Fueling Social Impact
2022 Environmental, Social, and Governance Report
Introduction

Message From Our CEO
Our Company and Mission
Fueling Social Impact
About This Report
Message From Our CEO

One of Blackbaud’s company values is “powered by purpose.” When we say this, we mean that that we’re motivated by more than creating great software: Our employees worldwide are energized by our opportunity to fuel social impact. And we walk our talk—taking action to amplify the difference we make in the world.

This report tells the story of how we’ve delivered on this value across our ESG (environmental, social, governance) priorities over the past year.

As the leading software provider wholly dedicated to powering social impact, we’re expanding what is possible across the nonprofit and private sectors, whether at companies committed to social responsibility, schools and higher education institutions, nonprofit organizations, or through the efforts of individual people determined to make a difference.

We’re committed to strengthening the impact we make through the way we operate our business, setting high standards, and reporting with transparency on the efforts we are making in priority areas including people and culture, fueling social impact through our products and services, driving climate solutions, and internal governance and data responsibility.

I’m proud of the progress this report details. I am even more proud of our exceptional team of employees around the world, and the unmatched community of customers we serve, who deliver this impact every day.

Thank you,

Mike Gianoni
Our Company and Mission

Blackbaud unleashes the potential of the people and organizations who change the world.

As the world’s leading software company wholly dedicated to powering social impact, our essential software expands what is possible across the nonprofit and education sectors, at companies committed to social responsibility, and for individual change makers.

We accelerate the impact of today’s most vital organizations and institutions with software built specifically for fundraising, online giving, nonprofit financial management, grantmaking, corporate social responsibility and education management.

Today, Blackbaud is positioned at the forefront of a massive economic and cultural shift. The demand for social impact is expanding far beyond the nonprofit and education sectors, with companies embracing purpose in an unprecedented way.

With four decades of expertise and powerful data intelligence driving insight in our software, in addition to an ever-growing network of partners and developers accelerating flexibility, our solutions fuel social impact across the globe for organizations and institutions of every size.

We are Stronger together.

We are Powered by purpose.

We are Inspired to innovate.

We are Always aiming higher.

Fast Facts

NASDAQ: BLKB
Website: blackbaud.com
2022 GAAP Total Revenue: $1.1 billion
Employees: 3,200
Founded: 1981
President and CEO: Mike Gianoni
Media Contact: media@blackbaud.com
Locations: Remote-first company headquartered in Charleston, SC with operations in the United States, Australia, Canada, Costa Rica and the United Kingdom.

Global HQ:
Blackbaud, Inc.
65 Fairchild St, Charleston, SC 29492
People everywhere use our trusted tools to make a difference.

A spark of generosity lights up with secure and intuitive digital giving.

Ideas become movements with a crowdfunding platform built for impact.

Passion is contagious with peer-to-peer fundraising tools.

Organizations of every size rely on our essential software to fuel social impact.

- **Nonprofits** grow revenue and work more efficiently with purpose-built fundraising, marketing, financial management, and grantmaking software designed for outcomes they care about most.

- **Education institutions** build communities and grow learning through connected campus solutions.

- **Companies** align profit and purpose with employee giving, volunteering, grant management software, and workplace training to build a healthy and positive work culture.

Together, we’re unleashing potential and delivering unprecedented impact.

We deliver impact for our customers through critical skills education on today's most crucial topics.

With our essential software accelerating their efforts, our customers can achieve their bold ambitions and build better futures across every cause and community.
About This Report

This report provides qualitative and quantitative information on our approach to managing our Environmental, Social, and Governance opportunities and risks.

The goals of this report are to:

• Enhance stakeholder awareness of priority ESG topics
• Provide transparency into our governance, strategy, and management of the risks and opportunities related to environmental, social, and corporate governance issues
• Outline our 2022 ESG performance using the non-financial metrics contributing to long-term value creation

In this report, we provide metrics and data following the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB Standards), and our first Task Force on Climate-Related Financial Disclosures (TCFD) reporting. GRI, SASB, and TCFD indexes can be found in the Metrics section of the report.

We have also included key policies, processes, and procedures in the Key Metrics section of this report as well as in the Corporate Responsibility section of our website.

We did not seek third-party assurance for this report; however, we will consider doing so for future reporting. The information and data on the various ESG topics contained in this report were thoroughly vetted internally.

For financial performance, please see the Annual Report on form 10-K and our Proxy Statement in our IR website.

For any other general information please visit www.blackbaud.com.
Our Commitment to ESG

Our Approach to ESG
Materiality Assessment
Priority ESG Topics
2022 Highlights
Our Approach to ESG

Our Approach

We believe that we will drive long-term, sustainable value for all stakeholders by operating all facets of our business through a world-class ESG lens. We have a robust governance model that includes our board of directors and our ESG Steering Team. We also ensure we routinely seek feedback from our stakeholders to inform our business decisions, mitigate risks, and prioritize the strategic initiatives we support. We obtain stakeholder input through a number of different channels, as shown in the table below.

Stakeholder Input

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Customers</th>
<th>Employees</th>
<th>Shareholders</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>How we engage</td>
<td>Meetings with customer advisory boards</td>
<td>Annual employee engagement &amp; pulse survey, listening, learning, and acting</td>
<td>Conducting quarterly earnings calls and strategy-focused investor sessions</td>
<td>Engagement on social media</td>
</tr>
<tr>
<td></td>
<td>Regular surveys gauging satisfaction and loyalty</td>
<td>Seeking ongoing feedback and sharing real-time updates in all employee company meetings, weekly global management leadership meetings, various all department team meetings.</td>
<td>Participating in third-party sponsored investor conferences</td>
<td>Collaborations with nonprofit partners</td>
</tr>
<tr>
<td></td>
<td>Discussions in Blackbaud Community and at events such as bbcon®</td>
<td></td>
<td>Regular, direct 1:1 engagement</td>
<td>Employee-led philanthropic efforts and community conversations</td>
</tr>
<tr>
<td></td>
<td>Engagement on social media</td>
<td>Annual shareholder meeting</td>
<td>Annual shareholder meeting</td>
<td>Interacting with state/local government leaders through our Government Relations Team</td>
</tr>
<tr>
<td></td>
<td>Outreach via phone, email, and chat</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ESG Governance

Board of Directors
Nominating and Corporate Governance Committee
Committee Charter

ESG Steering Team
Chief Executive Officer
Chief Financial Officer
Chief People & Culture Officer
General Counsel
President & GM, Corporate Impact
EVP, Corporate Strategy and Business Development
Sr. Director, Workforce Strategy
ESG Charter
Materiality Assessment

Materiality Survey

Through a formal materiality assessment completed in Q4 2021, we identified the ESG topics that are most important to our business and our stakeholders. The assessment included a survey of cross-functional, internal stakeholders across the company, delivered by an independent third party. During the survey, we asked participants to score the topics in two ways: the importance of each topic to our stakeholders and the ability and significance of Blackbaud making an impact on these topics.

We used the results of the internal materiality survey to guide our approach and process of collecting external stakeholder input to further prioritize key ESG topics for Blackbaud. Blackbaud plans to check our assessment in 2023 with another survey of cross-functional and internal stakeholders.

- We requested feedback from the investor community through a series of one-on-one conversations and Investor Relations sponsored events.
- We hired an external ESG consultant to assist in providing overall tech community priorities, particularly our peers’ priorities.
- We connected with ESG rating agencies and other third-party organizations to understand current and future priorities.
- We hired an environmental consultant to better understand the global climate strategy, potential SEC and other regulatory priorities and requirements.
- We solicited feedback from customers in ongoing one-on-one conversations as well as in our annual bbcon summit.

The survey results were scored and segmented to help prioritize the topics.
ESG Priorities

The collective feedback from our internal and external stakeholders was reviewed by our ESG Steering Team where a prioritization process resulted in four key priorities for Blackbaud. Establishing these key ESG priorities allowed us to focus our attention and resources in areas that really speak to the mission of our company: powering social impact.

People and Culture is vital to our mission and includes our DE&I focus as well as our long history of philanthropy. Fueling Social Impact isn’t a traditional material topic; however, it is our mission. We enable individuals and organizations of all types to advance key ESG topics. While Driving Climate Solutions ranked low in our materiality assessment, it remains a priority, especially given Blackbaud’s role as a leader in the social impact space. Governance and Data Responsibility is a critical part of our business and obligation to our customers and shareholders.

People & Culture

We believe success comes from prioritizing employees’ personal and professional wellbeing and development, and it can only be realized when we embrace our diverse perspectives and experiences.

Strategic objectives
- Engagement and Wellbeing
- Talent Development
- Diversity, Equity, and Inclusion
- Philanthropy

Fueling Social Impact

Our commitment starts with how we serve customers and empower nonprofits, K-12 schools, universities, healthcare institutions, foundations, arts & cultural and faith organizations and individual change agents around the world.

Strategic objectives
- Fueling impact for:
  - Individual Change Makers
  - Schools and Universities
  - Nonprofits and Charities
  - Companies

Driving Climate Solutions

We believe we have a responsibility to act in the fight against climate change. That’s why Blackbaud is dedicated to proactively protecting the environment beyond our own internal sustainable business practices.

Strategic objectives
- Responsible Operations
- Decarbonization
- Strategic Partnerships
- Transparency

Governance & Data Responsibility

Our customers’ trust is a top priority embedded in everything we do. We are committed to providing them the confidence that their technology and data are secure and continue to make significant investments in our security program.

Strategic objectives
- Expertise
- Process
- Talent
- Technology

While Driving Climate Solutions ranked low in our materiality assessment, it remains a priority, especially given Blackbaud’s role as a leader in the social impact space. Governance and Data Responsibility is a critical part of our business and obligation to our customers and shareholders.
2022 Highlights

People & Culture

We benefit from an engaged employee population motivated to join Blackbaud by our values and the work to support organizations and individuals driving social impact. Our culture embraces remote-first flexibility, which offers our employees opportunities to develop, grow and lead regardless of location.

We are committed to ensuring our company is a great place to work with a focus on employee engagement, development, well-being, diversity and inclusion and our long history of commitment to philanthropic work.

The awards highlighted here represent our focus on creating a thriving culture and our employees’ dedication and commitment to social impact.

<table>
<thead>
<tr>
<th>Philanthropy</th>
<th>Talent Development</th>
<th>Diversity, Equity &amp; Inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 in 4</td>
<td>100%</td>
<td>1 in 3</td>
</tr>
<tr>
<td>1 in 4</td>
<td>13,000</td>
<td>employees belong to an Affinity Group</td>
</tr>
<tr>
<td>70%</td>
<td>courses available through LinkedIn Learning®</td>
<td>100% completed Respect at Work training</td>
</tr>
<tr>
<td>employees volunteered in 2022</td>
<td>workforce receiving performance review</td>
<td></td>
</tr>
</tbody>
</table>

Selected Awards and Recognition
2022 Highlights

Fueling Social Impact

We are proud of our own accomplishments but even more proud of the accomplishments and impact made by our customers and end users in their own quest to fuel social impact.

Here are our 2022 highlights of real impact made by individual change makers, universities, schools, nonprofits, charities, and companies around the world, all through our multiple, scalable platforms.

Company-wide

**$100B+** raised, granted, or managed through our platforms every year

**Millions** of users and supporters in 100+ countries

**Individual Change Makers**

17M donations for good causes through JustGiving

1M+ fundraising pages created on JustGiving

**Schools, Universities, and Education Institutions**

3.4M students in critical skills education through EVERFI

9.5M hours of learning across the globe through EVERFI

**Nonprofits and Charities**

44% increase in total dollars customers raised using BlackbaudRaiser’s Edge NXT

48% growth in the number of donations customers received using BlackbaudRaiser’s Edge NXT

**Companies Committed to Social Impact**

12.1M employee volunteer hours powered through YourCause

2.4M learners completed EVERFI workplace training

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1 within 2-3 years of implementation
Driving Climate Solutions

We have significantly reduced our Scope 1 and 2 emissions year over year since 2019 with ongoing efficiency improvements in our HQ office.

We are excited to participate in CDP’s public disclosure program and are proud of our first year B- score. Our goal is to continue to improve our score over time.

We are motivated to partner with organizations making real impact through both the purchase of offsets as well as direct investments in companies like Project Drawdown.

We are committed to further studying our Scope 3 emissions and developing an emission reduction strategy.

**Responsible Operations**

- 16% energy reduction in Global HQ since 2019
- 40% water reduction in Global HQ since 2019

**Decarbonization**

- 100% carbon neutrality for 2022 emissions
- 90% reduction in global GHG emissions since 2019

**Strategic Partnerships**

**Project Drawdown**

Blackbaud is once again a proud, multi-year philanthropic sponsor of Project Drawdown, a nonprofit focused on solutions to climate change.

**Transparency**

B-

Blackbaud is proud to disclose our 2022 climate data to CDP.
Our customers’ trust is a top priority and is embedded in everything we do.

We are committed to providing them with the confidence that their technology and data are secure and continue to make significant investments in our security program.

**Governance & Data Responsibility**

- Added our Chief Information Security Officer to the company’s disclosure committee to ensure we have the right level of visibility and expertise represented in the event of a security breach.
- Added United Airlines Chief Information Security Officer Deneen DeFiore to our Board of Directors to provide another level of cybersecurity oversight for the company.
- Extended our quarterly SOX 302 survey to additional company leaders in order to more thoroughly capture attestation of controls, processes, and procedures.
- Enhanced our incident response plan; hardening standards and infrastructure; expanded penetration testing requirements; and enhanced our asset management and patching processes.
- We’ve strengthened our internal cybersecurity team by increasing headcount 154% since January 1, 2020, and we anticipate continued growth by nearly 40% by end of 2023.
- We have increased the specialization of our cybersecurity team in the areas of incident response, vulnerability management, enterprise architecture, data protection and more.
- We’re ensuring our modern technology and platforms are migrating to public cloud environments across the board.
- We’ve enhanced our cloud-based security posture technology and on-premise encryption capabilities designed to protect against ransomware and malware.
Environmental

Climate Strategy
Decarbonization
Responsible Operations
Strategic Partnerships
**Climate Strategy**

We believe we have a responsibility to act in the fight against climate change—it’s both the right thing to do and necessary to ensure the future stability of our business and customers. That’s why Blackbaud takes proactive measures to protect the environment, both in our internal sustainable business practices and our external engagements.

Here’s how we’re doing our part:

**Decarbonization**
- Maintain carbon neutrality by procuring carbon removal offsets for Scope 1 and select Scope 3 emissions categories, as well as Environmental Attribute Certificates (EACs) for global Scope 2 emissions
- Report to CDP Climate and align reporting with the TCFD recommendations
- Begin development of near-term and long-term Net Zero Science Based Targets (SBTs)
- Formalize measurement of material Scope 3 emissions

**Responsible Operations**
- Reduce energy consumption in HQ
- Reduce water consumption in HQ
- Limit business travel and employee commuting through digital-first approach
- Optimize real estate portfolio using “on-demand” solutions
- Reduce waste consumption while adhering to international e-waste guidelines
- Partner with cloud and data center providers to optimize third-party emissions

**Strategic Partnerships**
- Partner with and fund organizations making meaningful climate change impact
- Develop partnerships to facilitate employee learning and volunteering for climate solutions
- Engage and activate global employees around CSR/ESG (including volunteering)
- Continue to raise awareness of climate related challenges and issues
Decarbonization

Reducing Our Global Emissions

In 2020, we announced a new workforce strategy, allowing employees the option to work from home. As a result, we reduced our real estate footprint and adopted an “on-demand” office space program. In 2021, we formally adopted a remote-first workforce strategy allowing us to further reduce our real estate footprint. As a result of these actions, combined with the fact that we do not own our own data centers, our Scope 1 and 2 emissions have reduced by 90% since 2019.

Measuring and Managing Scope 3

Our focus and attention now turns to our Scope 3 footprint and our ability to accurately measure and impact our Scope 3 emissions. This is our first attempt at quantifying our Scope 3 emissions.

With the support of an external consultant, we calculated our Scope 3 footprint in line with the Greenhouse Gas Protocol, focusing on the hybrid method for Categories 1 and 2 to incorporate as much supplier-specific emissions data as possible. Our Scope 3 inventory covers all material categories, and we will continue to refine our methodology in coming years in line with greater data availability and best practices. We are now actively working towards a strategy to reduce our Scope 3 emissions across categories.

Scope 1, 2, and 3 Emissions: 2022

The following is a breakdown of our Scope 1, 2 and 3 emissions for calendar year 2022. As shown, Scope 3 emissions account for 97% of our total emissions footprint.

Global Emissions: Scope 1 and 2 (MTCO2e)

<table>
<thead>
<tr>
<th>Year</th>
<th>Scope 1</th>
<th>Scope 2</th>
<th>Scope 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>7,536</td>
<td>6,280</td>
<td>1,224</td>
</tr>
<tr>
<td>2020</td>
<td>6,280</td>
<td>598</td>
<td>16,084</td>
</tr>
<tr>
<td>2021</td>
<td>1,224</td>
<td>38</td>
<td>2,876</td>
</tr>
<tr>
<td>2022</td>
<td>642</td>
<td>3</td>
<td>2,126</td>
</tr>
</tbody>
</table>
Decarbonization

Carbon Neutrality

As in 2021, in 2022 we achieved carbon neutrality across our business operations through a combination of on-site solar, Environmental Attribute Certificates (EACs) and reforestation carbon offset projects.

Investing in credits and offsets is not the long-term solution. Ultimately, our goal is to shift from energy sources derived from hydrocarbons to 100% renewable sources. In the near term, however, we value investing in renewable and reforestation projects—not for the sole purpose of claiming “carbon neutral” but to help fuel projects, organizations, and initiatives that are making real impact.

We achieved carbon neutrality in 2022 through the purchase of 2,229 EAC’s, covering our Scope 2 emissions, and 4,036 carbon offsets, covering our Scope 1 and the following Scope 3 categories: Data Center, Waste, Business Travel, Work from Home, and Employee Commuting. We will continue to reevaluate offset options each year to ensure we are making a real and significant impact.

2022 Carbon Offset Investments

We are proud to announce that in 2022 we invested in the following reforestation carbon offset projects:

- Bukaleba Forest Project – Jinja, Uganda
- GreenTrees ACRE – Mississippi, USA

2023 and a Path to Net Zero

Looking ahead, we plan to continue our climate progress and journey to Net Zero aligned with the Science Based Targets Initiative (SBTi). While we are not yet ready to finalize our timing for Net Zero, we will continue expanding our Scope 3 emissions reporting and developing a global decarbonization strategy.

Ongoing Commitments

- Refine our measurement of Scope 1, 2, and 3 emissions
- Continue to report to CDP Climate
- Continue our efforts to reduce Scope 1 & 2 emissions
- Develop near-term and long-term Net Zero Science Based Targets
- Advocate for environmentally friendly practices with landlords
- Work with Public Cloud and Data Center providers to collect and analyze data around energy, waste, and water
- Responsibly dispose of our own electronic waste
- Collaborate with our suppliers and vendors to enhance climate goals and initiatives.

Blackbaud is proud to disclose our 2022 climate data to CDP and receive B- minus score
Responsible Operations

Reducing Our Global Footprint

Here’s how we’re doing our part:

• Reducing energy and water in HQ
• Limiting business travel and employee commuting via digital-first approach
• Optimizing real estate portfolio using “on-demand” solutions
• Reducing waste consumption and adhere to international e-waste guidelines

Building Sustainability Into Our Global HQ

Our LEED Gold HQ in Charleston serves as our primary physical location and is equipped with on-site solar panels, LED lighting and optimized HVAC solutions. Well-designed with superior efficiency, our teams have achieved a 16% reduction in total energy consumption since 2019.

Our HQ building is the only location where we have direct control of water consumption. We have implemented low-flow fixtures, native landscaping and optimized cooling tower controls to achieve 40% water reductions since 2019.

Global HQ: Energy Reductions

<table>
<thead>
<tr>
<th>Year</th>
<th>HQ Energy Consumption (kBtu)</th>
<th>Energy Use by Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>9.9M</td>
<td>92% Grid electricity</td>
</tr>
<tr>
<td>2020</td>
<td>8.2M</td>
<td>6% On-site solar</td>
</tr>
<tr>
<td>2021</td>
<td>8.9M</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>8.3M</td>
<td></td>
</tr>
</tbody>
</table>

16% energy reduction

Global HQ: Water Reductions

<table>
<thead>
<tr>
<th>Year</th>
<th>HQ Water Consumption (kG US)</th>
<th>Water Use by Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>4,330</td>
<td>40% Irrigation</td>
</tr>
<tr>
<td>2020</td>
<td>2,711</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>2,794</td>
<td>60% Building</td>
</tr>
<tr>
<td>2022</td>
<td>2,284</td>
<td></td>
</tr>
</tbody>
</table>

40% water reduction
Strategic Partnerships

Project Drawdown

Blackbaud is a proud philanthropic sponsor of Project Drawdown, a nonprofit focused on solutions to climate change. In addition to supporting their efforts to identify research-based climate solutions, we support their Drawdown Stories initiative, showcasing various people in climate careers that are making an impact.

The guiding principle of Drawdown Stories is Climate Solutions in Color. Through Climate Solutions in Color, they work to “pass the mic” to the climate heroes who often go unheard. Often the most vulnerable to the impacts of climate change and the climate crisis are not represented in climate conversations.

Employee Engagement

Engaging our employees in this work is important to us. In 2022, we partnered with Project Drawdown and employees in the Sustainability Affinity Group to hold a series of movie screenings and educational sessions for employees to learn about climate change and how they can help achieve drawdown—the point in the future when levels of greenhouse gases in the atmosphere stop climbing and start to steadily decline.

Project Drawdown’s Impact:

Below are some highlights from Project Drawdown’s 2022 impact report summarizing the areas of impact supported by Blackbaud’s commitment.

- In November 2022, Project Drawdown announced Project Drawdown’s new world-class science team. This in-house team will deepen their climate science, develop new partnerships with academic institutions across the country, expand reach through writing and speaking opportunities, and allow better support to leaders taking climate action.

- This year Project Drawdown greatly advanced work to engage with leaders who can rapidly scale climate solutions, including business leaders, philanthropists, investors and the international development community. Drawdown Labs, Project Drawdown’s private-sector testing ground for scaling climate solutions, works with businesses to implement a drawdown-aligned framework and engage employees in climate action.

- On the employee engagement side, Project Drawdown launched an inaugural series with GreenBiz, telling stories of how employees are taking action in the workplace.

- In May 2022, Project Drawdown became the first editorial collaborator for the award-winning show “Overheard at National Geographic.” The Greening of Pittsburgh premiered on May 10, 2022, connecting the podcast’s audience with stories from Drawdown’s Neighborhood, reaching more than 27 million on social media with promotion of the episode.
Social

People and Culture at Blackbaud
Employee Engagement
Talent Development
Employee Wellbeing
Philanthropy
Diversity, Equity, and Inclusion

Fueling Social Impact
Individual Changemakers
Schools and Universities
Nonprofits and Charities
Companies Committed to Social Responsibility
**People and Culture**

**Overview**

We benefit from an engaged employee population motivated to join Blackbaud by our values and the work to support organizations and individuals driving social impact. Our culture is one that embraces remote-first flexibility, which offers our employees opportunities to develop, grow and lead regardless of location.

We are committed to ensuring our company is a great place to work with a focus on employee engagement, talent development, employee well-being, our long history of commitment to philanthropic work, and diversity, equity and inclusion.

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**Employee Engagement**

- Global on-boarding program
- Annual engagement survey
- Pulse surveys
- Quarterly all-hands meetings

**Talent Development**

- Regular performance reviews
- Evaluations based on company goals and objectives.
- Workforce career or skills-related training

**Employee Wellbeing**

- Continuous training
- Quarterly and virtual education offerings
- Volunteer for vacation policy

**Philanthropy**

- Giving
- Board service
- Volunteerism
- Grantmaking

**Diversity, Equity, & Inclusion**

- Training and Awareness
- Affinity Groups
- Community Investment and Partnerships
- Recruiting a Diverse Team
- Supplier Diversity
Employee Engagement

Listening to Our People

Our vision is to create a culture that thrives and delivers an engaged, inclusive employee experiences to all. To do this, we feel it is critical to request feedback and hear from our employees. We do this by:

- Conducting an annual employee engagement survey and integrating that feedback into company goals and initiatives.
- Conducting pulse surveys that allow us to focus on key issues or relevant topics.
- Assess engagement on the team and company level through "Ask Anything" sessions with senior leaders and dedicated Q&A sessions in our company-wide All Hands meetings.

Our purpose attracts and retains talented, diverse, and competitive applicants. Approximately 90% of employees say the fact that Blackbaud operates in a socially responsible manner is important to them.

This differentiator not only builds stronger employee engagement, but also helps us provide a higher level of service to our customers. Almost 70% of employees reported that they continued to volunteer during the pandemic, despite its unique challenges, and one in seven serve on a nonprofit board or committee—direct experience that enables them to better serve our customer base.

Survey Data

- 90% participation in annual Employee Engagement Survey April 2022
- 91% of employees feel the work they do at Blackbaud is important
Talent Development

Our Approach

Our talent development approach at Blackbaud spans the full lifecycle of employees, beginning from the moment an employee accepts a position to and spanning to employee alumni. We ensure that all employees have opportunities to support their career development through a variety of programs, and we prioritize internal mobility. Blackbaud’s continued growth has provided new opportunities for employees’ career paths, with teams led by managers who care and empower their people to innovate and take on new projects.

Investing in Training and Development

We value the skills, depth of knowledge, and individuality that each employee brings to help our customers build a better world. We strive for continual learning and development, pathways for internal mobility and training.

Every manager at Blackbaud is required to complete a multi-course “Engagement Labs” program designed to equip them with the practical coaching skills and tools to ensure their teams are highly engaged and energized. We also enable employees to have opportunities for career development through on-demand and company-led trainings in our internal DevelopU learning platform as well as access to 13,000 training courses through LinkedIn Learning®.

Performance Development

Our Performance Development approach is built to provide all employees the opportunity to further develop their career. We provide career frameworks for managers and individual contributors, so they have transparency into the skills needed for each role level.

We assess and measure progress on engagement and growth opportunities at the individual level through quarterly check-ins, which focus on impact and learnings, and a global career framework that guides employee progression on both management and individual contributor career paths.

100%

Total workforce receiving regular performance review
Employee Wellbeing

Our Total Wellness Approach

We care about our people as individuals. We subscribe to a total rewards philosophy with a focus on overall well-being and pay-for-performance. We place significant importance on providing well-being benefits that support the emotional, social, intellectual, physical and financial well-being of employees and their families to enable them to thrive as they help our customers drive impact.

Training and Awareness

Employees can attend live webinars or use the self-paced learning resources through our Global Wellbeing Support Center for all pillars of wellbeing. As an example, we offer Financial Wellbeing Offerings through quarterly financial fitness weeks and live sessions.

Employee Feedback and Communication

Employee feedback is received through various avenues including, but not limited to our Engagement Survey, direct feedback, and Employee Affinity Groups. This feedback helps inform our overall program.

Here are additions and adjustments made based on employee feedback:

More inclusive benefits added:
- Addition of Wellbeing Days
- Gender affirmation and infertility care included to our medical benefits

More inclusive policies:
- Addition of ‘loss of child during pregnancy’ to our bereavement policy
- Adjusting policies to ensure that we are not being gender-specific

Our goal is to ensure employees have a voice and know that we value their input.
## Philanthropy

### Social Responsibility is in Our DNA

For over 40 years, we’ve fully dedicated ourselves to expanding what’s possible for purpose-driven organizations, so giving back to the social impact sector and our communities is just part of our DNA. This focus is why the world’s largest network of causes, organizations, and donors depend on us; in fact, nearly 150,000 organizations across the globe receive funds thanks to a Blackbaud solution.

Through our **giving, serving, grantmaking and community outreach**, we support causes that are meaningful to our employees and to Blackbaud. Approximately 90% of employees say the fact that Blackbaud operates in a socially responsible manner is important to them.

We offer an array of philanthropy programs aimed at engaging our employees, including matching gifts; competitive grants that honor noteworthy examples of volunteerism; employee-led grant committees; skills-based volunteerism initiatives; as well as science, technology, engineering, and mathematics focused community programs.

### Our Focus

<table>
<thead>
<tr>
<th></th>
<th>Giving</th>
<th>Serving</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Giving</strong></td>
<td>1 in 4 employees participated in matching gift program</td>
<td>1 in 7 employees served on nonprofit boards</td>
</tr>
<tr>
<td><strong>Serving</strong></td>
<td>5,297 toys donated over the holidays</td>
<td>70% employees volunteered in 2022</td>
</tr>
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<table>
<thead>
<tr>
<th></th>
<th>Grantmaking</th>
<th>Community</th>
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</thead>
<tbody>
<tr>
<td><strong>Grantmaking</strong></td>
<td>145 grants given to charities</td>
<td>540 devices donated to nonprofits</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>80 cities impacted worldwide</td>
<td>100 team community volunteer events</td>
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</table>
In 2021, we took the next step in our ESG journey by joining the United Nations Global Compact and signing on to its 10 principles that outline the fundamental responsibilities of business for human rights, labor, environment, and anti-corruption.

We also track our impact on the U.N. Sustainable Development Goals. Although we see all the goals as important and interconnected, we align our philanthropic giving to the needs of our communities and employee priorities. We have an ongoing focus on SDG 17, Partnerships for the Goals, through our commitment to share research and resources, participation in cross-sector collaboration, and fueling unprecedented social impact through our purpose-built technology.

SDGs: Our Philanthropic Alignment

- **Partnership for the Goals**
  - We are committed to cross collaboration and sharing resources

- **Peace, Justice, and Strong Institutions**
  - Promoting peaceful and inclusive societies

- **Reduced Inequalities**
  - Reducing inequality within and among countries

- **Good Health and Wellbeing**
  - Promoting wellbeing for all at all ages
Philanthropy

Grounded in Community

Our commitment to fueling impact doesn’t stop with our customers. We provide free resources and engage in cross-sector initiatives that help strengthen the entire social impact community, including:

- Providing cutting-edge philanthropic research from the Blackbaud Institute
- Sharing high-impact best practices and insights on the ENGAGE blog and podcast
- Supporting The Giving Institute and Giving USA in the longest running and most comprehensive report of philanthropic performance
- Recruiting early-stage startups focused on solving problems that matter to the social impact community into our Social Good Startup Program twice a year, with an emphasis on working with founders from historically underrepresented groups
Diversity, Equity, and Inclusion

Our Commitment

We are committed to integrating diversity, equity, and inclusion (DE&I) strategies throughout the company. We do this by empowering our employees to be their authentic selves, thereby fostering a sense of belonging and community across our employees, customers, partners, and others in the social impact community.

We’ve implemented practices to attract, develop, and retain a diverse, high-performing employee base, supported by our digital-first workforce strategy. We know that creating an environment of belonging for our employees to do their best work is essential. That’s why we work to create an inclusive workplace with a focus on helping employees feel valued and empowered to succeed.

DE&I Council

In 2021, we created an employee led DE&I Council designed to oversee initiatives consistent with our mission, values and DE&I strategic plans. The council is co-chaired by our CEO Mike Gianoni.

This new leadership focus has amplified and accelerated the significant initiatives already in place at Blackbaud, including ongoing workshops on creating an inclusive culture; respect in the workplace training for all employees, with enhanced training for managers; and affinity groups.

Our DE&I Initiatives

• Training and Awareness
• Affinity Groups
• Community Investment and Partnerships
• Recruiting a Diverse Team
• Supplier Diversity
Diversity, Equity, and Inclusion

Training and Awareness

We are fostering diversity, equity, and inclusion by looking introspectively and ensuring our teams and leaders are trained and aware of the many facets involved in creating an inclusive workplace. Our training is designed to ensure employees learn new habits and behaviors to reduce bias and consciously practice inclusion.

We have taken actions to integrate our inclusion expectations into our policies, performance management systems, leadership expectations, and employee surveys. Our Code of Conduct and Human Rights Policy outline our commitment to nondiscrimination and to provide a workplace free of harassment. We require all employees to complete Respect at Work training.

Key Initiatives

- Offer global onboarding program for all new employees
- Conduct pulse checks on employee sentiment on key DE&I focus areas
- Provide on-demand diversity & inclusion training

100% employees completed Respect at Work training
**Diversity, Equity, and Inclusion**

**Affinity Groups**

We believe that Affinity Groups (AGs) provide enriching personal and professional networks for Blackbaud employees with common affinities and engage leadership in dialogue aimed at enhancing the customer and employee experiences.

We develop and support groups that enhance the company’s value proposition to customers, as well as current and future employees.

1 in 3 employees belong to an Affinity Group

<table>
<thead>
<tr>
<th>Employee Led Affinity Groups:</th>
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<tbody>
<tr>
<td><strong>Women in Sales &amp; Tech</strong></td>
<td>Aims to foster the personal and professional development of women.</td>
</tr>
<tr>
<td><strong>PRIDE</strong></td>
<td>Provides an inclusive space for personal and professional networking for LGBTQ employees.</td>
</tr>
<tr>
<td><strong>BLEND</strong></td>
<td>Focusses on mentoring, social wellbeing, and community service. Led by a team of African-American employees and allies.</td>
</tr>
<tr>
<td><strong>HOLA</strong></td>
<td>Advocates for awareness and inclusion of Hispanic culture.</td>
</tr>
<tr>
<td><strong>Limitless</strong></td>
<td>Empowers employees impacted personally by conditions such as hearing loss, visual impairments, mobility challenges, and chronic illness.</td>
</tr>
<tr>
<td><strong>AANHPI</strong></td>
<td>Focuses on furthering the inclusion of Asian American, Native Hawaiian, and Pacific Islander employees.</td>
</tr>
<tr>
<td><strong>VETS</strong></td>
<td>Helps military veterans feel supported and connected at work.</td>
</tr>
<tr>
<td><strong>Working Families</strong></td>
<td>Fosters an environment that is welcoming, accepting, and supportive of parents.</td>
</tr>
<tr>
<td><strong>Early in Careers</strong></td>
<td>Connects employees within first 6 years of employment looking to network with young professionals.</td>
</tr>
<tr>
<td><strong>MENASA</strong></td>
<td>Advocates for the specific needs for those that identify as Middle Eastern, North African, and South Asian</td>
</tr>
<tr>
<td><strong>Social Impact Champions</strong></td>
<td>Unites and empowers individuals who are interested in nonprofit board service, diversity and inclusion, and other social good initiatives.</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>Focuses on increasing employee awareness about how to lead a more sustainable life.</td>
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</table>
Diversity, Equity, and Inclusion

*Community Investments and Partnerships*

We are committed to strategic partnerships and philanthropic investments that strengthen and diversify the global workforce in terms of representation, ascension, and who the decision makers are.

We are very proud to provide a multi-year gift to five amazing organizations focused on workforce diversity and economic empowerment for underrepresented groups in the countries where we have operations. Our employees will engage with these organizations throughout the partnership via learning and service opportunities.

See press release [here](#) for further information.

This annual gift follows Blackbaud’s donations in previous years to Big Brothers Big Sisters, supporting college and career readiness for high-potential youth, as well as Project Drawdown, supporting climate solutions, advocacy and climate justice.

**About the Organizations**

**Action for Race Equality**

Action for Race Equality (ARE) is a national charity in the U.K. whose mission is to end racial inequality.

**Braven**

Braven is a U.S. nonprofit organization that is helping college students on a path to economic mobility.

**Indspire**

Indspire is an Indigenous national charity in Canada that invests in the education of First Nations, Inuit and Mi'kmaq people for the long-term benefit of these individuals, their families and communities, and the country.

**Omar Dengo Foundation**

The Omar Dengo Foundation contributes to improving the quality and equity of learning opportunities, and its programs and projects have benefited hundreds of thousands of Costa Ricans and Latin Americans.

**The Ladder Project Foundation**

Ladder is a leader in youth mentoring and development, delivering specialist programs and vital opportunities to young people in need in communities across Australia.
Diversity, Equity, and Inclusion

Recruiting a Diverse Team

Hiring Initiatives

Our approach to hiring focuses on enhancing diversity and inclusion throughout the talent pipeline. We have taken a number of steps to broaden our pipeline and engage in inclusive recruiting and hiring strategies that include:

- Diverse candidate slates
- Structured hiring
- Gender decoder tools to remove bias in job postings

Key Partnerships

Hiring people from all backgrounds is critically important as diverse skillset and perspectives help enhance and grow our business. We have developed key partnerships to help us identify diverse talent including:

- Historically Black Colleges and Universities
- Hispanic-serving institutions
- Prospanica, Pride at Work, National Black MBA Association
- Women in Tech

Equitable Pay

We believe in enhanced transparency regarding pay equity. In 2022, we conducted a global median analysis against market. As a result of this assessment, we identified employees who needed to be further reviewed for potential pay adjustment. These adjustments were made to bring these employees to internal parity and external market.
Building innovative software to help power some of the world’s largest social impact organizations is dependent upon the experiences, perspectives, and skills of people from all different backgrounds. With that in mind, we are pleased to share that in 2022, we rolled out our Supplier Diversity Program giving us the ability to categorize suppliers for data collection with focus on the following classifications:

To achieve our supplier diversity goals, our Global Procurement Office is refreshing our policy, processes, and systems, and establishing new metrics. These actions will allow us to accelerate and increase our spend with qualified diverse vendors and small business-owned enterprises.

Our plan is to mature this program and being a position to produce metrics in future reports.
Fueling Social Impact

People everywhere use our trusted tools to make a difference.

A spark of generosity lights up with secure and intuitive digital giving.

Ideas become movements with a crowdfunding platform built for impact.

Passion is contagious with peer-to-peer fundraising tools.

Organizations of every size rely on our essential software to fuel social impact.

- **Nonprofits** grow revenue and work more efficiently with purpose-built fundraising, marketing, financial management, and grantmaking software designed for outcomes they care about most.

- **Education institutions** build communities and grow learning through connected campus solutions.

- **Companies** align profit and purpose with employee giving, volunteering, grant management software, and workplace training to build a healthy and positive work culture.

Together, we’re unleashing potential and delivering unprecedented impact.

We deliver impact for our customers through critical skills education on today's most crucial topics.

With our essential software accelerating their efforts, our customers can achieve their bold ambitions and build better futures across every cause and community.
Fueling Social Impact

Individual Change-Makers

Bringing Ideas to Life

Blackbaud software is the global infrastructure that transforms individual generosity and passion into scaled impact. We empower individual change makers with the trusted tools they need to create the world they want to see.

- Easy-to-use digital giving tools make generosity simple
- Trusted peer-to-peer fundraising tools help anyone transform their own passion into a powerful campaign
- Our crowdfunding platforms help rally communities to care

2022 Product Spotlight

JustGiving from Blackbaud

JustGiving is the world's most trusted platform for online giving. We give hope, inspire action, and help people raise money for what matters. We are the leader in igniting individual changemakers and charitable organizations to make a difference.

In 2000, justgiving.com began with one simple goal: to enable charities to receive donations online from anywhere in the world. Fast forward 22 years, and nearly $6 billion has been raised for good causes in almost every single country in the world through JustGiving.

- 17M donations for good causes through JustGiving
- 20,500 NPOs maximizing their impact through donations
- 1M+ fundraising pages created on JustGiving
Fueling Social Impact

Nonprofits and Charities

Social Impact is Serious Business

There's a reason today's most vital organizations trust Blackbaud. With powerful data intelligence and expertise inside, and an ever-growing network of partners and developers outside, our software is essential for impact.

Product Spotlight

Blackbaud Raiser’s Edge NXT®

Blackbaud Raiser’s Edge NXT was built specifically for fundraisers, and it is proven to increase the number of donors, number of gifts, and total dollars raised for organizations who adopt it.

Because we understand the unique challenges and expectations of purpose-driven work, we build our solutions specifically to deliver on outcomes that matter most to our customers. With the right tools and expertise built in, insights become actionable, decisions speed up, and ambitions become real.

- **44%** increase in total dollars raised
- **15%** increase in average gift size
- **35%** growth in number of donors
- **10%** increase in retained donors
- **48%** growth in the number of donations
- **14%** increase in gifts more than $10K
Empowering Through Education

Education is a powerful vehicle for social impact. Schools and universities are accelerating their impact with Blackbaud’s essential solutions.

Product Spotlight

Forward-leaning organizations depend on EVERFI to develop and deliver education solutions for today’s key issues; bringing real-world learning into the classroom and equipping students with the skills they need for success.

We are committed to helping organizations drive impact in their communities, empowering individuals with the education necessary for lifelong success.

During the 2021-22 school year, 60,000+ teachers used EVERFI’s award-winning interactive, game-based lessons.

Learn more about our platform and programs here.

Secure and grow revenue to provide education with fundraising, tuition, and scholarship management software.

Provide an exceptional student and parent experience with K-12 and higher ed education management software.

Meet social impact goals by providing K-12 schools with access to transformative education through EVERFI from Blackbaud. These digital courses deliver impact to millions of K-12 students on topics including financial education, mental wellness, sustainability, prescription drug safety, college and career readiness, and early literacy.

3.4M students participated in critical skills education
23,000 K-12 schools active
9.5M hours of learning across the globe
97% of teachers rate EVERFI’s course content as “good” or “very good”
98% of teachers plan on using an EVERFI course again next year
97% of teachers are “satisfied” or “very satisfied” with their EVERFI experience.
Fueling Social Impact

Companies Committed to Social Responsibility

Employee Engagement with Purpose

Top socially responsible companies partner with Blackbaud to manage their employee giving, volunteering, and grants programs.

- **We help motivate and enable employees to volunteer** in their community and maximize their impact potential.
- **We give employees the tools they need to give back** including disaster relief, seasonal campaigns, year-round giving, matching gifts, and peer-to-peer fundraising.
- **Our grants management software** makes it easy to get started and support multiple complex programs.

Product Spotlight

**YourCause® from Blackbaud**

YourCause is a software platform that powers connections between companies, employees, and causes. Our platform flexibility meets the needs of companies of all sizes—from Fortune 500 to small businesses—driving engagement and facilitating impact.

Companies can manage one-off volunteer events, global volunteer campaigns or custom skills-based volunteer projects all with one platform. Customers save time and leverage our charity vetting and global payment distribution services with access to the largest database of nonprofits.

Learn more about our platform and programs [here](#).

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"We love working with YourCause! From the initial information gathering phone call to today, we could not be happier with our YourCause experience. We receive top-notch customer service, appreciate the constant communication with our account manager, and are so thankful for the value-add provided by the platform. I also admire YourCause for its constant innovation, visionary thinking and overarching desire to make this world a better place."

**PIMCO**

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<thead>
<tr>
<th>8.5M</th>
<th>12.1M</th>
<th>$1.2B</th>
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<tbody>
<tr>
<td>employees in the system</td>
<td>total volunteer hours recorded</td>
<td>from donations and grants</td>
</tr>
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Fueling Social Impact

Companies Committed to Social Responsibility

Workplace Training

We help customers pursue their own ESG initiatives by providing critical education to empower employees to build a better workplace culture.

- Build a sense of belonging in your workplace through skill building training
- Teach your workforce how to prevent harassment and discrimination
- Give your workforce skills to work effectively by improving inclusion, data security, and culture.
- Promote your values and teach employees to make the right choices when ethical issues arise.

Product Spotlight

We offer a wide selection of compliance and prevention courses to help organizations meet their training objectives, but more importantly to create engaged, educated and empowered employees.

Our training packages include:

- Diversity, Equity, and Inclusion
- Harassment and Inclusion
- HR and People
- Global Ethics and Compliance

Learn more about our platform and programs [here](#).

98% learners are motivated to promote a positive workplace culture
89% learners feel better equipped to report harassment and discrimination
95% learners are confident in their ability to intervene if they witness harassment
1,200 companies using the courses to further workplace culture and compliance
2.4M total hours of learning completed across the globe
1.7M total hours of learning completed across the globe

Companies Committed to Social Responsibility
Governance

Corporate Governance
ESG Oversight
Ethics and Transparency
Human Rights
Responsible Sourcing
Health and Safety
Data Privacy and Security
Risk Management
Corporate Governance

Corporate Governance Guidelines

Blackbaud’s Board of Directors has adopted formal Corporate Governance Guidelines to enhance our effectiveness, uphold the Board’s independence and authority, and to align the interests of directors and management with those of our stockholders and other stakeholders.

Our Board of Directors oversees the company’s governance programs, processes, and commitment, while our executive leadership team is charged with implementation, management, and daily oversight.

We demonstrate our ongoing commitment to operating our business with integrity through corporate governance guidelines, Board committee charters, codes of conduct for employees and partners, and a safe, efficient ethics complaint process.

Supporting Policies

2023 Proxy Statement
2022 Annual Report on Form 10-K
Corporate Governance Guidelines
Code of Business Conduct and Ethics
Code of Ethics for CEO and Senior Financial Officers
Code of Business Conduct and Ethics for Suppliers and Business Partners
Charter of Nominating and Corporate Governance Committee
Charter of the Audit Committee
Charter of the Risk Oversight Committee
Charter of the Compensation Committee
Sustainability Policy
ESG Steering Team Charter
Corporate Governance

Board of Directors

In addition to implementing a tenure limit for independent directors, we added United Airlines Chief Information Security Officer Deneen DeFiore to our board to provide another level of cybersecurity oversight for the company. We also welcomed two additional new board members – Yogesh Gupta and Rupal Hollenbeck.

See our 2022 Proxy for more information on our board members and our committees.

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Leadership

Chairman: Andrew M. Leitch
Compensation Chair: Sarah Nash
Audit Chair: George H. Ellis
Risk Oversight Chair: Andrew M. Leitch
Nominating & Governance Chair: Andrew M. Leitch

Committees

Audit Committee
Compensation Committee
Nominating and Governance Committee
Risk Oversight Committee

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<table>
<thead>
<tr>
<th>Total members</th>
<th>Independent members</th>
<th>Female or Minority</th>
<th>9-year Tenure limit for independent directors</th>
<th>Tenure</th>
<th>Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>7</td>
<td>50%</td>
<td></td>
<td>&lt;3 years</td>
<td>&lt;56</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50%</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3-7 years</td>
<td>56-65</td>
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<td>--</td>
<td>38%</td>
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<td></td>
<td></td>
<td></td>
<td>7-10 years</td>
<td>66-80</td>
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<td></td>
<td></td>
<td>13%</td>
<td>38%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10+ years</td>
<td>38%</td>
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</table>
ESG Oversight

Our Model

We have developed a robust governance model and team structure to guide and provide oversight of our ESG initiatives.

Board of Director Oversight

The Nominating & Corporate Governance Committee for Blackbaud’s board of directors assists the Board and management in overseeing the company's corporate responsibility and ESG matters, including evaluating the integration of ESG principles into business strategy and decision-making, as well as reviewing reports published by the company on ESG matters.

ESG Steering Team

Blackbaud’s ESG Steering Team is chaired by the Sr. Director Workplace Strategy and comprised of designated members from the Executive Leadership Team, as well as other senior leaders. The Team engages with stakeholders, including employee Affinity Groups, to determine ESG priorities and is responsible for ensuring that they are adopted throughout the company. The Team is accountable to the ESG Executive Sponsor, Blackbaud’s CEO.
Ethics and Transparency

Codes of Conduct

We require employees to comply with our Code of Business Conduct and Ethics. Our CEO and certain other executive leaders additionally adhere to our Code of Ethics for CEO and Senior Financial Officers, and we expect those we do business with to act ethically and abide by our Code of Business Conduct and Ethics for Suppliers and Business Partners.

Code of Conduct - Employees

Blackbaud’s Code of Business Conduct and Ethics sets out basic principles to guide all directors, officers, and employees, as well as its subsidiaries. Every Blackbaud employee must complete annual training on the Code of Business Conduct and Ethics, including the company’s human rights and anti-corruption/bribery policies, which consists of reading, understanding, and affirming compliance.

Code of Conduct – CEO and Senior Financial Officers

Blackbaud operates under an additional Code of Ethics, adopted by the Board of Directors, for Blackbaud’s CEO and senior financial officers, including our Chief Financial Officer (CFO), who is our principal accounting officer, our Chief Accounting Officer, or persons performing similar functions.

Code of Conduct – Suppliers and Business Partners

We also expect those we do business with to act ethically and abide by our Code of Business Conduct and Ethics for Suppliers and Business Partners.

Key Components of the Code of Conduct

Whistleblower Claims Process: Provides remedies and mechanisms for all employees to report violations or unethical behavior, including a toll-free ethics hotline.

Associations and Collective Bargaining: Ensures employees can associate freely, form and join organizations, and collectively bargain.


Anti-Corruption and Bribery Compliance: Ensures that, under no circumstances, will the Company allow our Board members, officers, employees, or any third party acting on our behalf, to give or receive bribes or kickbacks in order to influence a business outcome or obtain favorable treatment.
Human Rights

Our Commitment

Blackbaud is committed to human rights and taking opportunities to promote and uphold our responsibilities to respect human rights across our business. We seek to uphold the highest ethical standards and to engage in practices that enhance the welfare, safety, and wellbeing of our workforce, business partners, and wider communities.

We do not tolerate human rights violations, and our Code of Business Conduct and Ethics sets forth several channels for the reporting of suspected violations without fear of retaliation.

We are committed to maintaining a work environment free of violence, threats of violence, abuse, or hostility while keeping our workplaces and facilities sanitary and free from hazards by following safety, environmental, and health rules and practices. We respect the legal rights of our workforce to associate freely, form and join workers organizations, and collectively bargain where permitted by law.

Key Practices

Support the human rights principles contained in the United Nations Universal Declaration of Human Rights, UN Global Compact, Guiding Principles on Business and Human Rights, and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work, and continually develop and review our business practices to uphold our commitment to human rights.


Expect all suppliers and business partners to abide by all laws and regulations of the cities, states, countries, and other jurisdictions in which we operate.

LEARN MORE
Human Rights policy
**Responsible Sourcing**

**Our Commitment**

Blackbaud is strongly committed to business ethics and integrity, responsible sourcing, and the safety and wellbeing of workers across all of its supplier relationships, including our vendors and service providers and their respective employees and agents.

We are an equal opportunity employer, and our suppliers and business partners also may not discriminate in employment opportunities or practices on the basis of age, sex, race, color, national origin, religion or belief, disability, genetic information, marital or civil partnership status, sexual orientation, gender identity, gender reassignment, gender expression, citizenship, pregnancy or maternity, veteran status, or any other status protected by national, federal, state or local law.

All suppliers and business partners must respect and obey the laws and regulations of the cities, states, countries, and other jurisdictions in which we operate, and shall not support or engage in slavery, indentured labor, child labor, or human trafficking in any part of their supply chains. Should we develop knowledge of any unethical or illegal behavior by one of our suppliers or business partners, we will take steps to ensure that the situation is corrected. If the supplier or business partner is unable or unwilling to make the appropriate corrections, we will use our discretion to take disciplinary action, including terminating the business relationship with the supplier or business partner.

We also recognize that there is an opportunity to increase our commitment to sustainability through collaboration with our external stakeholders, and we welcome the opportunity to share ideas on how to achieve common sustainability goals. Additionally, Blackbaud expects all suppliers, business partners, and other external stakeholders to conduct their operations in compliance with all applicable environmental laws and regulations.

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**Key Practices**

All suppliers must abide by the UK Modern Slavery Act of 2015 and the California Transparency in Supply Chains Act of 2010.

Blackbaud require our suppliers, vendors, and business partners to comply with all applicable laws and regulations for all the work they perform for Blackbaud and include compliance language in our contracts and purchase orders.
Health and Safety

Our Commitment

Blackbaud is committed to providing a work environment that is safe, clean, and adheres to city, state, national, and international safety standards and regulations.

This commitment to safety and good health extends to all Blackbaud sites of operation. Information regarding health and safety protocols is accessible for all employees to review through the Blackbaud internal company web site. While Blackbaud begins fostering employee wellbeing through offerings such as our comprehensive health and wellness benefits, some further protocols and company policies which demonstrate Blackbaud’s commitment to health and safety are as follows:

- Employees are encouraged to actively participate in identifying ways to maintain a safe and healthy workplace.
- Employees are required to comply with all applicable health and safety laws, regulations, company policies and any site-specific safety plans.
- Employees must report workplace injuries, illnesses or unsafe conditions that are likely to result in injury or illness to a supervisor, manager or to the Blackbaud Ethics Hotline (800.891.4945).
- Each Blackbaud location possesses up-to-date Occupant Emergency Action Plans (“OEAP”), which provide instructions for all personnel to follow in the event of an emergency, including emergency evacuations. This OEAP is reviewed annually by each location.
- Blackbaud will not tolerate retaliation against an employee for raising good faith safety and health concerns.

Key Practices

Follow a core safety policy that encourages and lays the foundation for a safe and healthy work environment, ensuring our employees do not violate safety rules or put their health or safety at risk while completing a task.

Maintain Operational Emergency Action Plans (OEAP) as part of our overall emergency response system and provide operational preparedness details and emergency response plans and procedures for natural and environmental disasters, as well as other crisis situations that may occur on a Blackbaud site.

Provide training for managers on how to ensure employee safety during emergent situations.

LEARN MORE
Health and Safety Policy
Our customers’ trust is a top priority and is embedded in everything we do. We are committed to providing them the confidence that their technology and data are secure and continue to make significant investments in our security program.

Because security is a shared responsibility, we incorporate data and privacy protection education into the customer onboarding and implementation process, supplemented by ongoing resources such as webinars and best practices content, one-on-one consultations with customer success managers, and bbcon® sessions.

In addition, all Blackbaud employees are required to complete annual Cybersecurity Training.

Learn more about our robust cybersecurity and data privacy practices, or to access our security assessments and audits.
Data Security

Our Investment

We have made a significant investment in building a robust cybersecurity program. The program is built on key cybersecurity foundations that include a focus on people, with a strong team who bring extensive experience across both the private sector and US government. Headcount increased 154% since January 1, 2020, and we anticipate continued growth by nearly 40% by end of 2023. This is on top of and measured against industry frameworks such as the NIST Cybersecurity Framework (NIST CSF). The program supports compliance activities that produce annual PCI DSS, SOC 1, and SOC 2 Type 2 reports that we make available to all customers.

More tactically, the Trust and Security team manages an extensive set of controls across enterprise and product security. We leverage industry-leading tools to implement anti-virus, intrusion prevention, data protection, vulnerability management, cloud security, and event management capabilities, among many others.

Our security teams leverage a variety of capabilities, from adversarial emulation and source code analysis to third-party penetration testing, and we routinely test our incident response activities and maintain proactive relationships with law enforcement.

POLICY LINKS
Blackbaud North America Privacy Policy
Blackbaud Cyber Security Overview
Blackbaud Business Continuity Management
Blackbaud Cyber Security Incident Management and Response Overview
Blackbaud Cyber Security Program and Policy Framework
Blackbaud and the Public Cloud Whitepaper

Key Initiatives

Provide audit reports by request to our subscription customers, their auditors, and our prospective customers, including SOC 2 type 2, SOC 1 type 1, and bridge letters for both SOC 1 and 2 reports, where applicable.

Provide PA-DSS and PCI-DSS attestations of compliance to Blackbaud Internet Services and Blackbaud Payment Solutions.

Maintain Trusted Cloud Provider status with the Cloud Security Alliance, the world’s leading organization dedicated to defining and raising awareness of best practices to help ensure a secure cloud computing environment.

Leverage the Cloud Security Alliance’s CAIQ assessment questionnaires to provide transparency regarding the adherence of our products to the CSA Cloud Controls Matrix. These assessments are made available via the Cloud Security Alliance.
Data Privacy

Our Commitment

Blackbaud has dedicated legal counsel who continually evaluate upcoming and changing regulations as they relate to data privacy to ensure we are aligned to these regulations, as well as provide thought leadership for our customers on the operational impacts of these regulations and compliance requirements.

We believe that all organizations should be responsible custodians of personal data and handle it in an ethical and compliant way. We respect individuals’ sensitivity to the privacy of their information and offer them ways to control it, including providing transparent privacy notices and allowing them to request a copy of the data we collect or request it be erased.

Key Initiatives

Leverage the industry standard CIA Triad Model in conjunction with comprehensive industry control frameworks, compliance regulations, privacy requirements, and best practices, including: NIST CSF, PCI DSS, SOC 1, SOC 2, GDPR, and Cloud Security Alliance.

Continually evaluate upcoming and changing data privacy regulations and provide thought leadership for our customers on the operational impact of these regulations and compliance requirements.

Ensure that our products and internal processes comply with and enable customers to comply with applicable privacy laws, including the General Data Protection Regulation and new comprehensive US state privacy laws like the California Consumer Privacy Act, as amended by the California Privacy Rights Act.
Risk Management

Our Approach

We maintain formalized policies and procedures through the Blackbaud Business Continuity Management Program—modeled after the NIST 800-34 contingency plan for federal information systems. The program strategically equips internal teams to protect, sustain, and recover operations for best assuring the resiliency of the business.

Even in the event of a crisis or disaster, we can ensure unwavering partnership for our customers. Additionally, we recognize our responsibility to assist in lessening the effects of climate change on the environment.

Organizational Risk Alignment

Each of the Board committees oversees risks associated with its respective areas of responsibility:

The Audit Committee oversees risk related to our accounting, tax, financial, and public disclosure processes and assesses risks associated with our financial assets.

The Compensation Committee oversees risks related to our compensation and benefit plans, programs, and policies to ensure sound pay practices that do not enable risks that are reasonably likely to have a material adverse effect on our company.

The Nominating and Corporate Governance Committee seeks to minimize risks related to governance structure by implementing sound corporate governance principles and practices.

The Risk Oversight Committee assists in the oversight of:

• Blackbaud’s risk management, compliance, and control activities as they relate to information technology security
• Cybersecurity risks, including cyber risk management practices, adequacy of cyber-insurance, adequacy of an incident response plan, and our ability to respond to a cyber breach
• Our systems of operational controls regarding certain legal and regulatory compliance
• Compliance with certain legal and regulatory requirements
Metrics

- Key Policies
- Human Capital Metrics
- Environmental Metrics
- GRI
- SASB
- TCFD
Key Policies

**Annual Reporting**
- 2023 Proxy Statement
- 2022 Annual Report on Form 10-K

**Environmental**
- Sustainability Policy

**Governance**
- Code of Business Conduct and Ethics of Blackbaud
- Code of Ethics for CEO and Senior Financial Officers
- Code of Business Conduct and Ethics for Suppliers and Business Partners
- Blackbaud's Human Rights Policy
- Blackbaud's Occupational Health and Safety Policy
- ESG Steering Team Charter
- Corporate Governance Guidelines
- Charter of Nominating and Governance Committee
- Charter of the Audit Committee
- Charter of the Compensation Committee
- Charter of the Risk Oversight Committee

**Data Privacy and Security**
- Blackbaud North America Privacy Policy
- Blackbaud Cyber Security Overview
- Blackbaud Business Continuity Management
- Blackbaud Cyber Security Incident Management and Response Overview
- Blackbaud Cyber Security Program and Policy Framework
- Blackbaud and the Public Cloud Whitepaper
# Human Capital Metrics

## Employee Data

<table>
<thead>
<tr>
<th>Employee Data</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Employees</td>
<td>3,283</td>
<td>3,127</td>
<td>3,130</td>
</tr>
<tr>
<td>% Employees in U.S.</td>
<td>85%</td>
<td>84%</td>
<td>88%</td>
</tr>
<tr>
<td>% Employees Outside U.S.</td>
<td>15%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>% Female Employees</td>
<td>49%</td>
<td>46%</td>
<td>46%</td>
</tr>
<tr>
<td>% Male Employees</td>
<td>51%</td>
<td>54%</td>
<td>54%</td>
</tr>
<tr>
<td>% Female People Managers</td>
<td>49%</td>
<td>54%</td>
<td>54%</td>
</tr>
<tr>
<td>% Male People Managers</td>
<td>51%</td>
<td>54%</td>
<td>56%</td>
</tr>
<tr>
<td>% Females in Tech Roles</td>
<td>34%</td>
<td>34%</td>
<td>32%</td>
</tr>
<tr>
<td>% Males in Tech Roles</td>
<td>66%</td>
<td>66%</td>
<td>68%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee data</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>% White</td>
<td>78%</td>
<td>80%</td>
<td>82%</td>
</tr>
<tr>
<td>% Underrepresented Minority</td>
<td>22%</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>% White People Managers</td>
<td>83%</td>
<td>88%</td>
<td>89%</td>
</tr>
<tr>
<td>% Underrepresented Minority Managers</td>
<td>17%</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>% White in Tech Roles</td>
<td>74%</td>
<td>76%</td>
<td>78%</td>
</tr>
<tr>
<td>% Underrepresented Minority in Tech Roles</td>
<td>26%</td>
<td>24%</td>
<td>22%</td>
</tr>
</tbody>
</table>
## Environmental Metrics

### Electricity Consumption

*The following data represents Scope 2 Electricity Consumption in CY 2022.*

<table>
<thead>
<tr>
<th>Scope 2 - Electricity Consumption (kWh)</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global HQ Office</td>
<td>2,231,144</td>
</tr>
<tr>
<td>London Office</td>
<td>11,835</td>
</tr>
<tr>
<td>Washington DC Office</td>
<td>132,002</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,374,981</strong></td>
</tr>
</tbody>
</table>

### Renewable Energy

*We achieved carbon neutrality in 2022 through the purchase of 2,229 EAC's covering Scope 2 emissions and 4,036 carbon offsets covering Scope 1 and 3 categories: Data Center, Waste, Business Travel, Work from Home and Employee Commuting.*

<table>
<thead>
<tr>
<th>Renewable Energy (MTCO$_2$e)</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carbon Offsets</strong></td>
<td></td>
</tr>
<tr>
<td>Mississippi – GreenTrees ACRE</td>
<td>2,825</td>
</tr>
<tr>
<td>Uganda – Bukaleba Forest</td>
<td>1,211</td>
</tr>
<tr>
<td><strong>Environmental Attribute Certificates (EAC's)</strong></td>
<td><strong>2,229</strong></td>
</tr>
<tr>
<td>US Green-e Wind RECs</td>
<td>2,217</td>
</tr>
<tr>
<td>U.K. REGOs</td>
<td>12</td>
</tr>
</tbody>
</table>
## Environmental Metrics

### Greenhouse Gas (GHG) Emissions

The following data represents our Scope 1, 2, and 3 emissions for CY 2022.

### Total Scope 1 & 2 (MTCO2e) 2022

<table>
<thead>
<tr>
<th>Scope</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1</td>
<td>9</td>
</tr>
<tr>
<td>Scope 2 (location-based)</td>
<td>633</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>642</td>
</tr>
</tbody>
</table>

### Total Scope 1 & 2 by Region (MTCO2e) 2022

<table>
<thead>
<tr>
<th>Region</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>639</td>
</tr>
<tr>
<td>EMEA</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>642</td>
</tr>
</tbody>
</table>

### Scope 3 (MTCO2e) 2022

<table>
<thead>
<tr>
<th>Scope Description</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Purchased Goods &amp; Services</td>
<td>18,210</td>
</tr>
<tr>
<td>2. Capital Goods</td>
<td>2,876</td>
</tr>
<tr>
<td>3. Fuel Related</td>
<td>34</td>
</tr>
<tr>
<td>4. Upstream Transportation</td>
<td>Blackbaud has no physical products</td>
</tr>
<tr>
<td>5. Waste</td>
<td>14</td>
</tr>
<tr>
<td>6. Business Travel</td>
<td>782</td>
</tr>
<tr>
<td>7. Employee Commuting / Work From Home</td>
<td>133 / 972</td>
</tr>
<tr>
<td>8. Upstream Leased Assets</td>
<td>All offices included in Scope 1 &amp; 2</td>
</tr>
<tr>
<td>9. Downstream Distribution</td>
<td>Blackbaud has no physical products</td>
</tr>
<tr>
<td>10. Processing of Sold Products</td>
<td>Blackbaud has no physical products</td>
</tr>
<tr>
<td>11. Use of Sold Product</td>
<td>Not yet calculated since not commonly reported for software companies</td>
</tr>
<tr>
<td>12. End of Life Treatment of Sold Products</td>
<td>Blackbaud has no physical products</td>
</tr>
<tr>
<td>13. Downstream Leased Assets</td>
<td>Blackbaud does not lease assets</td>
</tr>
<tr>
<td>14. Franchises</td>
<td>Blackbaud does not have franchises</td>
</tr>
<tr>
<td>15. Investments</td>
<td>Blackbaud has no major relevant investments</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>23,021</td>
</tr>
</tbody>
</table>
## GRI Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>02 General Disclosures</td>
<td>2-1: Name of the organization</td>
</tr>
<tr>
<td></td>
<td>2-2: Entities included in the organization’s sustainability reporting</td>
</tr>
<tr>
<td></td>
<td>2-3: Reporting period, frequency and contact point</td>
</tr>
<tr>
<td></td>
<td>2-4: Restatements of information</td>
</tr>
<tr>
<td></td>
<td>2-5: External assurance</td>
</tr>
<tr>
<td></td>
<td>2-6: Activities, value chain, and other business relationships</td>
</tr>
<tr>
<td></td>
<td>2-7: Employees</td>
</tr>
</tbody>
</table>

IR@blackbaud.com
Introduction

Our Commitment

Environmental

Social

Governance

Metrics

GRI Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>02 General Disclosures</td>
<td></td>
</tr>
<tr>
<td>2-8: Workers who are not employees</td>
<td>Our Human Capital data can be found in our ESG Report</td>
</tr>
<tr>
<td>2-9: Governance structure and composition</td>
<td>Our Board of Directors oversees the company’s governance programs, processes and commitment, while our executive leadership team is charged with implementation, management, and daily oversight. Our guiding governance principles can be found in our Code of Business Conduct and Ethics of Blackbaud, Code of Ethics for CEO and Senior Financial Officers, Code of Business Conduct and Ethics for Suppliers and Business Partners, Corporate Governance Guidelines, and the charters of the various committees of our Board of Directors. These principles provide the building blocks for the many specific policies and procedures by which we operate daily. We are proud of our strong governance and compliance culture and are committed to best practices throughout our organization.</td>
</tr>
</tbody>
</table>

2-10: Nomination and selection of the highest governance body | Corporate Governance Guidelines; 2023 Proxy Statement; Charter of Nominating and Governance Committee |

2-11: Chair of the highest governance body | Charter of Nominating and Governance Committee |

2-12: Role of the highest governance body in overseeing the management of impacts | 2023 Proxy Statement; Corporate Governance Guidelines |

2-13: Delegation of responsibility for managing impacts | Corporate Governance Guidelines; 2023 Proxy Statement; Charter of Nominating and Governance Committee |
## GRI Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>02 General Disclosures</td>
<td>2-14: Role of the highest governance body in sustainability reporting</td>
</tr>
<tr>
<td></td>
<td>2-15: Conflicts of interest</td>
</tr>
<tr>
<td></td>
<td>2-16: Communication of critical concerns</td>
</tr>
<tr>
<td></td>
<td>2-17: Collective knowledge of the highest governance body</td>
</tr>
<tr>
<td></td>
<td>2-18: Evaluation of the performance of the highest governance body</td>
</tr>
<tr>
<td></td>
<td>2-19: Remuneration policies</td>
</tr>
<tr>
<td></td>
<td>2-20: Process to determine remuneration</td>
</tr>
<tr>
<td></td>
<td>2-21: Annual total compensation ratio</td>
</tr>
<tr>
<td></td>
<td>2-22: Statement on sustainable development strategy</td>
</tr>
<tr>
<td></td>
<td>2-23: Policy commitments</td>
</tr>
</tbody>
</table>
## GRI Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>02 General Disclosures</td>
<td>2-25: Conflicts of interest</td>
</tr>
<tr>
<td></td>
<td>2-26: Mechanisms for seeking advice and raising concerns</td>
</tr>
<tr>
<td></td>
<td>2-27: Compliance with laws and regulations</td>
</tr>
<tr>
<td></td>
<td>2-29: Approach to stakeholder engagement</td>
</tr>
<tr>
<td>3-1 Process to determine material topics</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>3-2 List of material topics</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>3-3 Management of material topics</td>
<td>2022 ESG Report</td>
</tr>
</tbody>
</table>
## GRI Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>301 Materials</td>
<td></td>
</tr>
<tr>
<td>301-1: Materials used by weight or volume</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>301-2: Recycled input materials used</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>301-3: Reclaimed products and their packaging materials</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>302 Energy</td>
<td></td>
</tr>
<tr>
<td>302-1: Energy consumption within the organization</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>302-2: Energy consumption outside of the organization</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>302-3: Energy intensity</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>302-4: Reduction of energy consumption</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>302-5: Reductions in energy requirements of products and services</td>
<td>2022 ESG Report</td>
</tr>
</tbody>
</table>
## GRI Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>303 Water and Effluents</td>
<td></td>
</tr>
<tr>
<td>303-1: Interactions with water as a shared resource</td>
<td>n/a</td>
</tr>
<tr>
<td>303-2: Management of water discharge-related impacts</td>
<td>n/a</td>
</tr>
<tr>
<td>303-3: Water withdrawal</td>
<td>n/a</td>
</tr>
<tr>
<td>303-4: Water discharge</td>
<td>n/a</td>
</tr>
<tr>
<td>303-5: Water consumption</td>
<td>2022 ESG Report</td>
</tr>
</tbody>
</table>

### 304 Biodiversity

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</td>
<td>n/a</td>
</tr>
<tr>
<td>304-2: Significant impacts of activities, products, and services on biodiversity</td>
<td>n/a</td>
</tr>
<tr>
<td>304-3: Habitats protected or restored</td>
<td>n/a</td>
</tr>
<tr>
<td>304-4: IUCN Red List species and national conservation list species with habitats in areas affected by operations</td>
<td>n/a</td>
</tr>
<tr>
<td>304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</td>
<td>n/a</td>
</tr>
<tr>
<td>Reference</td>
<td>CY2022</td>
</tr>
<tr>
<td>-----------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>305 Emissions</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>305-1: Direct (Scope 1) GHG emissions</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>305-2: Energy indirect (Scope 2) GHG emissions</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>305-3: Other indirect (Scope 3) GHG emissions</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>305-4: GHG emissions intensity</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>305-5: Reduction of GHG emissions</td>
<td>2022 ESG Report</td>
</tr>
<tr>
<td>305-6: Emissions of ozone-depleting substances (ODS)</td>
<td>n/a</td>
</tr>
<tr>
<td>305-7: Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions</td>
<td>n/a</td>
</tr>
</tbody>
</table>
## GRI Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>306 Effluents and Waste</td>
<td></td>
</tr>
<tr>
<td>306-1: Water discharge by quality and destination</td>
<td>n/a</td>
</tr>
<tr>
<td>306-2: Waste by type and disposal method</td>
<td>n/a</td>
</tr>
<tr>
<td>306-3: Significant spills</td>
<td>n/a</td>
</tr>
<tr>
<td>306-4: Transport of hazardous waste</td>
<td>n/a</td>
</tr>
<tr>
<td>306-5: Water bodies affected by water discharges and/or runoff</td>
<td>n/a</td>
</tr>
<tr>
<td>307 Environmental Compliance</td>
<td></td>
</tr>
<tr>
<td>307-1: Non-compliance with environmental laws and regulations</td>
<td>n/a</td>
</tr>
</tbody>
</table>
# SASB Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>SASB TC-SI-130a.1</td>
<td>(1) Total Energy Consumed, (2) Percentage Grid Electricity, (3) Percentage Renewable</td>
</tr>
<tr>
<td><strong>Scope 1:</strong></td>
<td>2,369 therms of gas = 9 metric tons of CO₂e; 9 carbon removal offsets procured to neutralize Scope 1 emissions</td>
</tr>
<tr>
<td><strong>Scope 2:</strong></td>
<td>2,375 MWh (146 MWh from on-site solar) = 633 metric tons of CO₂e location-based emissions; 2,229 RECs procured to neutralize Scope 2 emissions (for 0 metric tons of CO₂e market-based emissions &amp; 100% renewable electricity)</td>
</tr>
<tr>
<td><strong>Scope 3:</strong></td>
<td>Co-Lo &amp; Cloud Data Centers = 2,126 metric tons of CO₂e; 2,126 carbon removal offsets procured Waste-related emissions = 14 metric tons of CO₂e; 14 carbon removal offsets procured Business travel = 782 metric tons of CO₂e; 782 carbon removal offsets procured Employee commuting = 133 metric tons of CO₂e; 133 carbon removal offsets procured Estimated electricity emissions of employees working from home = 972 metric tons of CO₂e; 972 carbon removal offsets procured</td>
</tr>
<tr>
<td>SASB TC-SI-130a.2</td>
<td>(1) Total Water Withdrawn (2) Total Water Consumed, Percentage of each in Regions with High or Extremely High Baseline Water Stress</td>
</tr>
<tr>
<td><strong>SASB TC-SI-130a.3</strong></td>
<td>Discussion of the integration of environmental considerations into strategic planning for data center needs</td>
</tr>
<tr>
<td>SASB TC-SI-220a.1</td>
<td>Policies and Procedures Relating to Behavioral Advertising and User Privacy</td>
</tr>
<tr>
<td>SASB TC-SI-220a.2</td>
<td>Number of Users Whose Information is Used for Secondary Purposes</td>
</tr>
</tbody>
</table>

5,227 M³ used at Charleston HQ office for water & sewer; 3,417 M³ used for Charleston HQ irrigation
### SASB Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>SASB TC-SI-220a.3</td>
<td>Monetary Losses as a Result of Legal Proceedings Associated with User Privacy.</td>
</tr>
<tr>
<td></td>
<td>Personal data for which Blackbaud is the data controller is used in accordance with our privacy policy. Blackbaud does not use customers’ constituent data consisting of personal data for purposes other than as stated in the BSA.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>SASB TC-SI-220a.4</td>
<td>0</td>
</tr>
<tr>
<td>(1) Number of Law Enforcement Requests for User Information, (2) Number of Users whose Information was Requested, (3) Percentage Resulting in Disclosure</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>SASB TC-SI-220a.5</td>
<td>0</td>
</tr>
<tr>
<td>Countries Where Core Products Are Subject to Government Monitoring or Censoring</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>SASB TC-SI-230a.1</td>
<td>0</td>
</tr>
<tr>
<td>(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected</td>
<td>Blackbaud 2022 Annual Report on Form 10-K</td>
</tr>
</tbody>
</table>

### Reference
- SASB TC-SI-330a.3
- SASB TC-SI-220a.3
- SASB TC-SI-220a.4
- SASB TC-SI-220a.5
- SASB TC-SI-230a.1
## SASB Metrics

<table>
<thead>
<tr>
<th>Reference</th>
<th>CY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>SASB TC-SI 330a.1</td>
<td>% Employees in U.S. 85%</td>
</tr>
<tr>
<td>SASB TC-SI 300a.2</td>
<td>Employee Engagement</td>
</tr>
<tr>
<td></td>
<td>Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations</td>
</tr>
</tbody>
</table>

### Reference

- **SASB TC-SI-330a.1**
  - % Employees in U.S.
  - 85%

- **SASB TC-SI-300a.2**
  - Employee Engagement
  - Our annual survey was distributed in March 2022. The survey results were shared with employees via series of workshops and meetings followed by a pulse survey.
  - We achieved 90% employee participation in the annual survey and 78% participation in the follow-up pulse survey.

- **SASB TC-SI-520a.1**
  - Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations
  - $0

- **SASB TC-SI-550a.2**
  - Commitment to Business Continuity and Risks Related to Operations Disruptions
  - Blackbaud 2022 Annual Report on Form 10-K; 2023 Proxy Statement
TCFD

Blackbaud is providing the following table that indicates where readers can find disclosures that address the recommendations of the Task Forces on Climate-Related Financial Disclosures (TCFD). Blackbaud intends to further align its disclosures with the recommendations of the TCFD by completing scenario analysis. That work is underway and will be documented in our 2023 report.

### Recommended Disclosures

<table>
<thead>
<tr>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Describe the board’s oversight of climate-related risks and opportunities.</td>
</tr>
<tr>
<td>b) Describe management’s role in assessing and managing climate-related risks and opportunities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response/Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blackbaud’s CEO and the Board of Directors Nominating and Corporate Governance Committee oversee ESG and climate-related risks. In addition, we have an ESG Steering Committee chaired by the vice president of Global Social Responsibility and comprised of designated members from the Executive Leadership Team, as well as other senior leaders. The Committee engages with stakeholders, including employee affinity groups, to determine ESG priorities and is responsible for ensuring that they are adopted throughout the company. The Committee is accountable to the ESG executive sponsor, Blackbaud’s CEO.</td>
</tr>
<tr>
<td>Blackbaud’s CEO, the Board of Directors Nominating and Corporate Governance Committee and the ESG Steering Committee oversee the implications of sustainability issues and climate change. These committees consider the implications of climate change for the business and oversee the company’s strategic planning of resources and investments in response to the risk and opportunities that might arise.</td>
</tr>
</tbody>
</table>
TCFD

Recommended Disclosures

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Response/Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</td>
<td>We are in the process of evaluating both the risks and opportunities of climate change. We have completed a cursory analysis of our risks but plan to do a more extensive review of these risks in future reports.</td>
</tr>
<tr>
<td>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.</td>
<td>We have not yet completed a scenario analysis to identify opportunities. We hope to conduct a scenario analysis soon.</td>
</tr>
</tbody>
</table>

For our initial risk review, we have identified climate-related risks and opportunities that may affect us over the short-, medium-, and long-term. These include:

**Physical Risks:** The long-term effects of climate change on the global economy and our industry may impact our business operations and those of our suppliers, customers and partners. Climate change increases the severity and frequency of extreme weather events such as hurricanes, wildfires, floods, heat waves, or power shortages, all of which could lead to business disruptions. The locations of our principal executive offices and our data centers are vulnerable to the effects of climate events and other natural disasters, including hurricanes, heat waves and earthquakes, which we have experienced in the past. In addition, the effects of climate change are harder to mitigate for our remote-first workforce, which exposes the Company to business disruption. Even though we carry business interruption insurance policies and typically have provisions in our commercial contracts that protect us in certain events, we might suffer losses as a result of business interruptions that exceed the coverage available under our insurance policies or for which we do not have coverage. Any natural disaster or catastrophic event affecting us could have a significant negative impact on our operations.

**Regulatory Risks:** Expected new regulations and standards relating to public disclosure, including those related to climate change, could adversely impose significant costs on us to comply with such regulations.

**Reputation Risks:** A failure to meet our climate-related goals, such as our commitment and progress towards reduction of greenhouse gas emissions, could damage our reputation, affect our financial performance and ability to attract and retain talent.
### TCFD

<table>
<thead>
<tr>
<th>Recommended Disclosures</th>
<th>Response/Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td></td>
</tr>
<tr>
<td>c) Describe the resilience of the organization’s strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.</td>
<td>Blackbaud has not yet performed a detailed scenario analysis. We intend to do more work in this area in 2023/2024. We plan to evaluate if and where our strategies may be affected by climate-related risks and opportunities as well as how our strategies might change to address such potential risks and opportunities.</td>
</tr>
</tbody>
</table>
## TCFD

<table>
<thead>
<tr>
<th>Recommended Disclosures</th>
<th>Response/Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk Management</strong></td>
<td></td>
</tr>
<tr>
<td>a) Describe the organization’s processes for identifying and assessing climate related risks.</td>
<td>Blackbaud is in the early stages of formally identifying and assessing climate related risks. Our goal is to leverage our Executive Leadership Team, ESG Steering Team along with our Workforce Strategy, Real Estate and Enterprise Risk teams to identify and assess climate-related risks. We plan to conduct more thorough qualitative and quantitative climate-related physical and transition risk and opportunity assessments.</td>
</tr>
<tr>
<td>b) Describe the organization’s processes for managing climate related risks.</td>
<td>As with other key enterprise risks, climate-related risks will be managed as part of our cross-functional enterprise risk management process that includes our Executive Leadership Team and our Board of Directors through its Risk Committee and Nominating and Governance Committee. Additionally, the ESG Steering Team will work closely with our Enterprise Risk Team to consider climate-related risks in connection with developing climate-related goals and operational strategies to achieve our objectives.</td>
</tr>
<tr>
<td>c) Describe how processes for identifying, assessing, and managing climate related risks are integrated into the organization’s overall risk management.</td>
<td>The ESG Steering Team and our Executive Leadership Team will determine how climate risks are integrated in our organizations overall risk management process. The ESG Steering Team meets quarterly to discuss ESG topics including climate-related risks, opportunities, and strategies to advance our ESG goals. Our Workforce Strategy, Real Estate and Enterprise Risk teams traditionally manage physical climate-related risks as part of our Business Continuity and Disaster Recovery functions. This includes extreme weather events and natural disasters. Our Disaster Recovery and Business Continuity Plans are reviewed on a regular basis to ensure steps are in place to identify and respond before, during, and after a service continuity event.</td>
</tr>
</tbody>
</table>
Thank you for learning about the steps Blackbaud has taken in 2022 across our ESG priorities.

We are proud of what our employees, partners, and community of customers have accomplished to make a global impact and look forward to making even more progress in the year to come.

Feedback?
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