2025

Impact Report:

Performance-driven. Purpose-led.

Plan. Invest. Protect.

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About us

Voya colleagues celebrating the 20th anniversary of Voya's Target Date Funds at the New York Stock Exchange in New York, NY.

Purpose

As a performance-driven, purpose-led organization, we are grounded in a simple belief: *Together we fight for everyone's opportunity for a better financial future.*

Who we are

Voya Financial, Inc. (NYSE: VOYA), is a leading retirement, employee benefits and investment management company helping millions of customers become well planned, well invested and well protected. Our three core businesses are centered around the workplace, where most individuals begin building their financial foundation, supported by benefits, savings solutions and investment expertise.[1]

What we do

By applying insights from more than 18 million customer relationships, we can better anticipate needs, remove barriers and deliver solutions that help individuals build greater financial confidence and security.

We are strengthening connections across our businesses to create seamless experiences for participants, employers, financial professionals and institutional partners. By making it easier for people to access the support, guidance and solutions they need, we bring our purpose to life.

Through our Retirement and Employee Benefits businesses, we help employers deliver workplace solutions that support retirement readiness, health and financial protection and access to broader wealth management capabilities. Congruently, Voya Investment Management partners with clients to deliver innovative strategies across fixed income, equity, multi-asset and alternative capabilities.

11,000
employees[1]

18 million
customer relationships[1]

$1.1 trillion
assets under management and administration[1]

Leadership statement

Dear Stakeholder,

Voya's purpose is rooted in who we are: *Together, we fight for everyone's opportunity for a better financial future.* In 2025, we delivered on that commitment by helping more than 18 million Retirement and Employee Benefits customers feel well prepared, better protected and more financially confident.

Last year, we exceeded our aspirational goal of more than $1 billion in pretax earnings. Adjusted operating earnings per share increased by more than 20%, and we generated $775 million in excess capital. Voya Investment Management delivered more than $1 billion in net revenue. These results expand our capacity to invest in the people, tools and experiences that help customers build financial confidence, that enable employers to better support their workforces, and that increase value for our shareholders.

For many workers in America, financial confidence begins in the workplace — being on track for retirement, understanding benefits when life changes, and making informed decisions for themselves and their families. We expanded access to tools and guidance to support people at every stage of life.

We also sharpened where we compete and how we perform by:

- **Growing in areas of strength;**
- **Expanding into high-growth opportunities;**
- **Strengthening connections across our businesses**

To deliver on this strategy, we refined how we work across four areas: instilling customer obsession, transforming through AI and automation, driving higher performance through our people, and executing on the fundamentals. Achieving these goals will enable us to move with greater speed, accountability and consistency, giving our teams more capacity to support customers.

Our culture was reflected in how employees supported communities last year. During our 12th annual National Days of Service, 77% of employees volunteered, which exceeded our 70% participation goal and reinforced our commitment to the communities where we live and work.

In addition, 72% of employees contributed to more than 2,200 nonprofits through the Employee Giving Campaign, with $1.6 million in contributions matched by Voya Foundation.

Together, these results position Voya as a more performance-driven, purpose-led company focused on long-term growth. Thank you to our colleagues who made this possible. Your commitment and discipline help create better outcomes for customers, shareholders, communities and one another.

Very truly yours,

Heather Lavallee, Chief Executive Officer

Cultural evolution

Voya fosters a culture that values customer centricity, integrity, accountability, agility and inclusivity. Our culture helps us stay the course as we execute our strategy through Core Four fundamentals introduced in 2025.

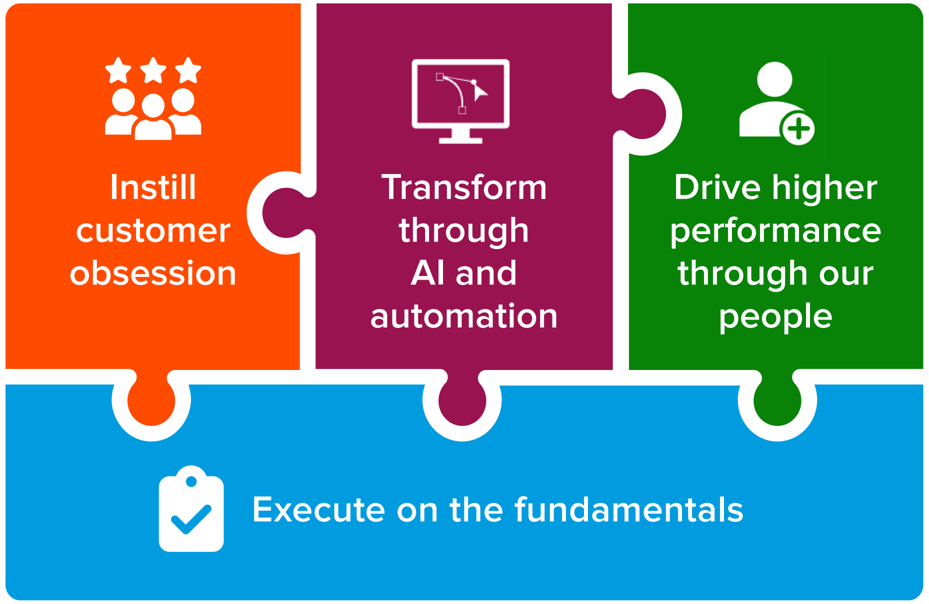
The Core Four define how we bring our strategy to life. They focus us on what matters most: putting customers first; using data, automation, and AI to work smarter; thinking like an owner; and delivering with discipline and quality. They guide how we work and make decisions.

This cultural focus is designed to turn industry challenges into opportunities and to provide clear, actionable examples of behaviors and the mindset needed to translate our purpose into measurable and meaningful outcomes for our stakeholders.

Inclusion remains essential to the culture we foster. We believe our differences in backgrounds, perspectives and working styles make us stronger, more innovative and better positioned to serve customers' diverse and evolving needs.

Each of us is responsible for creating a workplace where all voices are heard, valued and celebrated. When we lead this way, we deliver better results for our employees, customers and shareholders and a stronger Voya for the future.

The Core Four



Instill customer obsession

Voya employees engaging with our clients at the annual Client Advisory Board.

Connected financial experience

Putting our customers' needs at the center of every decision helps create more cohesive experiences both inside and beyond a Voya plan.

Expanding scale and access

We made it easier for people to navigate every stage of their financial journey. That focus helped drive strong results in 2025. Through disciplined execution across our businesses, Voya delivered strong earnings and generated significant capital to support future growth.

More people turned to Voya for help planning, saving, investing and protecting what matters most. Our Retirement and Investment Management businesses reached a major milestone, surpassing $1 trillion in assets under management and administration, while Employee Benefits continued to improve its performance and profitability. These results reflect the strength of our business, the value of our solutions, and our commitment to helping more people work toward a better financial future.

We have expanded our ability to create a more connected experience, adding approximately $60 billion in assets and extending our reach to nearly 60,000 retirement plans and 8 million participants.[2] With that scale, we strengthened our ability to deliver more consistent service, build deeper relationships and provide more integrated solutions through a single workplace partner.

By combining complementary capabilities with our digital experience and recordkeeping platform, we are delivering a more connected, end-to-end experience that reduces friction and helps improve outcomes for our clients and participants.

Voya joined Bloomberg Invest panel to assess liquidity mismatches, underwriting standards, and systemic risk across private credit markets.

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Turning guidance into action

In 2025, we expanded our Wealth Management capabilities to address a persistent gap between access to guidance and retirement readiness. While 92% of employers express confidence in their programs, only 55% of employees feel prepared for retirement — highlighting a clear opportunity to better support individuals in turning access into action. [3,4]

To help close that gap, we strengthened our presence in Boston to better serve clients, advisors and partners, creating a hub supporting more than 100 advisors and expanding access to personalized financial guidance*. We have equipped our advisors with tools and technology to navigate complex wealth planning needs, helping more participants move from uncertainty to informed, confident decision-making.

In late 2025, Voya rolled out WealthPath, a new platform for financial professionals. This is more than just a new tool, it is a whole new way for our financial professionals to help clients with everything from retirement planning to managing their money outside of work. True to its name, WealthPath is designed with Voya's vision front of mind: clear the path to financial confidence and a more fulfilling life.

These investments help participants access more consistent financial guidance, navigate decisions with greater confidence and experience a more connected journey across retirement and wealth planning.

Financial advisors learning from leaders in Boston, MA.

WealthPath will be critical in helping to drive holistic client engagement for our fast-growing network of Investor Channel advisors. It gives them the flexibility and resources to meet clients' evolving needs, whether they're planning for retirement or managing wealth in other areas of their financial lives.

— Rebecca Chiccino, senior vice president, head of Investor Channel

*As of 03.31.2026. Investment adviser representatives and registered representatives of, and securities and investment advisory services offered through, Voya Financial Advisors, Inc. (member SIPC).

Expanding financial opportunity for the disability community

Listening to and learning from the disability and caregiver community is central to how the Voya Cares program is designed. The program is grounded in helping participants and employers better navigate caregiving, financial trade-offs, and long-term planning.

In 2025, Voya Cares strengthened internal readiness through live, interactive training for our Boston-based financial professionals. As a result, participants and beneficiaries with disabilities benefit from more informed, personalized guidance that reflects the realities of disability and caregiving. The training better equipped professionals to address complex planning needs, build stronger relationships and help more families navigate important financial decisions with greater confidence.

Voya joined business leaders, policymakers and advocates on Capitol Hill to advance financial security access for people with disabilities and caregivers.

In addition, Voya Cares and the National Down Syndrome Society (NDSS) continued their partnership to support disability-owned businesses, awarding two $10,000 grants to entrepreneurs Brady McCarthy, known as SuperBrady, and Mike and Brian Hagan, founders of Mike and Brian Ice Cream.[5]

By investing directly in these founders, the program advances access to capital, visibility, and business growth opportunities within the disability community. This partnership reinforces our commitment to expanding economic opportunity and ensuring that efforts to improve financial futures are inclusive of all individuals.

Through advocacy with the CEO Commission for Disability Employment (Voya is a founding member, alongside the Society for Human Resource Management and NDSS), we advance disability inclusive employment by engaging business and government leaders to drive change through policy, practice, and culture.

Strengthening workplace benefits through inclusion

We also bring clients together to help solve shared workforce and benefits challenges in ways that help drive better outcomes for their employee. In 2025, our Inclusion Client Collaboration Forum convened organizations focused on improving benefits engagement and advancing inclusion—creating space for clients to exchange ideas, learn from one another and turn insight into action. As a result of these forums, clients implemented practical solutions, including emergency savings pilots, 401(k) auto-enrollment, and tiered health benefits for lower-wage employees.

Personalized guidance and solutions

We recognize financial challenges are rarely one-size-fits-all, which is why personalized guidance and specialized solutions help support customers at every stage of their journey.

Helping students balance debt and savings with Savi

For many employees, student loan payments create real day-to-day stress — forcing difficult trade-offs between paying down debt, saving for retirement and meeting everyday financial priorities. And this challenge extends far beyond recent graduates: About 26% of student loan debt is held by people ages 50 and older, affecting employees at many stages of life and work.[6] By helping employees manage this burden while continuing to save for the future, we can support greater financial confidence today and stronger long-term security over time.

Employees using Savi save an average

$2,244 per year

on student loan payments, reducing stress and delivering meaningful financial relief.[7]

Savi is a student loan and education benefits company that empowers people to save money on student loans and explore new education options through its AI-driven platform and 1:1 support.[7] We support the SECURE 2.0 student loan match, enabling retirement contributions tied to loan repayment and providing access to personalized guidance through Savi across more than 150 repayment and forgiveness programs.

Expanding access to these services reflects our customer obsession with action, helping more people address immediate financial pressures so they can stay on track toward a better financial future.

Advancing business success through employee ownership

We expanded our workplace solutions to include specialized employee stock ownership plan (ESOP) administration. This helps employers manage ownership transitions and long-term succession planning. ESOPs give employees the opportunity to build retirement security through company ownership, while offering employers a tax-advantaged way to preserve their legacy and reward the people who help drive performance.

Today, we support 18,000 participants through plan administration, education and awareness, helping both employers and employees navigate complex transitions with greater clarity and confidence.

ESOPs in action: A Few Cool Hardware Stores

For more than two decades, Gina Schaefer, founder of A Few Cool Hardware Stores, built a business rooted in community, purpose and people. What began as a single neighborhood hardware store in Logan Circle, Washington, D.C. grew into 13 locally rooted stores, employing more than 250 people across the D.C. and Baltimore metro areas.

As Gina planned her transition from leadership, preserving the business's integrity and protecting employees were nonnegotiable priorities. She chose an employee stock ownership plan (ESOP) to ensure the people who helped build the company could share in its future success. Education and trust were critical, leading her to partner with the OneAmerica team, now part of Voya, for their deep ESOP experience and high touch approach.

Today, there are more than 100 employee-owners across their 13 stores, providing greater access to opportunity and financial confidence after the ESOP transition.[8]

*There are lots of 401(k) providers, but just because you're a 401(k) administrator doesn't mean you understand the nuances of an ESOP. And that was important to us.**
— Gina Schaefer, Founder, A Few Cool Hardware Stores

*The testimonial given may not be representative of the experience of other clients and is not indicative of future performance or success.

Simplifying benefits decisions

We help make benefits easier to use, easier to manage and more effective for the people who rely on them through our Benefitfocus platform. This specialized, flexible platform supports employers, health plans and employees with a simpler, more personalized experience that is intended to help improve decision-making, reduce complexity and lower costs.

Through cloud-based technology and data-driven insights, we support employers as they streamline administration and work to improve health and financial outcomes.[9] Tools like Decision Support help employees choose benefits with greater confidence, while integrated capabilities help health plans operate more efficiently and deliver service at scale.

An exceptional client experience doesn't happen by accident — it's the result of disciplined execution and a deep commitment to our clients' success. That focus shows up every day in how we deliver, support and scale for our clients and partners.

— Danielle Conway, Vice President, Health Plan Operations

2026 Benefits Enrollment

50+

Net® Promotor Score for annual enrollment[10]

99%

first call resolution[10]

64%

enrolled in a Health Savings Account* when using Decision Support, compared to 42% not using support[11]

"Excellent"

rating achieved in the client service category[12]

*Only available for those participants who selected a High Deductible Healthcare Plan.

Aligning responsible investments with client priorities

Voya Investment Management's responsible investment capabilities are designed to help institutional investors align portfolios with their objectives, preferences and risk considerations. Because sustainability priorities often vary by client, our investment approach is flexible and customizable, integrating material financial and non-financial factors, including environmental, social and governance considerations, alongside traditional analysis.[13] This broader perspective helps our clients make more informed decisions and better assess long-term risks and opportunities.

Our experienced analysts and portfolio managers bring deep asset-class expertise and apply that insight to each portfolio's specific objectives. In evaluating a company's long-term outlook and the value of its securities, they may consider factors such as climate risk, corporate culture, governance, human rights, labor relations, and water and land use. For clients, this can support stronger risk awareness, more tailored portfolio construction and a more holistic view of value creation over time.

In 2025, we continued to leverage our strategic partnership with AllianzGI to expand our sustainability offering, including strategies designed to meet European Union Sustainable Finance Disclosure Regulation (SFDR) requirements. Voya IM manages seven funds aligned with Article 8 standards under the EU SFDR and uses 16 data sets and vendors to strengthen responsible investment practices. These capabilities help clients access a broader range of investment solutions, support evolving regulatory and reporting needs, and invest with greater confidence across global markets.

$360B
total assets under management

$299B
environmental, social and governance intergration

$112B
client-directed exclusions

$13B
sustainability solutions

Insight-driven outcomes

By studying customer behavior and listening to customer feedback, new insights help us shape solutions that empower people to make more confident financial decisions.

Turning feedback into better experiences

We are focused on making customer experiences simpler, more intuitive and more supportive. By combining people, technology and a culture of trust, we help customers navigate important financial and health decisions with greater ease and confidence.

In 2025, our Retirement dashboard continued to deliver strong participant satisfaction, earning an 80% satisfaction score. “Ease of use” remained the top driver of positive feedback, with more than 5,000 unique comments, showing the value of clear, intuitive experiences.[14]

Across Life Insurance Claims and Supplemental Health Claims, surveyed participants reported a 92% satisfaction score, most often citing empathy, clarity and speed as qualities that help reduce stress and build trust when it matters most. Repeat intent is extremely high with our online claims portal with 96% saying they would use the process again.[15]

Maximizing global expertise and capacity

Through our operations in India, we are focused on building an exceptional Global Capability Center, while developing and deploying innovative and impactful solutions for our customers and other key stakeholders. Voya India helps transform financial services customer experience through technology, innovation, and human creativity.

Key areas of focus for the Global Capability Center include:

- Retirement and Wealth Management: Digitizing retirement services and enhancing enterprise and corporate data systems.
- Employee Benefits: Streamlining end-to-end premium billing, claims processing, and plan-based billing rules.
- Investment Management: Engineering data and operational technology solutions to boost efficiency and client confidence.

Voya engages in panel discussion to share best practices in global capacity center model that helps us advance innovative customer solutions.

VOYA

Improving savings through behavioral research

Voya's Behavioral Finance Institute for Innovation uses behavioral science to help participants make better financial decisions and help improve retirement outcomes. Through research, digital testing and real-world experiments, the Institute studies how plan design, enrollment and engagement affect saving behavior—all with the goal of helping participants build stronger long-term financial security.

In 2025, we tested how the way savings contributions are presented influences behavior. As pennies were phased out of production in the United States, we explored alternative ways to frame savings and found that simple dollar-based language reduced complexity, improved understanding and encouraged participants to save more.[16] By making decisions easier to understand, we helped participants take more confident action — especially those who may need the most support.

This research shows how practical behavioral insights can translate into better outcomes for customers.

10% more saved

under dollar-based framing compared with pennies-based framing[17]

13% more saved

for participants earning under $55K when information was framed in dollars rather than percentages[17]

$1000+ additional savings

for workers earning under $55K[17]

Not every employer retirement plan can offer complex features like auto enrollment or auto escalation, but every saver can benefit from language that is easier to understand and is relevant. This research suggests that as pennies fade from everyday life, reframing retirement contributions in simple and relevant dollar terms can help workers save more — especially those who need the most support.

— Christelle Ngnoumen, Assistant Vice President, Behavioral Finance Research

Voice of the customer: Nisha Atre

Nisha Atre is the Executive Director of the SUNY Impact Foundation, where she connects public higher education with corporate and philanthropic partners to expand opportunities for students across New York State. After nearly 30 years in the private sector, she now focuses on advancing initiatives that support student success, workforce development and economic mobility across SUNY's system.[18]

"I spent most of my career in the private sector, and when I came into this role, I knew I wanted to apply those skills in a way that felt more connected to purpose. Education has always been that connection point for me. My family and I benefited from strong public schools, and I have seen how access to education can create entirely new paths forward for individuals and families.

SUNY serves approximately 1.4 million students at all different stages of life, from those coming straight out of high school to adult learners balancing jobs, families, and other responsibilities while returning to school. Access and support looks very different on every stage of that journey.

That is what makes partnerships like the one we have with Voya so meaningful. There is a real commitment to staying involved and finding ways to be useful, whether that is through programming, funding or showing up and building relationships over time.

Sometimes the impact shows up in small, very human moments. I think about a colleague I met when I first joined SUNY. At the time, we would talk about financial planning, and it always felt like something he would put on the backburner. It was not a priority yet.

About a year later, I ran into him again and the conversation had completely shifted. He told me about a financial wellness session Voya hosted for the staff and the shift was immediate. He came back asking thoughtful questions, making connections, and taking action in ways he had not before.

It was such a clear example of what access can do. When people are given the right tools and information, they engage differently. They build confidence, and they start to act in ways that can meaningfully shape their future.

At the same time, our partnership has extended into areas that support broader community needs. Voya's mental health scholarship program is one example that has had a lasting impact.*

We have been able to support students who are pursuing degrees in mental health fields, many of whom are deeply connected to the communities they want to serve.

I remember one student who spoke about growing up in a rural area where access to mental health services was limited. For her, this scholarship meant the ability to continue her education and return to her community as a trained professional. Another student shared that the financial support allowed her to focus on her studies instead of working additional hours, and that shift opened up opportunities for hands-on experience that ultimately led to a job in the field. Those are the kinds of outcomes that stay with you.

Our partnership with Voya reflects what is possible when there is alignment between purpose and action. When you connect education, workforce development and financial wellness, you create pathways that can truly change trajectories."

*Please see pg. 34 for more information about the Voya Scholars for Mental Health program. The testimonial given may not be representative of the experience of other clients and is not indicative of future performance or success.

Transform with AI and automation

Voya employees learn through case study sessions focused on data-driven, real-world client scenarios and solutions.

Empowering our people through AI

Applying AI and automation across key processes helps improve efficiency, strengthen service and support a more seamless experience for our customers and employees.[19]

Building smarter systems

As we strengthened our digital capabilities, we focused on making it easier for data to move across systems. The migration of OneAmerica participants to Voya systems is a strong example of how this approach improved operations while making the experience smoother for both employees and participants. That work created a more efficient, scalable foundation for growth and future AI use.

To bring millions of participant records onto Voya systems, our technology and engineering teams redesigned how data is checked, monitored and improved over time.

Automated testing at scale

We validated every data point across every plan, replacing manual spot checks with a consistent, repeatable process. This helped us move larger data sets more quickly, improve accuracy, and do it without adding cost or manual work.

Real-time trend analysis and issue detection

As participant data moved into Voya systems, automated reporting helped teams spot patterns early and resolve issues faster. That created a more stable transition for participants and gave employees better tools to respond quickly when support was needed.

Continuous learning to improve the experience

Feedback from participant interactions showed us where education and communication could be stronger. We shared those insights with plan relationship managers so they could address common questions earlier and make the transition easier for participants. The result was fewer support inquiries and greater confidence as people navigated their financial journey.

By simplifying data flows and building automation into the process, we created a model that can scale as the business grows and becomes more complex, while helping people have a smoother experience along the way.

Reducing friction during critical moments

Insights from voice of the customer data guided the design of a more integrated, participant-centered approach to document uploads that improves clarity and reduces friction. Teams across Customer Experience, Digital Product, the Customer Contact Center and Operations worked together to understand participant needs and deliver a more reliable, accessible document upload experience.

By the end of 2025, the team introduced a new upload capability within the web and mobile experience, allowing participants to submit multiple documents directly through their account. This reduced processing time, improved accuracy and provided greater transparency throughout the experience. We continued to strengthen the solution by simplifying navigation, reducing unnecessary steps and helping ensure documents are submitted and processed together.

This work supports participants through critical financial moments, including hardship withdrawals, loan requests, rollovers and beneficiary updates. By simplifying how documents are submitted and managed, we help participants complete key actions more efficiently, with greater visibility and confidence. The result is a more consistent, streamlined experience that improves turnaround times and allows employees to focus on providing timely, meaningful support.

Simplifying leave experiences

To make leave management and short-term disability decisions faster and easier, we are bringing more of the process in-house and automating key steps. More than half of outbound communications are now automated, about 60% of data fields are pre-populated, and eligibility decisions can be made with less manual work.

This helps customers get onboarded faster, receive quicker claim decisions and have a smoother digital experience. It also helps employees work more efficiently, reduce handoffs and spend more time supporting customers when it matters most.

Delivering faster claims decisions

When a customer files a claim, speed and accuracy matter. We are using AI and automation tools to review claims more efficiently. By helping our employees better identify potential payable benefits within complex medical records, these tools have improved consistency in decision-making. For accident claim types where the automation is used, processing time has been reduced by 20%.[20] For customers, that means faster answers and a more reliable experience during stressful moments. For employees, it means better tools, less manual work and more time to focus on complex cases and meaningful support.

20% reduction

in claim processing time and improved consistency in decision-making[20].

Employees engage in sessions to help them optimize customer outcomes.

AI adoption and expansion

We are building on a strong foundation in data, analytics and automation to improve how work gets done today while preparing the business to use AI more broadly over time.

Building AI fluency across our workforce

As AI becomes more integrated into everyday work, it is helping our people spend less time on routine tasks and more time on the moments that matter most — supporting customers, solving problems and collaborating more effectively.

In 2025, we advanced our digital-first business strategy by rolling out Microsoft Copilot across the organization, giving employees practical tools that help them work efficiently while creating more space for judgment, creativity and human connection.

This enterprise-wide rollout also supports our culture strategy: equipping people with modern tools, building confidence in new ways of working and enabling teams to deliver better, more responsive experiences for customers.

To support adoption, we paired broad access to AI with a strong education and enablement approach designed to help employees use these tools with confidence, care and accountability. Through live and on-demand learning, shared resources and practical role-based use cases, employees built fluency in ways that are relevant to their work and the people they serve. This focus on learning helps turn access into impact — strengthening human judgment, reinforcing a culture of continuous learning and enabling employees to help create better outcomes for customers, colleagues and the business.

95% Microsoft CoPilot adoption rate*

*As of 03.31.2026.

Increasing AI confidence and capability

We know that access alone does not create value. Real impact comes when employees have the skills, confidence and support to use AI in ways that improve how work gets done and how customers are served. In 2025, we accelerated AI education across Voya to help employees turn new technology into everyday value — for themselves, their teams and the people who rely on us.

Today, we are helping employees ask better questions, apply stronger judgment and use AI thoughtfully in their day-to-day work. That capability-building supports our culture strategy by encouraging curiosity, shared learning and responsible experimentation, while also advancing our business strategy through smarter decisions, faster execution and stronger service for customers.

- **Centralized Learning Hub**: We built a learning platform grounded in real business use cases, helping employees connect AI capabilities to practical opportunities that improve work, collaboration and service.
- **Enterprise Engagement**: In 2025, we deployed Microsoft Copilot to all U.S.-based employees, enabling teams to incorporate AI tools into everyday work.
- **Embedded Good Habits**: Training emphasizes reviewing AI outputs critically, identifying gaps or bias and applying sound professional judgment — helping employees use these tools responsibly while maintaining quality, trust and accountability.

As adoption grows, we continue learning from employees who are finding thoughtful, practical ways to integrate AI into their work. Their ideas are helping shape the next chapter of AI at Voya in ways that strengthen our culture, support our strategy and help create better experiences for customers and colleagues.

Workplace leaders attending conference featuring the Core Four.

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Responsible AI governance

As AI capabilities continue to expand across the financial services industry, we remain focused on adopting these technologies deliberately, with appropriate governance and

Clarifying AI use expectations

Artificial intelligence is not new at Voya. We have long used advanced analytics, automation and machine learning to support business processes, decision-making and employee productivity. Our AI governance framework is anchored in enterprise risk management and is designed to support responsible use while managing risk.

We maintain an AI risk policy that outlines expectations for the use of AI, including data privacy and the protection of sensitive information, cybersecurity controls, mitigation of bias and discrimination, transparency and explainability of AI-generated outputs, and human oversight with defined accountability across the AI lifecycle. This policy aligns AI use with our risk appetite, internal controls and regulatory obligations. The policy also requires appropriate human review of AI outputs, adherence to information security and privacy standards, and documentation to support transparency and oversight.

The deployment of Microsoft CoPilot to our employees was supported by a structured education and enablement program focused on responsible use, risk awareness, and reinforcing expectations around data handling, bias mitigation, and appropriate human review. Our approach placed a strong emphasis on technology change management, recognizing that effective adoption requires clear guidance, training, and controls in addition to access.

Maintaining AI oversight at Board level

Oversight of AI-related risks is integrated into existing governance structures. The board of directors' Risk Committee, which oversees Information Security and Cybersecurity Risk, provides a forum where emerging technology risks, including those related to AI, may be reviewed as appropriate. This structure ensures AI-related considerations are evaluated within our established enterprise risk oversight processes.

As AI technologies and regulatory expectations evolve, we will continue to strengthen our governance practices, training programs and oversight mechanisms. By pairing enterprise access with clear policies, education, and board-level awareness, we aim to use AI responsibly while managing risk and supporting the long-term interests of our stakeholders.

AI

100% of employees

completed our AI security and governance training

Voice of the employee: Thalamus "T" Hill

T Hill is our Senior Vice President of Enterprise AI Strategy, Governance and Analytics. T has more than three decades of experience helping companies apply data and emerging technologies to reimagine growth and performance. He now leads Voya's AI vision, empowering employees to succeed in an evolving digital landscape.

"AI is about giving people the confidence, capability and time to do their best work. Technology enables transformation, but people make it meaningful.

My leadership philosophy is simple: AI starts with people, succeeds through trust, and scales through continuous learning.

Over the years, I've come to measure success differently. It's not by how many AI solutions we deploy or how quickly we adopt new technology. It's by how many people become more capable because of it. When someone gains the confidence to solve a problem faster, serve a client better, or focus on work that truly matters, that's when AI delivers its greatest value.

Today, I have the privilege of leading Voya's AI strategy, helping our organization embrace innovation responsibly while empowering employees to succeed in an evolving digital world. Our goal is to solve meaningful business problems, simplify work, and create better outcomes for our clients and one another.

The organizations that realize the greatest value from AI do not begin with technology—they begin with trust, curiosity, and a willingness to learn. AI can automate repetitive tasks and surface new insights, but its greatest value comes from giving people more time to think creatively, collaborate more effectively, and focus on what matters most.

"Innovation only creates lasting value when it is trusted. That means protecting our clients, safeguarding our data, applying strong governance, and using AI responsibly. These principles are not barriers to innovation—they are the foundation that allows innovation to scale with confidence."

Creating that future also requires investing in our people. Learning AI is not a one-time event but an ongoing journey of exploration, experimentation, and continuous improvement.

Every employee should feel empowered to build new skills, share learnings, and discover better ways of working.

The opportunity ahead is extraordinary. From improving client experiences and strengthening decision-making to reducing manual work and uncovering new insights, AI has the potential to unlock one of the greatest productivity shifts we have ever experienced. Its greatest impact, however, will always be measured by how much it helps people succeed.

What excites me most is not simply the technology, but the momentum we are building together. Every conversation, every experiment, and every success moves us closer to becoming a more innovative, more capable, and more connected organization.

Technology will continue to evolve, but our values will not. If we remain grounded in people, trust, and continuous learning, we won't simply keep pace with AI — we will help shape its future with purpose."

Drive higher performance through our people

Voya employees engage in our annual Workplace Solutions conference.

Our Future Fit Talent Strategy

In 2025, we refreshed our talent strategy to better drive our business strategy, aligned to our Core Four and long-term value creation.

Aligning talent to future business needs

Our goal is to build a performance-driven, purpose-led culture where employees are empowered to think like owners — taking accountability for outcomes, driving innovation, and delivering value for customers and stakeholders. We are transforming how we lead, develop and deploy talent. We are defining future-fit leadership success profiles, reimagining our operating models across the organization, and creating multi-year talent roadmaps that align workforce capabilities with business strategy.

In addition, we are strengthening workforce planning to anticipate future skill needs in an increasingly AI-enabled workplace. Our workforce of the future strategy helps ensure we have the talent, skills, and capabilities needed to execute our business strategy today and in the years ahead. Through forward-looking workforce planning, we are aligning talent to enterprise priorities, anticipating future skill needs, and preparing employees to thrive in an increasingly AI-enabled workplace.

By leveraging AI and automation, strengthening critical talent pipelines, and planning across multiple time horizons, we are building a more agile and future-ready workforce. We are also addressing demographic shifts and preserving critical knowledge, and ensuring continuity in key roles.

Evolving Performance Management

We also evolved our performance management approach to better connect individual goals with business priorities, reinforce accountability, and differentiate performance. We are embedding clear key performance indicators, milestones and growth plans into every role to create stronger visibility into performance and reinforcing a shared ownership mindset — where accountability for both the “what” and the “how” is reinforced at every level of the organization.

Through ongoing coaching, feedback, and development, employees have greater clarity on expectations, opportunities to grow, and a stronger connection to the impact of their work.

Integrating AI across the employee lifecycle

We are also expanding the use of AI across the employee lifecycle — from recruiting and learning to workforce analytics — to enhance decision-making, build resilient capabilities and improve effectiveness Together, these efforts are helping create a culture defined by bold ambition, disciplined execution, and shared ownership—unlocking the potential of our people and driving stronger outcomes.

Voya employee volunteering with the Arizona Council on Economic Education.

Employee insights and accountability

Serving customers starts with our people. Creating clear expectations, encouraging feedback and reinforcing accountability helps employees perform at their best and drive stronger results.

Listening. Acting. Measuring.

We believe the voice of the employee is a powerful way to understand what is working well and where there is an opportunity to strengthen our culture. There are two primary vehicles we use for listen to our employees: the Employee Sentiment Survey, conducted annually, and the Organizational Health Index (OHI), conducted every two to three years. Our strategy depends on employees who understand priorities, raise issues early and act on what matters most.

Our Employee Sentiment Survey participation was strong in 2025, and sentiment was positive at 84%, consistent with the previous year's score. The results gives leaders a clear view of where employees are aligned, where execution may be slowing and where action is needed.

We share results directly with leaders across the organization and use them to drive focused action planning, stronger accountability and more effective team performance.

Insights gathered through the OHI were also very meaningful. It is a powerful tool that is already helping to unlock our cultural potential in support of our business goals. Results from the OHI were integral to the developing of our Core Four priorities and development of our cultural evolution key performance indicators.

Our strong results reflect a culture where employees feel heard, valued and empowered to contribute their best. We know our execution improves when employees have clarity, speak up and understand how their work connects to enterprise priorities.

Employee Sentiment Survey results

92%
understand how their work contributes to Voya's goals

91%
feel encouraged to raise problems and identify solutions

90%
feel empowered to share feedback with colleagues and managers

Future-ready talent

Investing in talent at every stage helps strengthen our talent pipeline, elevate leadership capabilities and prepare our business for evolving market demands.

Creating leadership opportunities through connection

The Voya Ambassador program leverages the unique experiences of our talent to coordinate talent outreach, foster early career pathways and bolster our employee development opportunities. They play an integral role in shaping perceptions of Voya with talent across the nation.

Through strategic inclusive partnerships with campuses and professional organizations, Voya Ambassadors create meaningful growth opportunities for employees to engage with emerging talent while helping build a resilient, future-ready workforce. Through ambassador-led outreach and partnerships, more than 5,000 students and professionals have joined our talent community.

The program also supports career development while reinforcing Voya's commitment to inclusive growth and long-term talent pipelines. Our ambassadors have had the opportunity to bring Voya's purpose to life through financial wellness workshops and community engagement initiatives that support early financial well-being.

Ambassadors report higher engagement, increased confidence representing Voya externally and stronger visibility across the organization. These experiences deepen employees' connection to Voya's mission while strengthening leadership, advocacy and community impact.

My experience as a Voya Ambassador brought my journey full circle — from student to now a software developer at Voya — and fundamentally reshaped how I view impact, connection, and opportunity. It strengthened my ability to lead through influence, deepened my commitment to mentorship and continues to shape how I represent both my organization and the next generation of talent.

— Nathanael Andre, Associate Software Developer

94%
report higher engagement because of the program*

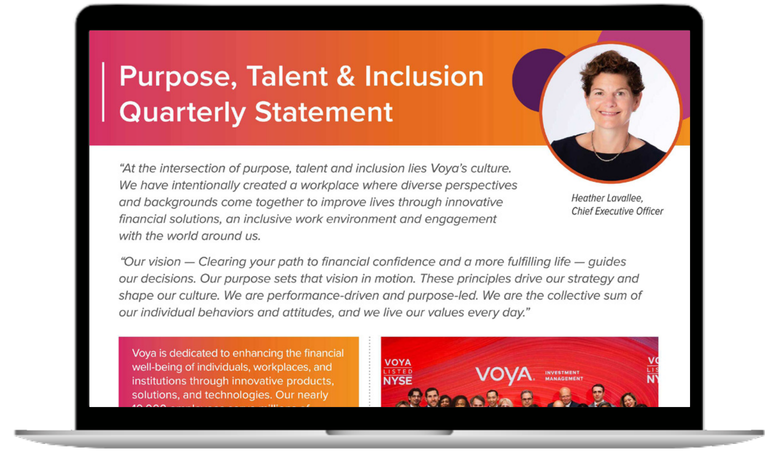
83%
believe the program improves employee advocacy*

*As of February 2026.

Strengthening skills through inclusive communities

Our Employee Led Councils (ELCs) are each made up of employees with diverse backgrounds, experiences, perspectives and interests, helping advance programs and initiatives that strengthen our culture, support the business and build stronger communities.

Open to all U.S.-based employees, the Councils create opportunities for connection, leadership development and skill-building that contribute directly to engagement, performance and growth. ELCs provide a supportive environment for employees to expand their networks, gain leadership exposure and develop capabilities that enhance both individual and enterprise outcomes.



For more detailed information on our talent initiatives, inclusion strategy and community priorities, please visit our website to review our **Purpose, Talent & Inclusion Quarterly Statement.**

Our 11 Employee Led Councils

- African American/ Black Council
- Asian Council
- Environmental Stewardship Council
- Hispanic and Latino Council
- Giving Council
- LGBTQ+ & Allies Council
- NextGen Council
- People with Disabilities and Caregivers Council
- Veterans Council
- Volunteerism Council
- Women's Council

Through these efforts, the Councils play an important role in strengthening the employee experience, reinforcing Voya's employer brand and fostering innovation and collaboration across the organization.

- **Leadership and career development:** Through the Women's Symposium, Voya's Women's Council brought together 400 Council members, including allies, to learn from senior leaders' lived experiences, career journeys and development insights. The event featured a fireside chat between Chief Human Resources Officer Brannigan Thompson and Board Director Yvette Butler, marking the first time a Council program featured a member of Voya's Board and reinforcing the value of visible leadership engagement in employee growth.
- **Enterprise inclusion impact:** In partnership with Human Resources, Operations and customer-facing teams, the LGBTQ+ Allies Council supported the adoption of gender inclusive language across enterprise systems, training and client facing channels, strengthening consistency, fostering belonging and enhancing the customer experience.
- **Mentorship and opportunity:** Through a partnership with American Corporate Partners, the Veterans Council supported more than 60 veterans and military spouses through one-on-one mentorship focused on career transition and advancement. In 2025, Voya employees served as mentors nationwide, contributing to new employment outcomes and sustained professional development.

Serving as an ACP mentor has been one of the most rewarding ways I've been able to give back. While I joined to help veterans navigate the transition to corporate life, the experience has taught me just as much. While I've helped others navigate their next chapter, every mentoring experience has strengthened me as a leader as well. That's what makes ACP so special. It creates connections that build confidence, growth, and opportunity.

— Herb Steigelman, Vice President, Leadership Development and Former Lieutenant, U.S. Navy

27% of employees

are part of one or more Employee-Led Councils

60+

Veterans and their spouses mentored by employees

12

engagements with U.S.-based clients through Councils

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Advancing education and economic inclusion

We advance our corporate social responsibility (CSR) commitments in India by investing in initiatives that strengthen communities and expand opportunity. Guided by our Employee Led CSR Council, Voya India collaborates with nonprofit organizations across the country to support long-term outcomes in education, nutrition, skills development, financial literacy and inclusion.

Through partnerships with 25 nonprofit organizations, these efforts reached more than 75,000 individuals during the year. Employees contributed nearly 7,200 volunteer hours*, helping extend the impact of programs designed to improve access to essential resources and create pathways to greater economic mobility. More than 21,000 students gained access to educational resources and 1,500 women participated in skills development and financial literacy programs. Together, these initiatives help build stronger, more resilient communities while creating opportunities for individuals and families to thrive.

45K+

individuals supported through nonprofit partnerships through 2025

7,000+

hours volunteered by Voya India employees in 2025

Applying AI to support communities in India

Voya India is supporting innovative solutions that help address complex challenges facing rural communities. Through a collaboration with Adavi Alert Foundation and the Department of Forest, Government of Karnataka, Voya India is helping advance an initiative that uses AI-enabled monitoring and early warning systems to reduce human-elephant conflict in the Bandipur Reserve Forest region.

The initiative is expected to benefit approximately 29,000 farmers by helping protect livelihoods, crops and surrounding communities while supporting wildlife conservation efforts. By combining technology, partnership and local engagement, the program strengthens community resilience and promotes safer coexistence between people and wildlife.

Our employees in India volunteering in the Bandipur Reserve Forest region.

*Based on April 2025 - March 2026.

Investing in tomorrow's leaders

Bringing our purpose to life, Voya Foundation helps extend financial literacy, education and career readiness into the communities where future talent begins to build confidence and opportunity. Through signature partnerships with nonprofits across the country, we support students and educators with practical financial knowledge, real-world decision-making skills and exposure to pathways that can increase interest in financial services and related careers.

50K+ students

enrolled in financial literacy or STEM programs funded by Voya Foundation

44%

average improvement in financial literacy skills for Voya Foundation students

53%

average increase in STEM degree or career interest for Voya Foundation students

Voya is a longstanding supporter of W!SE, a national nonprofit dedicated to improving economic mobility through programs that develop financial literacy.

Employees volunteering with the Boys and Girls Club in Hartford, CT.

Improving financial literacy

The Council for Economic Education (CEE) helps equip students with the knowledge and skills needed to make informed financial decisions throughout their lives. Through the National Personal Finance Challenge (NPFC), administered by the CEE, and Voya Foundation's signature financial literacy program, more than 18,000 students nationwide built and applied money management skills through real-world scenarios that strengthened long-term financial resilience in 2025.[21]

Voya volunteers with first place team Scripps Ranch High School from San Diego, CA in the 2025 National Personal Finance Challenge.

The program's impact extends beyond the competition through financial education opportunities led by Voya employees. During the year, Voya volunteers hosted personal finance webinars that reached more than 760 students in Title I schools and low-income communities.

Through Junior Achievement (JA), we help students build financial confidence, career awareness and early exposure to financial services. In 2025, Voya hosted student interns, giving them access to leaders, learning panels and real-world workplace experiences. The partnership extends across the enterprise, with Voya leaders serving on JA boards nationwide and employees choosing JA as one of our most engaged nonprofit partners in 2025, measured by employee donations and volunteer hours, to support career readiness for the next generation.

Voya employees volunteering at the JA Finance Park in New York, NY.

Voya Scholars has supported students since 2017 through scholarships and career readiness programming that advance financial well-being and future workforce readiness. In 2025, we expanded the program through Voya Scholars for Mental Health, awarding five $10,000 scholarships with the State University of New York and SUNY Impact Foundation to students pursuing social work, psychology and nursing.

By supporting students entering mental health and related STEM pathways, we are helping prepare future professionals in fields connected to Voya's business, such as supplemental health insurance solutions that help participants confidently access care and use their benefits with the right providers.

Supporting educators through Voya Teacher Voices

Voya Teacher Voices™ supports educators that play a critical role in preparing their students to become financially confident, career-ready leaders with recognition, training, peer learning and targeted funding that strengthen financial literacy and STEM learning in classrooms and communities. Voya Unsung Heroes® extends this impact by funding innovative classroom programs that help educators bring practical, future-focused learning experiences to more students.

Congratulations to the 2025 First Place Voya Unsung Heroes grant recipient: Connie Michael from Crow Agency Public School in Crow Agency, MT. Connie's innovative teaching idea, "Indigi-STEAM," brings science, technology, engineering, arts and math education to students on Montana's Crow Reservation through hands-on, place-based learning experiences.

$10,000 scholarships

for university students pursing mental health and related STEM fields

5800+ educators

trained, retained, or recognized through our foundation programs

Impact through employee giving and volunteerism

By creating opportunities for employees to contribute beyond the business and into the communities we serve, we build leadership capability, deepen connection and reinforce the ownership mindset that drives higher performance.

Giving time and talent

Voya's commitment to service is activated at scale through enterprise volunteer initiatives that mobilize employees across our national footprint. These experiences allow employees to apply their professional skills, lived experiences and leadership capabilities in meaningful community settings.

Voya's National Days of Service (NDOS) demonstrates the strength of our culture of engagement. As our annual employee-led initiative, NDOS brings colleagues together to volunteer in the communities where we live and work.

Participants competing during our Employee Giving Campaign in our New York office.

53,000+ hours volunteered by Voya employees in 2025

77% of employees participated in NDOS

100% of our Enterprise Leadership Team participated in NDOS

160+ virtual and in-person events organized in one week

Giving time and treasure

Our employee giving programs provide meaningful, unrestricted, and operational support to nonprofits active in the communities where our people operate. Like volunteerism, our giving programs are employee-driven, with our people creating giving opportunities that showcase what drives us and using giving as an opportunity to connect with one another.

Each September, our annual Employee Giving Campaign (EGC) provides an opportunity for employees across the U.S. to support their favorite charities in fun and meaningful ways.

$5 million
raised for charity donated to our local U.S. communities

2,200 causes
and nonprofits supported through employee donations in 2025

Designing nonprofit leadership opportunities

Our executive nonprofit board placement program connects Voya leaders to nonprofit boards in their local communities, where they build strategic skills in governance, stakeholder engagement, problem-solving and long-term decision-making. Through board service, leaders apply and strengthen these capabilities in mission-driven settings, helping nonprofits advance their goals while bringing sharper perspective and stronger leadership back to Voya.

This exchange of knowledge benefits both Voya and our nonprofit partners. Leaders who serve on nonprofit boards deepen skills that matter to our business — such as strategic thinking, collaboration, governance and community leadership — while helping nonprofits access experienced guidance and stronger organizational support. Those leaders also create engagement opportunities for colleagues through volunteerism and giving, supporting National Days of Service and the Employee Giving Campaign.

Voya volunteers binding books for the National Braille Press in Boston, MA.

Voice of the board: Lynne Biggar

Lynne Biggar is an independent director on Voya Financial's board and chair of the Compensation, Benefits and Talent Management Committee. Grounded in Voya's Core Four pillar of driving higher performance through our people, Lynne shares her perspective on the leadership behaviors that create an ownership culture, build trust and accountability, and inspire people to perform at their best.

"The essense of leadership is creating the conditions for people to think like owners, work across boundaries, speak candidly and stay focused on the most critical outcomes.

Thinking like an owner means making decisions as if your own money, time, capital and personal reputation are at stake. It means looking beyond your function, business unit or role and asking, "What choices will have the greatest value for the entire enterprise now and in the future?"

Sometimes you may need to direct resources, time or investment to different parts of the organization to achieve those outcomes. Those choices require business maturity acumen and an enterprise mindset — to see beyond your own lane and consider the whole.

When people understand the bigger picture, they see how their work connects to customers, colleagues, the brand and business performance. That's when an ownership mindset becomes really powerful. Employees do not leave questions to someone else. They ask, "What impact will this have on the customer?", no matter their role in the company. They are curious, proactive and seek different perspectives.

Purpose also matters here. People want to work for a company that is doing something meaningful beyond the work they do every day. But purpose cannot be a hollow promise. You cannot have purpose zigging while employees are zagging. The work environment cannot be disconnected from the company's values or what the brand stands for. Purpose has to live up to the practice.

Leadership is what helps make purpose real. Some of the greatest leadership lessons I have learned are about applying influence with care, demonstrating ownership without authority, and living accountability — I call it "being in the boat."

Some leaders get the team in the boat, shove it into the stream and shout directions from the shore. Great leaders get in the boat and row as hard as everybody else. You have to be a player and a coach at the same time. You don't do everyone's job for them, but you understand the work, listen carefully and help the team row in the same direction.

That kind of leadership requires psychological safety, which is the foundation of radical candor.

I have worked in environments where employees felt safe to speak up and others where they didn't. The difference is unmistakeable.

You see it in how people show up, what gets openly discussed and whether collaboration truly happens. At the heart of all of those behaviors is trust — because when people feel safe to speak honestly, challenge ideas respectfully and learn from one another, stronger teams and cultures emerge.

That is also why I value feedback so much. If you approach it with an open mind and a growth mindset, feedback can be a gift — even when it is hard to hear. Feedback is someone's perspective on how I am contributing, and it is worth listening to. When trust and psychological safety are present, radical candor becomes possible, feedback helps people grow, teams perform better and ownership becomes part of the culture."

Execute on the fundamentals

Voya discusses how to effectively design communications that evolve with the participant workplace journey at the 2025 NAGDCA Annual Conference.

Governance and business ethics approach

Upholding governance practices

Delivering on our strategy takes disciplined execution. We earn trust and manage risk through clear governance, strong controls and informed decisions. When we standardize our work, challenge outdated ways of working and take ownership for long-term results, we strengthen execution across the enterprise. These fundamentals also support the other Core Four pillars — helping us better anticipate customer needs, use AI and automation with intention and enable our people to perform at a higher level. Together, they help turn strategy into measurable progress for customers, colleagues, shareholders and the communities we serve.

Our governance structures set clear expectations, strengthen accountability and help sustain a culture rooted in transparency, integrity and long-term ownership. We continue to build accountability into daily work through clear reporting channels, conflict-of-interest disclosures and targeted ethics and compliance education.

Data privacy, cybersecurity and risk management are core to how we earn trust and execute with discipline across the enterprise. We protect personal information through clear privacy practices, employee training, Privacy by Design reviews and enterprise oversight led by the chief privacy officer and Voya Privacy Office. Our risk management framework, overseen by the Board of Directors and supported by enterprise risk, compliance and audit functions, helps identify, assess and manage risks across the business so we can adapt to changing customer needs, technology and regulatory expectations. Our policies and code of ethics are designed to maximize transparency and foster an environment of openness, accountability and integrity.

For more detailed information on governance and corporate responsibility-related disclosures, please visit our website to review our **GRI report**, **Materiality Assessment**, **Proxy Statement**, and **TCFD Report.**

Voice of the employee: Kathleen Sawyer

Kathleen Sawyer, Vice President, Retirement, brings a global perspective to her role leading plan management within Voya's Workplace Solutions business. She began her career in Dublin, Ireland, working in financial services operations before returning to the U.S., where she built deep expertise across retirement plan administration and consulting. Kathleen joined Voya in 2021, drawn to its reputation for service and its focus on the customer experience. Today, she leads with a clear goal: translating the voice of the customer into meaningful change while equipping her teams to perform at their best.

"When I think about my journey, it's always come back to the customer. Early in my career, I was focused on operations — the behind-the-scenes work that keeps everything moving. Over time, I moved closer to the customer, helping clients understand what their data really meant and how to make better decisions for their people. That shift shaped how I lead today.

Joining Voya felt like a natural next step because of how strongly the organization already valued service. Even before I worked here, I would tell clients that if they wanted a partner who truly cared about their employees' experience, Voya stood out. That expectation has stayed with me, and it continues to guide my leadership outlook.

When I stepped into leading plan management, I made a conscious decision to start by listening. I went directly to the voice of the customers — advisors, consultants, and intermediaries — and let their feedback shape our priorities. It sounds simple, but the discipline of truly listening and then acting is what moves the work forward.

We went back back to basics. Not in an overly complex way, but in a practical, everyday sense. What does it mean to respond to a customer? How do we ensure they feel confident in the experience we are providing? It is about being responsive, clear and accountable, making sure customers know we understand their needs.

At the same time, I've always believed the customer experience starts with our people. If our teams don't have the clarity and confidence to do their jobs, we can't expect them to deliver in the way we aspire to. That's where my focus has been.

One of the ways we're strengthening that is by bringing together people with different backgrounds and experiences. Historically, you might have followed a more traditional path into plan management, but we've had team members join from across the business. That diversity of thought brings fresh perspectives on how we solve problems, use tools more effectively and rethink the client experience.

We're also continuing to look at how we make the day-to-day experience easier for our teams. When you're navigating high volumes and competing priorities, it can be difficult to stay focused on what matters most. That's where tools and new ways of working come in. Whether it's automation or using technology to help prioritize tasks, these are all ways we're enabling our teams to spend more time thinking strategically about their clients.

What motivates me most is seeing the shift happen. When people feel heard, supported and empowered, it changes everything. I've seen it in the conversations we're having now and in the momentum across the organization. It creates an environment where people want to be — where the role becomes a destination, not just a job."

Endnotes

The GRI Index accompanies the 2025 Impact Report, which was developed in reference to the GRI Standards: Core Option. Please visit Voya.com to view the full GRI Index.

1. Corporate information, unless otherwise indicated, is as of December 31, 2025. All metrics and data points in this report have been rounded and should be interpreted as approximate.

2. Based on OneAmerica Financial, Inc. and Voya Financial data as of Sept. 30, 2024.

3. Voya Financial Consumer Insights & Research survey conducted Aug. 22 - Sept.11, 2025, on the Ipsos eNation omnibus online platform among 301 Employee Benefits Decision Makers adults aged 25+ in the U.S.

4. Voya Financial Consumer Insights & Research survey conducted Aug. 5-6, 2025, on the Ipsos eNation omnibus online platform among 1,005 adults aged 18+ in the U.S.

5. National Down Syndrome Society (NDSS) and the Voya® family of companies are not affiliated and are not responsible for each other's policies and services.

6. U.S. Department of Education, Office of Federal Student Aid. (2025). Portfolio by age. Federal Student Aid Data Center.

7. Savi is a separate entity and not a corporate affiliate of Voya Financial (Voya). Voya earns compensation from Savi if an individual elects Savi's premium guidance solutions by way of the Voya website, independent of an employer-sponsored offering. Average savings is calculated by Savi as $187 per month, totaling $2,244 per year. Additional information can be found at https://www.bysavi.com/.

8. The ESOP program described by the client was originally established with OneAmerica Financial. Effective 1Q 2025, Voya Financial acquired the OneAmerica Financial full-service retirement plan business. Voya Financial and OneAmerica Financial are not affiliated. The client's experience may not be representative of other clients and is not indicative of future performance or success. No fee was paid for this testimonial. Used with client permission.

9. Improved outcomes may vary. Reach out to a Benefitfocus sales representative to find out what outcomes could be available for your organization.

10. Aggregated Benefitfocus employer operational metrics from fall 2025 annual open enrollment period for 1/1/26 benefit effective dates.

11. Among select client groups using personalized enrollment guidance functionality in Benefitplace™ Q4 2025 annual enrollment period for 1/1/26 benefit effective dates.

12. NPS: Average based on 2025 Benefitfocus Net Promoter Score client survey results. Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

13. All investing involves risks of fluctuating prices and the uncertainties of rates of return and yield inherent in investing. All security transactions involve substantial risk of loss. Environmental, social and governance ("ESG") factors may impact the investment risk and return profiles of our investments. Integration of ESG factors into an investment process may cause a strategy to take risks or forego exposures available to strategies or products that do not consider ESG factors, which could negatively impact performance. There is no assurance that integrating ESG factors will be successful for an investment strategy. Past performance is no guarantee of future results. ESG integration is the systematic consideration of ESG factors, when relevant and material, alongside traditional factors, into investment decisions. As part of our assessment of a company's value, prospects, and financial condition, we may consider information about many factors, including, among others, those that are considered ESG, such as exposure to regulation or litigation, labor relations, human rights, product quality and safety, reputation, governance practices, executive compensation, board oversight, reporting and disclosure, community relations, energy costs and climate impact. In general, we focus on those ESG factors likely to have a material effect on the value and performance of a company and its securities over time. Voya IM's standard ESG integration processes do not involve exclusionary screens. Voya IM does not exclude companies from portfolios on a firm-wide basis. However, where a client elects to exclude certain issuers or sectors from their portfolios or when a fund is designed to meet certain regulatory requirements in specific markets, we have the capabilities to implement such client/fund-directed exclusion lists to ensure portfolios reflect the investment objectives of our clients.

14. Voya Customer Insights & Research survey supported through Qualtrics Dashboard Pulse Survey conducted January 1 - February 25, 2026, among n= 70,698 Retirement dashboard participants. Views expressed vary based on a respondent's personal opinion. Satisfaction Score refers to the % of respondents rating Voya "4" or "5" stars on a scale where 5=Very satisfied and 1=Very dissatisfied. Top driver of satisfaction question was presented to participants who rated satisfaction with "4" or "5" stars. May not be indicative of all client experience. Results will vary.

Endnotes

The GRI Index accompanies the 2025 Impact Report, which was developed in reference to the GRI Standards: Core Option. Please visit Voya.com to view the full GRI Index.

15. Voya Customer Insights & Research survey supported through Qualtrics Dashboard conducted February - December, 2025, among n=27,414 paid claimants at end of journey. Views expressed vary based on a respondent's personal opinion. Satisfaction Score refers to the % of respondents rating Voya "4" or "5" on a scale where 5=Very satisfied and 1=Very dissatisfied. May not be indicative of all client experience. Results will vary. Insurance is issued by ReliaStar Life Insurance Company (Minneapolis, MN) and ReliaStar Life Insurance Company of New York (New York, NY). Within the State of New York, only ReliaStar Life Insurance Company of New York is admitted, and its products issued. Both are members of the Voya® family of companies. Voya Employee Benefits is a division of both companies. Form numbers, product availability and specific provisions may vary by state.

16. Ngnoumen, C., Asbury, S., & Nguyen, K. (2025). Pennies dropped; dollars raised: Using information architecture to increase retirement savings. Available at SSRN 5695783.

17. Voya Behavioral Finance Institute for Innovation (2025). Results from a large-scale field experiment with 10,849 retirement plan participants conducted in Q3 2025.

18. Voya Retirement Insurance and Annuity Company is a provider to the SUNY ORP and Voluntary 403(b) Plan. This, along with Voya's funding of the Voya Scholars for Mental Health scholarship for SUNY students gives SUNY an incentive to recommend Voya.

19. Artificial intelligence (AI) may pose inherent risks, including but not limited to: issues with data privacy, intellectual property, consumer protection, and anti-discrimination laws; ethics and transparency concerns; information security issues; the potential for unfair bias and discrimination; quality and accuracy of inputs and outputs; technical failures and potential misuse. Users of AI-based technology and tools should take these risks into consideration prior to use of the technology.

20. Automations introduced in September 2025. Reductions based on claimant document processing time for fracture, concussion and laceration claims from September - December 2025. The automation has stabilized at 97% or greater accuracy for these claims tpyes. Findings were calculated in March 2026.

21. Information is provided by the Council for Economic Education's final report of the 2025 National Personal Finance Challenge. Figures represent changes compared to the same period in the previous reporting year. Some information in this report is based on data from third-party sources. While we consider these sources reliable, we have not independently verified the data and cannot guarantee its accuracy.

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