

# From our Chief People, Partnerships, and Legal Officer

“In 2025, Resolution Life was acquired by Nippon Life. We advanced our sustainability agenda, aligned our people and community initiatives, and strengthened our One Company model – momentum that positions us well for the future.”

**Claire Singleton**

Chief People, Partnerships and Legal Officer



## From our Chief People, Partnerships, and Legal Officer continued

For more details see our [Sustainability Update](#)

In 2025, we focused on aligning policies and practices across our jurisdictions to strengthen our One Company model and deepened our commitment to sustainability. We also aligned our governance with being part of the Nippon Life Group. These steps have created a strong foundation, and we are well-positioned to accelerate our progress and opportunities in the years ahead.

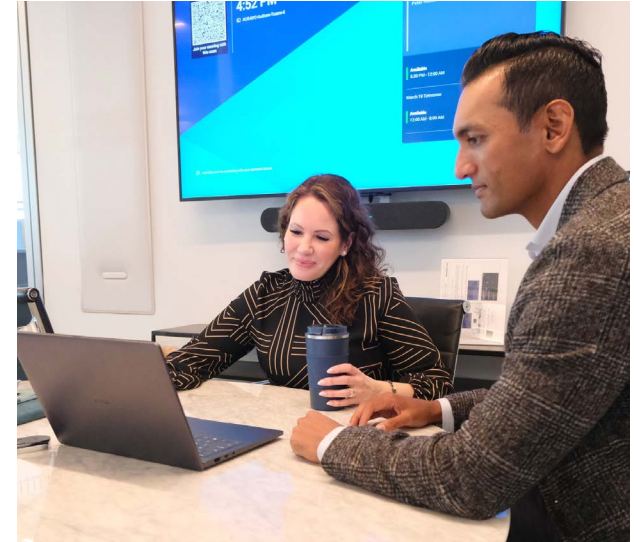
### Aligning our governance with Nippon Life and our policies company-wide

We marked the successful completion of our acquisition by Nippon Life this year, following an 11-month process from announcement to close in October 2025. This involved engagement with regulators across multiple jurisdictions and advanced integration planning to ensure a smooth close. As part of the transaction, we worked collaboratively with Nippon Life to ensure that our governance framework aligned with Nippon Life's governance and regulatory requirements, while preserving Resolution Life as a Board-led organisation focussed on setting and executing a continuing growth strategy. We look forward to deepening our partnership with Nippon Life as we build on this strong foundation together.

We continued to embed our One Company model, by introducing single, company-wide policies including those in Risk, Compliance, Human Resources, Finance, and Audit to replace policies that were previously geographically distinct. To ensure employees have easy access to organisational information, we launched a Policies and Standards Library on our new employee intranet that provides a single, authoritative source for policies and standards.

### Delivering on our promises to our policyholders and people

As a life insurance company, we deliver our biggest social impact by protecting financial futures. In 2025, we paid more than 16,500 claims, worth more than \$2.4bn, to beneficiaries in their time of need. We continued to invest in our modern digital platforms, which are helping us to settle claims faster, and give our policyholders and their advisers more flexibility in how they interact with us. (Read more about this on page 11.)



**400+**  
employees gave c.\$645,000  
in donations (with Company  
matching)

## From our Chief People, Partnerships, and Legal Officer continued

### Giving back to our communities

We have a long-standing commitment to supporting the communities where we work. In 2025, nearly two-thirds of our employees made charitable donations, totaling around \$645,000, and more than half volunteered for causes that matter to them, nearly 3,000 hours in total. We expanded our US-initiated Community Connections programme across the Company – introducing two paid ‘life days’ each year for volunteering or wellness, offering donation matching up to \$5,000 per person, hosting our first Company-wide Day of Service in September, and supporting more than 390 global causes on *GivingTuesday*. These efforts reflect the generosity and commitment of our people, and we are excited to build on this momentum in the year ahead.

# 335+

employees volunteered for more than 3,000 hours

# 390+

global causes supported on *GivingTuesday*

### Understanding and working to reduce our emissions

Our impact on the environment stems from our own operations and through the investments we make. We have a duty to reduce our emissions and invest responsibly, and we take a balanced and rational approach. In our second year of measuring our financed emissions we focused on improving data quality. For our operational emissions, we worked to increase the proportion of our suppliers who are carbon neutral. Our Scope 1 and 2 emissions fell slightly in 2025, while our overall and Scope 3 emissions increased due to higher spending on professional services – though we remain more than 70% below our 2022 baseline. You can find our full report on emissions in our Sustainability Update.

We strengthened our climate risk governance by developing a qualitative climate risk appetite statement and including climate as a recurring agenda item for the Board Risk Committee. And we continued to engage with our asset managers to better understand and manage environmental, social and governance issues in our portfolio.

### Looking ahead

In January 2026, my role and responsibilities expanded. Moving from General Counsel and Head of Strategic Partnerships to Chief People, Partnerships, and Legal Officer, I now oversee a diverse portfolio that spans Legal, Human Resources, Strategic Partnerships, Compliance, Sustainability, Corporate Communications and Internal Audit. Sustainability remains a key focus area for me, and I look forward to working with our team, and Nippon Life, in 2026. Nippon Life has strong aspirations on sustainability, and a more advanced agenda than ours. We will seek to learn from them, as we continue our pragmatic and thoughtful approach to embedding sustainability into our business.



**Claire Singleton**

Chief People, Partnerships and Legal Officer