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MISSION

We build a meaningful life for and with the displaced.

Not simply addressing basic needs, but building a life filled with joy, dignity, connection, and purpose.

PURPOSE

We exist to inspire and unleash abundance in every person.



To the Alight community

Choosing optimism—one of Alight's core values—hasn't been simple in recent months. With crises multiplying and resources stretched thin, it would be easy to give in to fatigue or despair. But for us, optimism is not naïve; it's intentional. It means seeing the reality of hardship and still choosing to believe in possibility. It means standing alongside communities to co-create futures of dignity, connection, and hope.

As I look back on the past year, I am deeply humbled by the courage of the humanitarians, partners, and communities who continue to show up—even as crises deepen and resources contract. With foreign aid cuts reshaping the landscape of humanitarian assistance, and new emergencies layering on top of long-standing conflicts, our work has never been more urgent. Or more challenging.

In 2025, nearly 120 million people remained forcibly displaced around the world. Humanitarians are being asked to do more with less: government funding is shrinking even as the scale of displacement grows at an unprecedented pace. Across Sudan and Somalia, where conflict has endured for decades, our teams have stood shoulder to shoulder with communities, providing lifesaving care and steadfast support. When cholera broke out in Sudan, Alight's teams mobilized immediately, working with local leaders to deliver treatment and prevention. They keep going, even when the challenges seem insurmountable. As Mohammed Idriss (Executive Director of Alight Sudan Enterprise) says: "I continue because I must. Because people are still here. Because hope is not passive—it is a strategy."

Hope might seem fragile, but in truth it is a force. It is what drives people to keep going, to rebuild, to believe in tomorrow. Hope is refusing to give up, sharing what we can, and doing the doable. None of this would be possible without you. To our donors, partners, board members, and to the extraordinary humanitarians who show up every single day: thank you. Together, we are proving that the light we carry is stronger than the shadows we face.

Again and again, we see that this approach works in both the urgent moments and extended paths ahead. In El Salvador where we transitioned our programs to local partners, communities have carried the torch forward. They are sustaining projects and keeping co-created solutions alive. This is the proof that dignity, connection, and purpose are not temporary interventions. They last. They belong to our Customers and the communities that surround them.

As we look to the year ahead, the road will not be easy. But it will be meaningful. Together, we will continue to co-create, to sustain, and to imagine a world where every person can live a life of dignity, safety, and possibility.

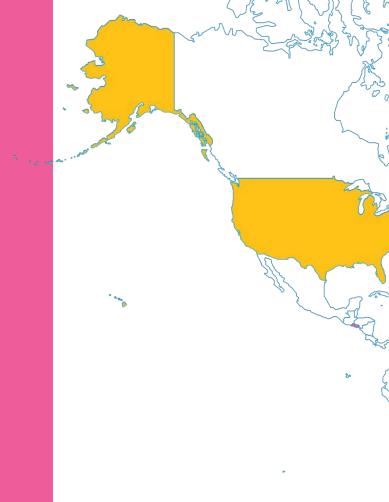
With deepest gratitude,

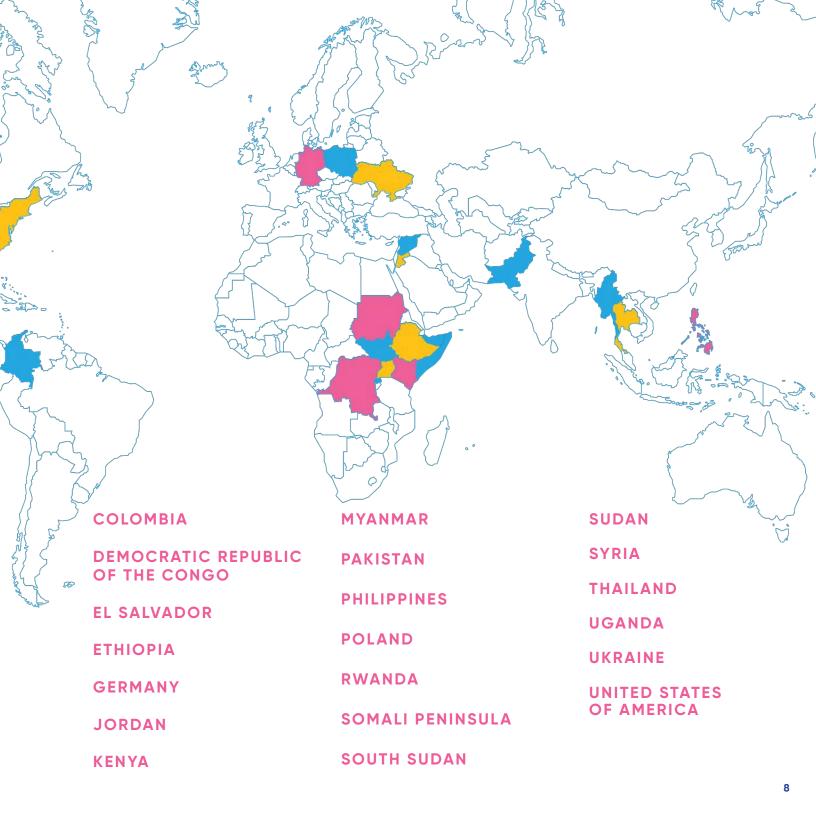
Jocelyn Wyatt CEO

OUR CUSTOMERS

Alight's 3,000+ humanitarians work in over 20 countries around the world.

Alight's teams are on the ground offering world-class services in unexpected places. We support the world's most marginalized and vulnerable, those who by circumstance ended up on the long and arduous journey of displacement. We refer to the displaced as our customers to remind us of who we are here to serve and to ensure that their voices remain at the center of our decisions.





OUR IMPACT

Thanks to you

Alight serves more than four million refugees and communities that have been displaced every year. We work hand in hand with them to co-create solutions that support them through their entire journey, from initial support to long-term stability.

2,559,803



people received health care and lifesaving medicines

1,496,203



people were reached with violence prevention and care

1,229,296



people received clean water, sanitation, and hygiene education

1,209,927



people received lifesaving food and nutrition education

24,331

people provided with shelter and settlement assistance

110,536



80,163



skills training

Key focus areas

To best fulfill our mission, we focus our efforts across five key areas: emergency response and natural disasters, health and nutrition, women and children, education and livelihoods, and local leadership and solutions.

EMERGENCY RESPONSE AND NATURAL DISASTERS

Alight supports people displaced by conflict, natural disasters and other emergencies, partnering closely with communities to restore safety, dignity, and essential care for those forced from their homes.

HEALTH AND NUTRITION

Alight provides compassionate, high-quality healthcare and nutrition services in complex displacement settings, focusing on women's health, nutrition, disease prevention, mental health, and trauma recovery.

WOMEN AND CHILDREN

We support women and children with vital protection services that ensure safety and dignity, as well as pathways for economic stability.

EDUCATION AND LIVELIHOODS

Alight helps displaced families rebuild their futures by expanding access to education and creating opportunities for meaningful work, fostering both dignity and self-reliance.

LOCAL LEADERSHIP AND SOLUTIONS

Engaging our customers and team members every step of the way, we co-create innovative solutions that allow for local leadership and resilience to emerge from within and endure

The following are some of the projects that make us proud of the impact Alight is having across the world.





SOMALI PENINSULA: ASSISTING PEOPLE DISPLACED BY DROUGHT AND FLOODING

"As we continue to navigate uncertain times, we remain focused on continuity, program stability, and the enhanced engagement of key stakeholders. Above all, we are committed to maintaining the trust and confidence of our customers and dedicated staff, ensuring that we continue to deliver impactful programs." - Adan Adar, Executive Director of Alight Horn of Africa Enterprise

The Somali Peninsula is facing a severe humanitarian crisis, driven by the worst drought in over four decades. Amplifying the crisis are the ongoing conflict, floods, and a collapsing health system. Since 2021, over 4 million Somalis have been displaced, many facing severe hunger and loss of livelihoods. More than 1 million have sought refuge in neighboring countries, like Kenya and Ethiopia.

Over the past year, Alight provided more than 988,000 people with free, quality health and nutrition care; 208,000 gained access to safe water and sanitation; and 127,000 benefited from prevention and care services for violence against women and children. Alight also supported 18,200 school children with education, meals, and clean water, and provided vocational training to over 2,500 youth. In addition to addressing the immediate needs of displaced communities, Alight focuses on long-term resilience building by investing in projects such as water system upgrades and training community committees.

4 million

Somalis have been displaced, many facing severe hunger and loss of livelihoods

208,000

gained access to safe water and sanitation

988,000

provided free, quality health and nutrition care

18,200

school children provided with education, meals, and clean water

THE DIGAALE DEVELOPMENT PROJECT

The Digaale Development project is reimagining what it means to build cities that are sustainable, inclusive, and climate resilient. Digaale, a settlement for internally displaced communities outside of the capital city of Hargeisa, had been built for 800 households but now shelters over 1,400 families uprooted by drought and conflict. Alight and the City of Hargeisa have launched a partnership to build 400 climatesmart homes for Digaale residents. Together with residents, Alight is co-designing housing that includes solar power, water harvesting, and space for small-scale farming.

36 million

impacted by prolonged drought and famine across Somalia and Somaliland

100,000

displaced individuals settled across 18 IDP settlements

THE DIGAALE DEVELOPMENT PROJECT (CONTINUED)

Alight's conversations with Digaale residents have shaped every detail of the blueprint. Architects adjusted home designs based on resident feedback, while women's groups prioritized water access and safe spaces for children. A cooperative was formed so that the community itself will manage the new water system, ensuring both ownership and long-term sustainability. Upon seeing the initial designs of the new climate-resilient homes we heard the hope return to the voices of Digaale residents:

"We heard yesterday from the other women that we can finally have space for the kids. We couldn't sleep, we were so excited to come today." 1,400

families living in Digaale's settlement

400

new climate-smart homes for Digaale residents

SUDAN: PROVIDING LIFE-SAVING SUPPORT AMID CONFLICT

"I will continue because I must. Because people are still here. Because hope is not passive – it is a strategy." - Mohammed Idriss, Executive Director of Alight Sudan Enterprise

Since conflict erupted in Sudan in April 2023, Alight has been on the frontlines of one of the world's largest humanitarian crises. With health systems collapsed across the country, millions displaced, and food insecurity at record levels, our teams have delivered lifesaving services to nearly 4 million people. This includes emergency healthcare, immunizations, maternal and child health support, clean water access, and essential relief for families forced from their homes. Operating in some of the hardest-hit and underserved areas, Alight has implemented 41 projects over the past two years, expanding our reach despite immense challenges.

With over 1,000 dedicated staff in Sudan - most displaced themselves - Alight relies on local leadership, community trust, and strong partnerships to respond with speed, care, and dignity, helping families survive today while building resilience for tomorrow.

"We suffered greatly in obtaining water, and there was no separate place for those carrying jerry cans and buckets. However, after the maintenance, water became available throughout the day. We now have access to free water, and we feel our dignity as women restored in obtaining it." - one of Alight's customers in Sudan 1,000+

humanitarian staff in Sudan

936,804

people provided with access to lifesaving healthcare

314,465

received vital nutrition support

657,607

provided with critical water, sanitation, and hygiene services



SOUTH SUDAN: ADDRESSING FOOD INSECURITY AMID ONGOING CRISIS

In South Sudan, prolonged flooding, ongoing insecurity, and limited access to healthcare have forced millions of people from their homes, leaving many communities struggling with food insecurity. Families are often forced to rely on inadequate or unsafe food sources which leads to malnutrition. It is a major problem, and its consequences – weakened immunity, stunted growth, and increased susceptibility to disease – leave children vulnerable now and threaten their long-term health, development, and future potential.

Alight has worked with partners like UNICEF and the Ministry of Health to bring nutrition services closer to communities, providing specialized feeding programs, guidance on healthy feeding practices, and support for pregnant and breastfeeding women. By combining lifesaving interventions with long-term resilience-building, Alight has provided nutritional support for 12,000 people. We have been helping communities improve diets, recover health, and give children the opportunity to grow up strong and healthy – even amid ongoing crises.

"Thank you for saving my granddaughter's life. We went to several health facilities, but it was not until we arrived at the Nyamlell Stabilization Center that we found the help we needed. Akon was unable to stand or walk, but your intervention dramatically improved her condition, and she can now walk on her own." - Akuol Deng Tong, whose granddaughter Akon has been admitted to a Nyamell Stabilization center for malnourished children run by Alight.

2 million people internally displaced due to insecurity

12,000 provided with vital nutrition support

23,000 assisted with critical water, sanitation, and hygiene services

MYANMAR AND THAILAND: FIGHTING MALARIA, SAVING LIVES

"Across Southeast Asia, Alight has been a steady companion through times of challenge and change. Our most tremendous impact lies in enabling communities to rise with resilience, reminding us all that care and humanity know no borders." - Fifi Sabang, Executive Director of Alight Southeast Asia Enterprise

Malaria remains a major public health threat along the Thailand-Myanmar border, particularly due to the emergence of drug-resistant strains. Over the past six years, Alight's Malaria program in Myanmar has reached nearly 800K people across 27 townships in five states, providing vital diagnosis, treatment, education campaigns, and insecticide-treated mosquito nets. The program has trained community malaria volunteers and private practitioners, identifying over 41,500 positive cases, and treating more than 39,300 patients.

These efforts are central to the broader international goal of eliminating malaria across the Mekong region, with Thailand and Myanmar aiming for eradication by 2030. By 2025, Alight was on the verge of eliminating the deadliest kind of malaria in key areas, but foreign aid cuts by the US government have forced a pause in these lifesaving initiatives, putting hard-won progress at risk.

"Thanks to Alight's rapid response and strong support systems during the malaria outbreak in my village, many lives were saved. Without Alight's support, we might have lost people in our village." - Nang Kyein Lein, trained by Alight as a local malaria response volunteer

800,000

people across 27 townships reached through Alight's malaria program

41,500

malaria cases identified through volunteers and practitioners

39,300

malaria patients treated with lifesaving care



UKRAINE AND POLAND: PROVIDING PSYCHOLOGICAL AND SOCIAL SUPPORT FOR DISPLACED UKRAINIANS

The war in Ukraine has devastated communities, forced millions from their homes, and left nearly 40% of the population in need of humanitarian assistance. Those forced to stay in unsafe areas often exhaust their coping mechanisms, while others endure displacement under extreme stress.

Since the onset of the crisis, Alight has provided unwavering support to those affected, both inside Ukraine and across borders. In Kharkiv and other cities under threat, Alight has delivered psychological and social support, created healing spaces, and built community networks to help people navigate trauma and loss. Elderly individuals in collective shelters, often isolated and overlooked, receive targeted psychosocial care, while women caring for children amid displacement access guidance and support to rebuild their lives. By integrating mental health into emergency response, community engagement, and inclusion initiatives, Alight helped over 3,200 internally displaced Ukrainians move beyond survival, restoring hope and wellbeing.

"The impressions are wonderful, the mood is wonderful. We come here, we distract ourselves from our problems, and from air alerts. We feel comfortable and want to come back." - Nadiia, a 67-year-old participant in Alight's elderly support program.

of Ukraine's population 40% needs humanitarian assistance supported through 3,200 mental health, community engagement and inclusion initiatives assisted with water, 2,993 sanitation, and hygiene services provided with shelter and 1,232 settlement assistance

UNITED STATES OF AMERICA: SUPPORTING NEWCOMERS IN MINNESOTA

In the US, Alight's partnership with the Minnesota Resettlement Network Services coalition ensured that we could continue to support newcomers in the Twin Cities by providing access to resource navigation as well as employment and career services.

Last year Alight's US enterprise was incredibly proud to run the fourth edition of its Afghan Women's Sewing Social, a skills program and a healing space co-created with the Afghan women newcomers in Minnesota. Beyond sewing, participants develop financial and digital literacy, receive counselling, and form connections that ease feelings of isolation. As a result, 72% of participants report feeling less lonely, and 49% note a decrease in depression. By evolving into a community-led model, the program ensures ownership and sustainability beyond Alight's direct involvement.

"It's Alight who gives me the energy and courage to do something for my people. And I really appreciate that." -Mariam, former Sewing Social participant and now facilitator 2,100 people reached through community engagement

1,749 supported through resettlement services

72% of participants in the Afghan Sewing Social reported feeling less lonely



RWANDA: PROVIDING DIGITAL SKILLS AND MENTAL HEALTH EDUCATION

"What we need is a bold shift: practitioners must become catalysts of a new model, one grounded in communityled solutions" - Eunice Mwende, Executive Director of Alight Rwanda Enterprise

In Rwanda, Alight is advancing bold, community-driven solutions that reflect the resilience and creativity of displaced people. Coding schools and STEM Power sessions in Mahama and Nyabiheke camps are equipping youth with digital skills, professional experience, and pathways into the tech sector, planting seeds for long-term opportunity. Last year over 100 young people from displaced communities accessed our coding school, and 57 have already graduated.

At Mahama refugee camp, where mental health struggles are often silenced by stigma, Alight and partners are providing mental health education through their pilot of the Bridging Mental Health Gaps Through Digital Innovation initiative. Using interactive voice recording, focus groups, and group therapy, the project is breaking taboos, fostering dialogue, and offering culturally grounded support – ensuring mental health is no longer hidden but part of holistic well-being.

Together, these innovations are reshaping humanitarian aid in Rwanda – moving beyond survival to sustainability, dignity, and community-led progress.

638,682 service interactions providing protection and mental health support

222,742 lifesaving health services provisions

participated in education and skills trainings, including 100 coding school participants

"I started with an introduction to computers, and now I'm learning how to build websites and use different coding programs. It really helped me grow creatively, and I'm excited to keep learning to build a career in the tech industry." -Yvette, a student at Alight's Coding School in Nyabiheke Refugee Camp

PAKISTAN: INTEGRATING EMERGENCY SUPPORT WITH LEARNING AND LIVELIHOOD OPPORTUNITIES

"Access to education is not a question of generosity. It is a question of humanity - not a chore, but a duty." -Dr Tariq H. Cheema, Executive Director of Alight Pakistan Enterprise

In Pakistan, Alight supports displaced and marginalized communities through education, healthcare, and livelihood programs, combining urgent relief with initiatives that build long-term resilience and hope for a better future. In education, Alight has established the climate-resilient "Zaha School," designed to withstand floods while providing learning opportunities for children who have been marginalized, and vocational training for women. Through partnerships with EAA Foundation and Coursera, Alight is making it possible for Afghan women and girls to access online courses, mentoring, and scholarships that expand their educational and career prospects. By integrating emergency support with sustainable learning and livelihood opportunities, we help communities recover, grow stronger, and create lasting pathways to a brighter future.

"In 2022, a devastating flood swept through our lives, halting our education and leaving our village in despair. Help arrived from Alight Pakistan. With their assistance I set up a makeshift classroom under an open sky and became a teacher to 60 eager young children. Today, with the support of Alight Pakistan and my loving parents, our village's passion for education is stronger than ever." - Hina Sodhar, a volunteer teacher supported by Alight

FifthPakistan is the fifth largest refugee hosting country

56,169 received vital nutrition support

16,083 people provided with access to education



of Africa

are and where they want to go." - Hodan

Abdillahi Abdi, Education Officer for Alight Horn

just responding to immediate needs but also

paving the way for long-term, sustainable

solutions. Our goal is to build a 21st-century

UGANDA: CO-CREATING ALONGSIDE AFRICA'S LARGEST DISPLACED POPULATION

Uganda is home to one of the largest refugee populations in Africa, with more than 1.9 million refugees and asylum seekers - most arriving from South Sudan and the Democratic Republic of Congo. Despite the country's progressive policies, significant service gaps remain.

Across eight refugee settlements and five border transit centers, Alight works hand in hand with displaced communities to close these gaps. Through co-creation, we deliver essential care and protection, mental health and psychosocial support, as well as livelihood training and education.

Communities are taking the lead in Bidibidi, one of Uganda's largest refugee camps, where Alight has pioneered Shelter Depot – an innovative marketplace that allows individuals to build safe, durable homes that restore a sense of agency. Designed in collaboration with camp residents and non-profit Every Shelter, Shelter Depot offers essential home-improvement items such as tools, solar panels, stoves, and agricultural equipment. Families can purchase items at affordable prices or earn them through a work-for-credit program, which allows them to contribute to their community while gaining the resources they need to shape their own futures.

1.9 million

refugees and asylum seekers reside in Uganda

560,317

people provided with protection services

44,706

provided with access to education

"Here in Uganda, life is very difficult. The landlord will come shout at you. Sometimes you miss paying the rent. They don't give refugees value, some of them, so they see a refugee not even as a human being. Every Shelter is a big family for me, so I can say everything is okay." - Christian, Alight's customer in Uganda, currently working as a technician at Every Shelter

EL SALVADOR: CO-CREATING PROGRAMS THAT COMMUNITIES TAKE FORWARD

At Alight, we believe no one understands displacement better than those living it. That's why co-creation is central to our work – ensuring communities are not passive recipients of aid but active designers of their own futures. Across 14 countries, we've trained staff in co-creation, embedding these principles from leadership to frontline teams.

In El Salvador, this approach first came alive through the Color Movement, a program co-created with Catholic Sisters and local communities facing violence and exclusion. Together, we built safe spaces, psychosocial circles, and creative skills workshops – designed with, not for, the community. Even as Alight transitioned out of El Salvador in 2024, the spirit of shared ownership endured. Women we once served in communities continued meeting, organizing, and innovating independently, sustaining initiatives like youth workshops and small businesses.

This experience shows that when power is shared and solutions are co-created, communities don't just participate in the programs – they carry them forward, adapt them, and make them flourish in ways that are uniquely their own.

175,000

individuals internally displaced due to violence

1,881

people provided with protection services

"This place is a space of welcome and listening, a community reference point." - participant of Alight's program in El Salvador

CONSOLIDATED FINANCIALS

We are grateful for the trust placed in us and our financials are a reflection of the impact we strive to create. With optimism and care, we remain accountable to our supporters and customers, ensuring that transparency and responsibility guide our every decision.

Statement of activities and change in assets

MARCH 31, 2025

REVENUE & SUPPORT	(in dollars)
Contributions & grants:	
Contributions	14,197,959
U.S. Government grants	25,134,126
United Nations grants	34,709,656
Private & other support	7,606,055
Net investment return	164,023
Other revenue	703,674
Consulting fees	48,432
Total revenue & support	82,563,925

EXPENSES	(in dollars)
Program services:	
International Programs	78,026,512
Supporting services:	
General & Administrative	7,898,491
Fundraising	3,375,903
Total supporting services	11,274,394
Total expenses	89,300,906
Other items:	
Foreign currency & translation gain	650,718
Impairment loss on goodwill	(199,948)
Transfer of net assets	(5,081,488)
Total other items	(4,550,718)

Our work is made possible by people like you and generous support from the U.S. government, United Nations, and other major institutions.









Statement of financial position

MARCH 31, 2025

ASSETS	(in dollars)	LIABILITIES & NET ASSETS	(in dollars)
Cash & cash equivalents	32,203,673	Liabilities	
Investments	1,185,536	Accounts payable & accrued expenses	1,410,170
Grants receivable	8,846,334	Grants payable	41,210
Pledges receivable	315,500	Accrued salaries & benefits	6,409,786
Other receivables	412,259	Refundable advances	36,566,576
Advances to subgrantees	4,916,298	Contracts payable	3,952
Prepaid expenses	1,503,626	Lease liability Total liabilities	1,251,325 45,683,019
Property, furniture, equipment	/07 /70	Net assets	
and software, net	603,432	Without donor restrictions	2,861,941
Deposits	115,144	With donor restrictions	2,998,429
Right-of-use assets, net	1,186,489	Total net assets	5,605,272
Total assets	51,288,291	Total liabilities & net assets	51,288,291

Alight's FY2025 consolidated financial statements were audited by GRF, CPA and Advisors and can be viewed on Alight's website at wearealight.org.

LEADERSHIP

Board of Directors

Lynn Hiestand | Chair

former Partner at Skadden, Arps, Slate, Meagher & Flom LLP

Rolando Nunez Baez | Vice Chair

Chief Executive Officer of Roundtable by The 92nd Street Y

Sridhar Prasad | Treasurer

Partner at the Bridgespan Group

Muffy MacMillan | Secretary

Director on the board of Cargill Inc.

Neal Ball

Founder and Honorary Member

Mark Dayton

former Governor of the State of Minnesota

Vanessa Holden

former Senior Vice President of West Elm

Ash Kalb

Co-Founder and President of Fulcra Dynamics, Co-Founder of Katalys (formerly 10)

Mark Mortenson

President of the Lansing Group

Owen Olende

Vice President of Latin America, Africa & Caribbean Sales at Starkey Hearing

Greg Page

Chairman and Chief Executive Officer of Cargill Inc. (retired)

Stefanie Schram

Founder of TenThirty Consulting

Hamse Warfa

Co-Founder and Executive Vice President of BanQu Inc

Mary Whitney

Board Member & Community Volunteer

Denotes leadership as of October 2025

Senior Management

Jocelyn Wyatt

Chief Executive Officer

Sarah Hartman

Chief Operations and Experience Officer

Catherine Munene

Chief People Officer

Sarah Currid

Chief Marketing & Engagement Officer

John Gappa

Interim Chief Financial Officer

Dorothy Mavhiri

Director of Global Operations

Marion Wanyoike

Director of Customer Insights

Executive Directors

Adan Adar Horn of Africa

Stacy Barnes
United States
(Co-Director)

Tariq Cheema
Pakistan

Mohammed Idriss

Sudan

Rosine Mpamya

Uganda

Eunice Mwende Kiteme

Rwande

Fifi Sabang South East Asia

Karina Stelmaszczyk

Europe

Jane Stockman

United States (Co-Director)

Denotes leadership as of October 2025

Membership and ratings

Alight is a member of humanitarian coalitions and consistently receives high ratings from charity watchdog organizations thanks to our accountability and the effectiveness of our programs.

MEMBERSHIPS







RATINGS







Contact us

wearealight.org hellohello@wearealight.org +1 (800) 875-7060

OUR HUBS

Minneapolis and Nairobi

DONATIONS

There are many ways to contribute! You can:

Contact us to make <u>donorservices@wearealight.org</u>

a donation online: +1 (612) 872-7060

Mail your contribution to: Alight Donor Service Center

PO Box 1002

Minneapolis, MN 55480-1002 United States of America

Tax ID number: 36-3241033

Alight is a 501(c)3 charity, and donations to Alight are tax-deductible as allowed by law.

Scan to follow Alight on social media:

