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 under-represented 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 enterprise (WBE)
- Minority-owned business enterprise (MBE)
- LGBT-owned business enterprise (LGBTBE)
- Veteran-owned enterprise (VBE) or service-disabled veteran-owned business enterprise (SDVBE)
- Historically underutilized business (HUB)
- Disadvantaged business enterprise (DBE)
- Small business enterprise (SBE)
- Disability-owned business (DOBE)

IN 2022, ALIGHT SPENT MORE THAN \$46 MILLION WITH 50+ DIVERSE SUPPLIERS.

<b>\$46M+</b> total spend with diverse suppliers	<b>\$22M+</b> with Certified Minority Owned Businesses (MBE)	<b>\$13M+</b> with Certified Women Owned Business (WBE)	<b>53</b> diverse suppliers
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WALKING THE TALK—OUR APPROACH TO SUPPLIER DIVERSITY

In 2022, we continued to develop Alight’s supplier diversity program across five key building blocks: development, communication, engagement, partnership, and metrics.



**Development**

- We introduced **Enhanced Digital Certification (EDC) Sponsorship** on Alight’s Supplier Registration process. This feature enables self-classified diverse suppliers to obtain formal certification as a diverse supplier in as little as 15 minutes. Alight currently covers the certification costs for the first year.
- Similarly, the **SBA – Small Business Self Certification** is available for suppliers to verify that they meet Federal Acquisition Regulation as a Small Business.



**Communication**

- **New program advertisements** were developed to promote the supplier diversity program to targeted audiences and in six diversity-focused magazines and their platforms (website, digital magazine, and e-newsletter).



**Engagement**

- We maintain a **supplier diversity clause** in new and renewal contracts and require compliance with our **Supplier Code of Conduct**.
- We work with our Business Operations Leadership to find and connect with diverse suppliers.



**Partnership**

- We maintain **active corporate memberships** in the Council for Supplier Diversity and the National Gay and Lesbian Chamber of Commerce (NGLCC). Through these associations, our team participates in industry thought leadership, utilizes databases of diverse suppliers, and receives professional development and training.



**Metrics**

- We developed metrics for monitoring and achieving key program target goals; i.e., increase utilization of diverse suppliers in contracting and procurement by 5–8% by 2026.
- We were able to write and design the standard Economic Impact Analysis report using Alight’s branding guidelines and program commitments.

**AWARDS AND RECOGNITION**

We are proud to be recognized for our commitment to supplier diversity. In 2022, we were honored by DiversityComm, Inc. for a second consecutive year as 2022 Top Supplier Diversity Program. As a result, we were featured in *Black EOE Journal*, *HISPANIC Network Magazine*, and *Professional WOMAN’S Magazine*.



## Environmental management

In 2022, we took steps to strengthen our commitment to sustainability, following the principles outlined in our Environmental Policy. This policy guides our global corporate program and reflects our company values, and applies to our management, colleagues, contractors, vendors, and others acting on behalf of Alight. The principles of this policy promote environmental practices such as:

- Integrating potential environmental concerns and impacts into decision-making and activities
- Minimizing waste and promoting reuse or recycling by colleagues
- Minimizing energy and water use within our buildings and processes to conserve natural resources
- Mitigating the risks of climate change in long-term planning, business resilience plans, and real estate management
- Purchasing products and services that do the least damage to the environment
- Training, educating, and informing our colleagues about environmental issues that may affect their work
- Promoting environmental awareness among our colleagues and encouraging them to work in an environmentally responsible manner
- Communicating our environmental commitment to clients, vendors, and third-party representatives and encouraging them to support us

**To learn more, please visit our [Environmental Policy with our Governance Documents](#) on our website.**

In 2022, we also launched a site survey to collect data on the diversity of environmental and social initiatives from our our owned and/or operated facilities to further understand our stewardship, identifying successes as well as areas for improvement. The survey incorporated questions about energy efficiency, waste and water management practices, and achieved an 84% response rate. It identified many environmentally beneficial initiatives such as automatic LED lighting, reduction or removal of disposable products in kitchen areas, and use of alternative transportation services, as well as:

- Solar panels in our Barcelona, Cracow, Gurgaon, Hyderabad, Kochi, and Mumbai offices
- EV charging in our Atlanta, Bangkok, Charlotte, Chicago, Cracow, Irvine, Jakarta, Katowice, Kuala Lumpur, Lincolnshire, Lyon, Nieuwegein, North York, Norwalk, and The Woodlands offices
- Composting in our Atlanta, Gurgaon, Hyderabad, Irvine, Kuala Lumpur, London, Lyon, Madrid, Mumbai, and North York offices



## Recognizing climate impacts

Climate change and environmental degradation are existential threats already hitting the poorest the hardest. We acknowledge our responsibility to work with governments, NGOs, other companies, individuals, and groups to minimize the damage and eventually reverse it.

Alight is committed to serving clients in a manner that minimizes our potential impact on the environment. We operate in compliance with all relevant environmental legislation and strive to use pollution prevention and environmental best practices in all we do. In 2022, we exemplified this commitment by beginning to align with the Task Force on Climate-Related Financial Disclosures (TCFD) framework. Please see the appendix for more information.

## Greenhouse gas management

Alight has embarked upon an effort to calculate our energy consumption and greenhouse gas (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 upsteam and downstream emissions taking place throughout our value chain. Because our business needs may change year-over-year, our carbon footprint may also change.

External consultants calculated energy and Scope 1 and 2 greenhouse gas 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>6</sup> In 2022, Alight's Scope 1 and location-based Scope 2 emissions amounted to 29,446 MTCO<sub>2</sub> e, and 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 page 48.

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 9 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. This is no small undertaking; we continue to learn more throughout this process and by engaging our colleagues. We plan to discuss the implementation of GHG reduction targets to do our part toward global net-zero emissions.

<sup>6</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.

## RESPONSIBLE BUSINESS PRACTICES

Alight's Emissions Categories	Emissions in MTCO <sub>2</sub> e		
	2020	2021	2022
<b>Total Scope 1 Emissions</b>	2,099	2,453	3,221
<b>Location-Based Scope 2 Emissions</b>	27,233	28,229	26,225
<b>Market-Based Scope 2 Emissions</b>	29,585	29,428	27,051
<b>Total Scope 1 &amp; Location-Based Scope 2 Emissions</b>	29,332	30,682	29,446
<b>Total Scope 1 &amp; Market-Based Scope 2 Emissions</b>	31,684	31,881	30,131

### 2022 SCOPE 3 GHG EMISSIONS

Number	Category	2022 Value (MTCO <sub>2</sub> e) <sup>7</sup>
1	Purchased goods and services	103,502
2	Capital goods	655
3	Fuel and energy related activities (not included in Scope 1 or Scope 2)	5,954
4	Upstream transportation and distribution	1,219
5	Waste generated in operations	271
6	Business travel	5,471
7	Employee commuting	19,867
11	Use of sold products	7,571
13	Downstream leased assets	3,572

<sup>7</sup>Our Scope 3 GHG emissions reflect the results of our initial screening and assessment for each category. As we grow our capabilities and improve data collection, our calculation methods may change and influence the magnitude of our results.

## Business practices office waste recycling and local cleanups

Alight is committed to delivering cutting-edge solutions and services that are digital and have lower upstream and downstream environmental impacts. This includes switching the end users of our services to apps and digital technology in preference to paper, as well as encouraging responsible business travel practices. We believe this business model is positive and sustainable. By powering confident decisions for life, we free up our clients and their employees to focus on their core businesses and wellbeing.

## Energy management

Alight is working to better steward our energy and resources. We have one property with a LEED certification and three ENERGY STAR properties. Many of our spaces utilize energy-efficient lighting and equipment.

In the past three years, we reduced our real estate portfolio by 37% by offering remote working opportunities—a simple example of doing more with less. Alight has begun exiting physical data centers and moving to the cloud; these efficiencies will significantly reduce our total environmental impact.

In our 2022 site survey, over 40% of surveyed sites indicated the use of energy-efficient equipment. Additionally, around 10% of our sites have integrated renewable energy into their operations. We aim to progress both of these metrics in 2023 as we continue our commitment to energy efficiency and 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.


























### **OFFICE WASTE RECYCLING AND LOCAL CLEANUPS**

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 picking and river cleaning in their local communities.

In our 2022 site survey, over 50% of all sites indicated recycling use at that facility. Additionally, over 47% of our surveyed sites noted various initiatives to use environmentally friendly materials.

Alight partners with Forest Stewardship Council Chain-of-Custody certified vendors committed to reducing their carbon footprint by using environmentally sound manufacturing processes.

## By the numbers

ESG topic	Disclosure	2022	2021	2020	2019	Related information
Supply chain management	Total spend with diverse suppliers	\$46,953,685	\$50,197,591	—	—	Supplier diversity
Energy management	Total electricity consumption (Alight facilities) <sup>8</sup>	61,355 MWh	65,926 MWh	66,432 MWh	—	Energy management
	Percentage of energy consumed from grid electricity	100% 	100% 	100% 	—	
Board independence & diversity	Total board members	10.00	8.00	—	—	Board leadership and composition
	Number of independent board members	9.00	7.0	—	—	
	Gender composition of board members	70% male 30% female	75% male 25% female	—	—	
	Additional board demographic metrics	58.7 — average age	58.5 — average age	—	—	
Diversity, equity & inclusion	Percentage of employees from minority groups (U.S.)	41% 	37% 	35.5% 	34.8% 	Diversity, equity & inclusion
	Percentage of female representation in the U.S.	66% 	64% 	63.9% 	63.4% 	
	Percentage of women representation globally	61% 	58% 	58.5% 	58.2% 	
	Percent of employee's receiving DEI training	90% 	93% 	—	—	
Employee engagement, training, and development	Employee engagement survey participation	71% 	61%  (Q4 survey)	59%  (11/2020)	61%  (06/2019)	Engaging and retaining our colleagues
	Satisfaction & results from employee engagement survey	72% 	73% 	74% 	68% 	
Labor practices	Total employees (full-time and part-time)	18,598	16,973	15,578	15,677	Investing in our colleagues
	Total temporary employees	288	193	494	214	
	Average training provided per employee	48hrs	37.11hrs (Alight only, no NGA)	—	—	

<sup>8</sup> 2020 and 2021 figures disclosed here differ from figures in prior disclosures due to improved access to energy information

## Task Force on Climate-related Financial Disclosures (TCFD)

TTCFD Pillar	TCFD Disclosure recommendation
<p><b>Governance</b></p> <p><b>Disclose the organization's governance around climate-related risks and opportunities.</b></p>	<p>a. Describe the Board's oversight of climate-related risks and opportunities.</p> <p>The Audit Committee of the Board oversees climate-related risk that falls within our enterprise risk management process.</p> <p>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.</p> <p>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.</p> <p>More information ESG oversight can be found <a href="#">here</a>.</p>
<p><b>Strategy</b></p> <p><b>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.</b></p>	<p>b. Describe the management's role in assessing and managing climate-related risks and opportunities.</p> <p>Alight's Enterprise Risk Management (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 twice annually. The ERM Working Group meets every other month and on an as-needed basis.</p> <p>Our ESG Steering Committee, led by our Chief Legal Officer and Corporate Secretary, oversees climate-related risks and opportunities and coordinates with the ERM working group to stay informed of climate risks. This group coordinates Alight's cross-organizational ESG Committee on a quarterly basis and regularly reports to the Nominating and Corporate Governance Committee of the Board.</p> <p>Our Vice President of ESG and our Executive Vice President for Operations are responsible for the day-to-day monitoring and management of climate-related issues. Alight also works with third-party consultants to identify and manage select climate-related risks and opportunities.</p> <p>More information ESG oversight can be found <a href="#">here</a>.</p> <p>a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p> <p>Alight has identified several physical and transition risks related to climate change.</p> <p>Physical risks include changes in temperature, flooding, and winds. These risks can ultimately lead to productivity and supply chain disruptions, and disturbances to our co-located data centers and print production locations. These physical risks are anticipated in the short term.</p> <p>Climate-related transition risks include 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.</p> <p>Alight has identified opportunities to increase resilience against climate and weather impacts. In the long term, Alight can adapt renewable technologies, create more energy and resource-efficient product designs and reduce associated costs, help customers reduce emissions, and drive decarbonization of the upstream supply chain.</p> <p>More information on Alight's climate-related opportunities and initiatives can be found <a href="#">here</a>.</p>

## TCFD Pillar

## TCFD Disclosure recommendation

b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

Climate-related risks and opportunities are incorporated into Alight's operations through efforts to support the Alight Response Center and bolster supplier engagement efforts. Alight plans to continue to integrate impacts of climate change into our business strategy as we evaluate climate targets and develop plans to reduce our GHG emissions.

See more information on the Alight Response Center on [page 38](#).

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

#### Physical Risk

To test our resilience to the physical impacts of climate change, in 2022 we began the process of evaluating the potential impact of three different IPCC warming scenarios on our business. These representative concentration pathways (RCPs) model the net increase in warming of Earth's atmosphere under different greenhouse gas 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, where emissions peak in 2060 and stabilize after 2100.
- RCP 8.5: "Worst case scenario" pathway, where no mitigation efforts are made to reduce emissions.

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

- Change in air temperature (°C) relative to the reference period of 1986–2006.
- Fraction of population annually exposed to heatwaves (%) relative to the reference period of 1986–2006.
- Fraction of population annually exposed to wildfire (%) 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 review GHG reduction targets in the near future, Alight will be largely prepared to respond to all three scenarios.

TCFD Pillar	TCFD Disclosure recommendation
<p><b>Risk Management</b></p> <p><b>Disclose how the organization identifies, assesses, and manages climate-related risks.</b></p>	<p>a. Describe the organization's processes for identifying and assessing climate-related risks.</p> <p>Climate-related risks are identified through our enterprise risk management process and in coordination with external consultants.</p> <p>Through our ERM process, Alight annually surveys 100 senior leaders across the business to identify strategic risks. From this survey, we determine our top five risks and work to understand key risk drivers, identify risk owners, and develop risk management plans that include key success indicators. In 2022, climate risk was not identified as a top-five risk for Alight; however, some climate-related risk drivers, especially those pertaining to physical risk, have been linked to our top five risks. In addition to this survey, the ERM working group discusses new and emerging risks as a standing agenda item each time the group meets. During these calls, ESG and climate risks have been identified as emerging topics for more detailed review.</p> <p>In 2022, Alight also conducted a climate scenario analysis. This process, highlighted above, aided our identification of climate-related risks.</p> <p>See more information on our ERM process on <b>page 38</b>.</p> <hr/> <p>b. Describe the organization's processes for managing climate-related risks.</p> <p>Climate-related risks are managed through our enterprise risk management process, through our Alight Response Center, and through our Management ESG Committee.</p> <p>See more information on our ERM process and Alight Response Center on <b>page 38</b>.</p> <hr/> <p>c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p> <p>Alight's process for identifying, assessing, and managing climate-related risks are integrated into Alight's ERM and business continuity programs.</p> <p>See more information on our ERM process on <b>page 38</b>.</p>

## TCFD Pillar

## TCFD Disclosure recommendation

## Metrics and Targets

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

a. Disclose the metrics used by the 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 risks opportunities. In 2022, 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 footprint. This has enabled us to better identify potential climate-related opportunities and mitigate climate risks.

In addition to these GHG-related metrics, we plan to develop key indicators.

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

In 2022, Alight's Scope 1 and location-based Scope 2 emissions amounted to 29,446 MTCO<sub>2</sub> e, and Scope 1 and market-based Scope 2 emissions amounted to 30,131 MTCO<sub>2</sub> e. Alight assessed Scope 3 emissions in 2022 and determined that nine Scope 3 categories were relevant to Alight. Alight's 2022 Scope 3 emissions are as follows:

1. Purchased goods and services: 103,502 MTCO<sub>2</sub>e
2. Capital goods: 655 MTCO<sub>2</sub> e
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2): 5,954 MTCO<sub>2</sub> e
4. Upstream transportation and distribution: 1,219 MTCO<sub>2</sub> e
5. Waste generated in operations: 271 MTCO<sub>2</sub> e
6. Business travel: 5,471 MTCO<sub>2</sub> e
7. Employee commuting: 19,867 MTCO<sub>2</sub> e
11. Use of sold products: 7,571 MTCO<sub>2</sub> e
13. Downstream leased assets: 3,572 MTCO<sub>2</sub> e

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 47](#).




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

In 2023, Alight will begin exploring options for climate-related targets.






## United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a collaborative, global effort to achieve a better and more sustainable future for all. Represented by 17 global goals and 169 targets, the SDGs address challenges of poverty, inequality, climate change, environmental degradation, peace, and justice. We identified the key areas where we have the greatest influence and impact through our business strategy, products, and services.

SDG	Description	Alight's response	Section reference
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	Ensure healthy lives and promote wellbeing for all at all ages.	At Alight, we are defining the future of employee wellbeing. We believe wellbeing is the ability to live one's best life at home and at work. The latest addition to Alight's wellbeing solution suite is the Alight Wellbeing Marketplace, which allows employers to now provide their employees with access to 150+ services and experiences in over 50 countries that are aligned to employees' unique life stages and personal needs. We also work to increase employee accessibility to healthcare and improved outcomes through Alight Worklife®, which combines artificial intelligence (AI) and data to create a personalized and integrated experience. The result is confident decisions and meaningful outcomes for more than 36 million users and their family members.	Social innovation
 <p><b>5</b> GENDER EQUALITY</p>	Achieve gender equality and empower all women and girls.	We actively review our pay and promotion practices and invest in inclusivity training, so that our managers are aware of bias and its many forms. Of our U.S. senior leaders ranked as director and above, 47.1% identified as female as of December 31, 2022. We are committed to collecting meaningful data that will measure our progress toward our goal of reflecting the communities that we serve.	Diversity, equity, and inclusion
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	At Alight, we believe that investing in the wellbeing of our colleagues is an investment in the long-term wellbeing of our organization. We design our employee benefits to help colleagues and their families stay healthy, meet their financial goals, and balance their work and personal lives. Alight conducted a benefits competitiveness review to assess the benefits in each country in which we operate and implement more equitable benefits packages for our colleagues worldwide. We are also committed to actively fostering a learning culture and investing in our colleagues' ongoing professional and career development.	Investing in our colleagues

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SDG	Description	Alight's response	Section reference
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	Alight is grounded in a singular vision—to define the future of employee wellbeing. Our innovative approach to holistic employee wellbeing provides a foundation for further innovation in this space.	Social innovation
 <p>10 REDUCED INEQUALITIES</p>	Reduce inequality within and among countries.	Alight is committed to creating a sense of belonging in the workplace and making our company a place where all colleagues can feel happy and fulfilled while serving our clients and their people with excellence. Our efforts have resulted in being recognized as a Great Place to Work® for five consecutive years and a Best Place to Work by parents@work. We were also listed among the Top 100 Companies with Remote Jobs by FlexJobs and, in 2022, we earned a perfect score for a third consecutive year on the Human Rights Campaign Foundation's Corporate Equality Index, which reflects benchmarks of LGBTQ-inclusive policies, practices, and benefits of our nation's employers.	Diversity, equity, and inclusion
 <p>13 CLIMATE ACTION</p>	Take urgent action to combat climate change and its impacts.	Alight has continued to strengthen our commitment to sustainability by enhancing our Environmental Policy to better guide our global corporate program and reflect our company values. Our Environmental Policy promotes environmentally friendly practices throughout our business. In 2022, we launched a site survey to collect data on the environmental and social initiatives taking place at each of our owned or operated facilities. This survey was launched with the intention of further understanding our stewardship both in terms of our successes and areas for improvement.	Environmental management

## Sustainability Accounting Standards Board (SASB)

The tables below reflect our reporting with the Sustainability Accounting Standards Board (SASB) standards—now housed under the International Sustainability Standards Board (ISSB)—related to Professional and Commercial Services (SV-PS) and relevant topics from the Software and Information Technology (IT) Services (TC-SI) industry, addressing the ESG factors most relevant to our business. We also include references to sections within this report where specific topics are discussed.

### PROFESSIONAL AND COMMERCIAL SERVICES

Topic	Accounting metric	SASB code	Report reference	Alight response
Data security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	For more information, please see the <b>Data security and customer privacy</b> section of this 2022 Global Impact Report.	<p>The Audit Committee of the Board of Directors reviews the corporate cybersecurity program as part of its responsibilities. A Security and Privacy Committee composed of senior executives meets quarterly to assess privacy policies and protocols across global operations. The Chief Information Security Officer oversees the centralized information security efforts throughout the organization.</p> <p>We have adopted and 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. Alight uses third-party cybersecurity standards such as ISO 27001 Certification, SOC 2 Type II Report, and DU Cloud Code of Conduct Level 2.</p>
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	For more information, please see the <b>Data security and customer privacy</b> section of this 2022 Global Impact Report.	<p>Alight's Security and Privacy Committee, which is composed of senior executives representing primary businesses and corporate functions, meets at least quarterly to promote effective communication and adoption of privacy policies and protocols across our global operations in collaboration with other internal stakeholders.</p> <p>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.</p> <p>For more information, please see the <a href="#">Alight Privacy Policy</a> on our website.</p>
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	For more information, please see the <b>Data security and customer privacy</b> section of this 2022 Global Impact Report.	Alight reports material data breaches affecting company or customer information as required by applicable legal or regulatory requirements. Please see the response to SV-PS-230a.1 for more information about Alight's approach to identifying and addressing data security risks.

## PROFESSIONAL AND COMMERCIAL SERVICES

Topic	Accounting metric	SASB code	Report reference	Alight response
<b>Workforce diversity and engagement</b>	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	For more information, please see the <b>Championing our people</b> section of this 2022 Global Impact Report.	Diversity metrics reflect our U.S. workforce, as of December 31, 2022.  1. Director and above: 47.1% identified as female, and 14.8% identified as a minority group 2. All other employees: 66% identified as female, and 41% identified as a minority group
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	For more information, please see the <b>Championing our people</b> section of this 2022 Global Impact Report.	Alight does not disclose employee turnover information at this time.
	Employee engagement as a percentage	SV-PS-330a.3	For more information, please see the <b>Championing our people</b> section of this 2022 Global Impact Report.	In 2022, Alight's employee satisfaction score was 72, in line with our global benchmark set by our external engagement provider.
<b>Professional integrity</b>	Description of approach to ensuring professional integrity	SV-PS-510a.1	For more information, please see the <b>Responsible business practices</b> section of this 2022 Global Impact Report.	Alight is committed to sound governance, high ethical standards, and compliance with laws, regulations, and company policies. Our Code of Conduct (Code) has been developed as a guide to efficiently resolve ethical issues in our complex global business environment. Directors and colleagues complete training on the Code upon onboarding and annually thereafter and provide written acknowledgment of receipt and review.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	For more information, please see the <b>Responsible business practices</b> section of this 2022 Global Impact Report.	We experienced no material losses resulting from legal proceedings associated with professional integrity during 2022. If material losses had occurred, they would have been addressed in our 2022 Form 10-K.

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SOFTWARE AND IT SERVICES

Topic	Accounting metric	SASB code	Report reference	Alight response
<b>Environmental footprint of hardware infrastructure</b>	Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	For more information, please see the <b>Responsible business practices</b> section of this 2022 Global Impact Report.	Alight has begun exiting local proprietary data centers and moving to third-party cloud data centers; these efficiencies will significantly reduce our total environmental impact.
<b>Recruiting and managing a global, diverse, and skilled workforce</b>	Percentage of employees who are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	For more information, please see the <b>Championing our people</b> section of this 2022 Global Impact Report.	As of December 31, 2022, we employed more than 18,000 colleagues, approximately 67% of whom were located in the Americas, 18% were located in Europe, and 15% were located in Asia.
<b>Intellectual property protection and competitive behavior</b>	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TC-SI-520a.1	For more information, please see the <b>Responsible business practices</b> section of this 2022 Global Impact Report.	We experienced no material losses resulting from legal proceedings associated with anti-competitive behavior regulations during 2022. If material losses had occurred, they would have been addressed in our 2022 Form 10-K.
<b>Managing systemic risks from technology disruptions</b>	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	TC-SI-550a.1	For more information, please see the <b>Risk management and business continuity</b> section of this 2022 Global Impact Report.	For a discussion of business risks associated with technological disruptions in the “Risk Factors—Risks Related to Our Business and Industry” in our 2022 Form 10-k.
	Description of business continuity risks related to disruptions of operations	TC-SI-130a.2	For more information, please see the <b>Responsible business practices</b> section of this 2022 Global Impact Report.	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. All Alight global facilities are required to have an emergency response plan that covers each type of emergency that could affect an office and disrupt operations—such as a medical incident, fire, dangerous weather event, security issues, earthquake, power loss, or elevator entrapment.

ACTIVITY METRICS

Topic	Accounting metric	SASB code	Report reference	Alight response
<b>Professional and commercial services</b>	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	For more information, please see the <b>Championing our people</b> section of this 2022 Global Impact Report.	1) 18,598 2) 288 3) Not applicable to our business model.
	Employee hours worked; percentage billable	SV-PS-000.B	For more information, please see the <b>Championing our people</b> section of this 2022 Global Impact Report.	N/A

## Forward-looking statements

This Global Impact 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 (the “Exchange Act”). These forward-looking statements include, but are not limited to, statements that relate to expectations regarding future financial performance, and business strategies or expectations for our business. Forward-looking statements can often be identified by the use of words such as “anticipate,” “appear,” “approximate,” “believe,” “continue,” “could,” “estimate,” “expect,” “foresee,” “intends,” “may,” “might,” “plan,” “possible,” “potential,” “predict,” “project,” “seek,” “should,” “would” or similar expressions or the negative thereof. These forward-looking statements are based on information available as of the date of this report and the Company’s management’s current expectations, forecasts, and assumptions, and involve a number of judgments, known and unknown risks and uncertainties and other factors, many of which are outside the control of the Company and its directors, officers, and affiliates. Accordingly, forward-looking statements should not be relied upon as representing the Company’s views as of any subsequent date. The Company does not undertake any obligation to update, add or otherwise correct any forward-looking statements contained herein to reflect events or circumstances after the date they were made, whether as a result of new information, future events, inaccuracies that become apparent after the date hereof or otherwise, except as may be required under applicable securities laws. As a result of a number of known and unknown risks and uncertainties, our actual results or performance may be materially different from those expressed or implied by these forward-looking statements. Factors that could affect future results, include, but are not limited to, those discussed under “Risk Factors” in Part I, Item 1A of the Company’s Annual Report on Form 10-K for the year ended December 31, 2022.

## CONTACTS

We at Alight Solutions are grateful to have the opportunity to bring you insights into employee wellbeing. Feel free to contact us if you would like to discuss any aspect of the research or to help you design your own fulfilling and inspiring experiences.

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