

Purpose, Talent & Inclusion Quarterly Statement



Heather Lavalley,
Chief Executive Officer

“At the intersection of purpose, talent and inclusion lies Voya’s culture. We have intentionally created a workplace where diverse perspectives and backgrounds come together to improve lives through innovative financial solutions, an inclusive work environment and engagement with the world around us.

Our vision — Clearing your path to financial confidence and a more fulfilling life — guides our decisions. Our purpose sets that vision in motion. These principles drive our strategy and shape our culture. We are performance-driven and purpose-led. We are the collective sum of our individual behaviors and attitudes, and we live our values every day.”

Voya is dedicated to enhancing the financial well-being of individuals, workplaces and institutions through innovative products, solutions and technologies. Our nearly 11,000 employees serve millions of customers, helping them make impactful decisions for their lives and communities.

Our purpose — *Together we fight for everyone’s opportunity for a better financial future* — is a collective effort, involving every individual we employ and every partner we work with. It resonates and inspires, guiding our journey toward a better financial future for all.



Our Corporate Values

We have
customer
passion

We do
the right
thing

We are
the We

We have
a winning
spirit

We care



Purpose: Our Why

Together we fight for everyone's opportunity for a better financial future

Voya's purpose is rooted in who we are — caring, driven and committed to making a meaningful difference. We defined it to be authentic, aspirational and boldly reflect our identity. After thoughtful deliberation, we embraced the word “fight” — not against anyone, but for everyone — using our skills and passion to build a better financial future. We also agreed that it was important to include “everyone” and that a better financial future should be accessible to all. Our purpose guides strategy and action across the enterprise, through the following core tenets:

Together.	We will do this together, with customers, partners and colleagues.
Champion.	We will fight for others, not against. We will stand up for and champion everyone's access to opportunities.
Opportunities.	The status quo is not good enough ... we believe every individual and every community deserves access to financial opportunities.
Path.	We recognize everyone is on a unique path and that different people are pursuing different outcomes.
Journey.	Striving for “better” is an enduring, shifting journey, not an end goal.
Future.	We are determined to support both individuals and communities in reaching a better financial future.
Actions.	We know that reaching this future depends on our approach elevating colleagues and clients to be stronger and more knowledgeable, providing employees with pathways for financial success, and fostering a lasting connection to our work.





Talent: Our Who

Message from Angela Harrell, Chief Purpose, Talent & Inclusion Officer

"It is important to note that the one word that we never hesitated to include in our iterations when we defined our purpose was together. We knew that it would take all of us — colleagues, clients and partners in the community — to bring our purpose to life."

We care deeply about the financial well-being of others and believe we are uniquely positioned to meet the diverse needs of the marketplace. We attract and hire top talent, engage them in meaningful work and develop their skills to help them achieve more than they ever thought possible.

Our high-performing culture focuses on outcomes, not just effort. There is a strong sense of accountability at individual, team and leadership levels to deliver results that make a positive difference in people's lives."





Talent: Our Who

Talent and Leadership Development

We focus on developing strong leaders who can anticipate changes in our competitive landscape and inspire their teams to achieve beyond expectations. We ensure consistency in talent development and assessment, identify gaps and create plans to address them. Our ongoing succession planning strengthens our bench for executive and key positions.

Our talent and development programs use various modes of instruction to meet employees' diverse needs, providing tools and resources for personal and professional growth, for example:



Individual Contributors

Accelerate career growth through our internal development platform to easily access mentoring, networking and 6000+ learning resources.

Build new skills through our annual Career Development Month with curated training events.

Learn personal finance best practices through our interactive financial literacy sessions.



People Managers

Develop essential leadership skills through our self-paced, foundational management training program.

Strengthen leadership impact through our quarterly forums facilitated by external and internal leadership experts.

Build high-performing teams with tailored leadership coaching and development experiences.



Executive Leadership

Unlock leadership potential through one-on-one coaching with certified executive coaches.

Accelerate professional growth through our program that blends coaching, group learning sessions and immersive offsite engagements.

Enhance community impact through nonprofit board service opportunities.





Talent: Our Who

Pay and Performance

We have a strong pay-for-performance culture that supports business profitability and recognizes individual performance. We are committed to pay transparency and equity, participating annually in third-party surveys. Benchmark data from these sources guides salary decisions, ensuring our pay rates and ranges remain competitive. Our compensation programs also are designed to treat every employee fairly and equitably.

In addition to our annual performance reviews, we encourage ongoing feedback between employees and their managers, as well as among co-workers. We provide training on effective feedback, believing that a culture of feedback enhances collaboration and helps achieve shared strategic goals. We prioritize our employees' financial, physical and emotional well-being. Our Total Rewards Program offers comprehensive benefits, including medical coverage, life insurance, legal services, retirement benefits and time off. Our Financial Wellness resources guide employees through every stage of life. We provide inclusive benefits to meet the diverse needs of employees and their dependents.

We value employee insights and conduct an annual employee sentiment survey.¹ In 2025, approximately 66% of our employees responded and 90% of employees reported feeling empowered to share feedback regularly. We also participate in third-party surveys, such as *Pensions & Investments* Best Places to Work and the Organizational Health Index, which inform our business strategy and culture.



¹ Employee sentiment is a metric that quantifies how employees feel about their workplace, encompassing their attitudes, perceptions and overall mood.



Talent: Our Who

Our Workforce²

At Voya Financial, we share responsibility for advancing a culture of inclusion and celebrating all our unique differences. Our culture and workplace practices and policies are what makes Voya a different kind of company, including our commitment to transparency. Here, we present certain demographic data about Voya's workforce for stakeholders who request this information or who may be interested. Voya promotes equal opportunity for all employees and applicants.

	Overall Count	Men	Women	People of Color ⁴	White
Board³	11	55%	45%	18%	82%
Executive Committee (Highest internal management body)	9	78%	22%	22%	78%
Leadership (AVP and above)	735	59%	41%	21%	79%
People Managers	1211	58%	42%	24%	76%
Overall U.S. Workforce⁵	7141	47%	53%	33%	67%



² Workforce data is as of 06/30/2026 and is voluntarily self-disclosed. Does not include data from Voya India.

³ Independent Directors

⁴ People of color references employees other than White including African American/Black, Alaska Native, American Indian, Asian, Hispanic/Latino, Native Hawaiian or Other Race/Ethnicity. Other Race/Ethnicity includes American Indian, Alaska Native, Native Hawaiian or Other Pacific Islander and Two or More Races.

⁵ Federal regulations require Voya to collect and report certain demographic information about Voya's employee population, and in connection with Voya's compliance with these rules, Voya allows employees to voluntarily self-identify their racial, ethnic and other characteristics. Voya does not maintain numerical or representation targets or goals based on demographics.

⁶ Generation figures are rounded and may not sum to exactly 100%.

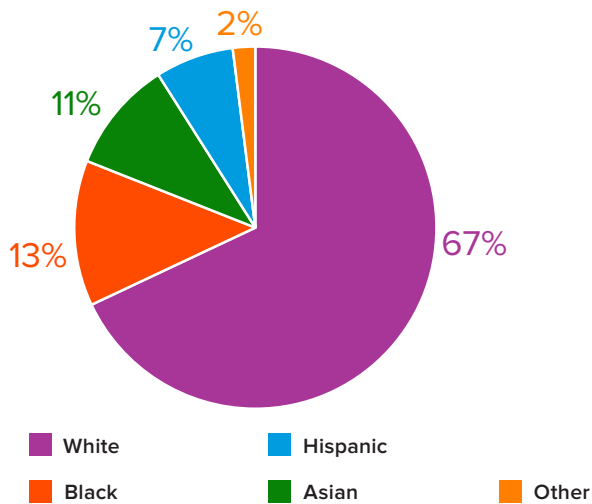
Voya promotes equal opportunity for all employees and applicants. Voya defines and values diversity broadly. Here, it presents workforce demographics based on certain self-identification categories as a subset of the results of its broader effort to create an inclusive culture that attracts and creates equal opportunity for employees across all diversity dimensions.



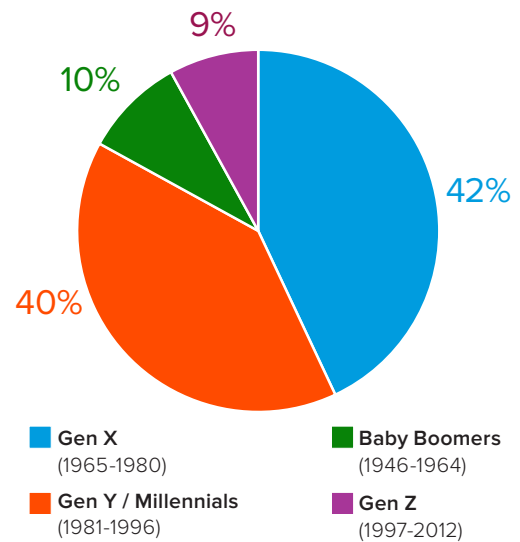
Talent: Our Who

Voya Employees

7,141 as of 06/30/2026



Generations Overall⁶



Self-ID Categories



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Talent: Our Who

Volunteerism

Our employees volunteer at a rate of approximately 83%, significantly higher than the median of less than 31% for similar-sized companies.⁷ We believe in working alongside community members to address important issues for society, the planet and its inhabitants.

Since 2014, our National Day(s) of Service (NDOS) in May has been a time for employees to engage in various community service activities, such as mentorship, park cleanups, home building, serving at food pantries and writing letters to troops and cancer patients. Employees can join events organized by our Volunteerism Employee-Led Council or plan their own.

Volunteerism is a year-round endeavor. Our employees are encouraged to use their 40 hours of paid Volunteer Time Away (in addition to their 40 hours of paid time off) to serve their communities in meaningful ways. Additionally, our Executive Nonprofit Board Placement program has facilitated the board service of over 100 leaders since its inception, enhancing their leadership skills, expanding their professional networks and bringing innovative ideas back to Voya.

2025 volunteerism by the numbers

Approximately 77% of employees participated in our National Days of Service (NDOS), logging more than 21,000 volunteer hours in one week.

53,900+ hours volunteered by Voya employees.

26% of Voya's enterprise leaders serve on nonprofit boards.

Giving

Our employees generously support worthy causes through financial contributions and volunteerism. Each full-time employee receives \$5,000 in matching gifts from Voya Foundation annually, allowing them to donate to causes that matter to them, subject to eligibility criteria.

In September, our Employee Giving Campaign (EGC) focuses on financial support for nonprofits. Through various activities like scavenger hunts, trivia contests and meditation sessions, employees connect, engage and fundraise. In 2025, 71% of employees participated, raising \$1.6 million, including Voya Foundation matches. This is over three times the average for financial services companies, according to CECP.⁷

2025 giving by the numbers

78% of employees raised more than \$5.2 million for charity through their donations and Voya Foundation match.

3,300+ causes and nonprofits were supported by Voya employees.

⁷ Chief Executives for Corporate Purpose. (2025) Giving in Numbers: 2025 Edition (p. 25). CECP.



Inclusion: Our How

We believe that focusing on inclusion at every level leads to better performance, increased innovation, and stronger communities. Inclusion must be intentional and individual. Each of us at Voya is responsible for executing our inclusion strategy. We celebrate our differences and choose to include.



We are a team of nearly 11,000 employees with diverse backgrounds, experiences and perspectives, representing the financial industry's top talent. We are committed to an inclusive workforce where all differences are celebrated. Employment decisions are based on qualifications and merit, ensuring fair treatment and respect for all.

We value open communication and respect diverse opinions. In our most recent annual Employee Sentiment Survey, 90% of employees shared they felt people's differences are embraced and celebrated at Voya.

Employee-Led Councils

Voya's Employee-Led Councils engage, educate and inspire our workforce. Each council consists of a supportive network of colleagues focused on various communities and programs. All councils are open to all employees, encouraging participation to understand and embrace differences and put allyship into action.

Voya's 11 councils:



African American/
Black



Asian



Environmental
Stewardship



Giving



Hispanic & Latino



LGBTQ+ & Allies



NextGen



People with Disabilities
and Caregivers



Veterans



Volunteerism



Women's



Inclusion: Our How

Voya Cares

Through our Voya Cares program, we are committed to making a positive difference in the lives of people with disabilities and their caregivers from birth through aging. The program provides advocacy, educational resources and workplace solutions to help employers meet the complex needs of the special needs community in their workforce. The newest Voya Cares research focuses on the needs of caregivers in the workplace and how employers can help meet their needs in “From hidden to heard: Elevating the voice of employed caregivers.” Learn more at voyacares.com/caregiving.



Client Engagement

Our commitment to inclusion is essential to developing innovative solutions that help clients plan, invest and protect their assets. Our purpose is: *Together we fight for everyone's opportunity for a better financial future.*

In a complex global marketplace, diverse viewpoints, backgrounds, skills, experiences and expertise lead to better and more innovative solutions. We believe our diverse workforce allows us to better serve our clients and deliver products and services that meet their needs.

Bringing greater financial equity to the workplace

Research from Voya shows that there are real and impactful differences that financial inclusion best practices can make to improve financial outcomes. We believe that prioritizing plan design, auto features, financial wellness offerings and connected experiences for employees can make a meaningful impact on leveling the playing field for underserved employee populations. We are focused on offering easy access to information and digital tools to support financial decision-making and guidance for long-term holistic wellness planning.



Plan health

Participation, savings behaviors and income replacement



Engagement

Digital engagement, web registration and customer service calls



Financial wellness

Protection, spending and saving, emergency funds and debt



Inclusion: Our How

Inclusion & Culture Client Collaboration Forum

For the third year, Voya has convened a small group of employers (clients) from diverse industries who share a passion for maximizing the health and financial outcomes of their employees. Together, they develop strategies that enhance the employee experience, focus on improving employee education and engagement and share best practices. Members of this Client Collaboration Forum receive insights from industry experts that shape the way in which they design and implement their employee benefits and rewards programs and provide guidance on ways to tackle gaps and opportunities.

Purpose, Talent & Inclusion Governance

The Purpose, Talent & Inclusion team is led by the senior vice president, chief purpose, talent & inclusion officer at Voya Financial, who also serves as the president of Voya Foundation. This individual reports to the executive vice president and chief human resources officer, who in turn reports to the chief executive officer. The team comprises five departments: Corporate Responsibility, Impact & Culture; Inclusion & Culture; Talent & Leadership Development; and Voya Foundation. Key initiatives of the team, which are crucial to the sustainability of the business, are regularly reviewed with Voya Financial's highest governing and management bodies.

The company's senior management (Executive Committee) reviews strategy and key initiatives across all departments. The Nominating, Governance & Social Responsibility Committee has responsibility in its charter for corporate responsibility and inclusion. The Compensation, Benefits & Talent Management Committee has responsibility in its charter for oversight of talent management.

