

blackbaud®

# Blackbaud Impact Report

2023 Environmental, Social, and Governance



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# Introduction

Message From Our CEO

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# Message From Our CEO



## Mike Gianoni

*President, CEO  
and Vice Chairman of the  
Board*

At Blackbaud, we don't just create software.  
We fuel change.

We're committed to unleashing the flow of generosity  
from every source and to making the essential  
business operations of social impact flow seamlessly.

We do our own part, too, by taking action on the  
issues that matter most to our people, our planet,  
and our society.

This report explores how we have advanced our  
environmental, social, and governance priorities  
in the past year. It's a detailed view into the  
standards we hold ourselves to as a corporate  
citizen and the positive changes we're committed  
to making in the world.

The progress this report documents reflects our  
commitment to catalyzing bold social impact as the  
leading software provider for the social impact sector.

It's also a demonstration of how we are continually  
improving our own business practices, setting high  
standards, and reporting with transparency on our efforts.

I am proud of the progress we have made—and energized  
by the work we have ahead.

And even more deeply, I am grateful for our amazing team  
of employees around the world, and our unparalleled  
community of customers who inspire us every day with  
their impact.

Thank you,

A handwritten signature in blue ink that reads "Mike Gianoni".

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 software expands what is possible across the nonprofit and education sectors, at companies committed to social responsibility, and for individual changemakers.

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

Today, we are at the forefront of a massive transformation in how social impact happens. As companies embrace purpose in an unprecedented way, Blackbaud is unleashing the flow of resources across the private, social, and public sectors – powering the vital technical infrastructure that transforms generosity into impact and connects people to causes, institutions and one another.

With four decades of expertise and powerful data intelligence delivering insight in our software, our solutions fuel social impact across the globe for organizations and institutions of every size.

## Fast Facts

**NASDAQ:** BLKB

**Website:** [blackbaud.com](https://blackbaud.com)

**2023 Total Revenue:** \$1.1 billion

**Employees:** 2,981

**Founded:** 1981

**CEO:** Mike Gianoni

**Media Contact:** [media@blackbaud.com](mailto:media@blackbaud.com)

**Locations:** Remote-first company headquartered in Charleston, SC with operations in the United States, Asia Pacific, Canada, Costa Rica, and the United Kingdom.

### Global HQ:

Blackbaud, Inc.  
65 Fairchild St, Charleston, SC  
29492



We are  
**Stronger  
together.**



We are  
**Powered  
by purpose.**



We are  
**Inspired  
to innovate.**



We are  
**Always  
aiming higher.**



# Fueling Social Impact



## People everywhere use our trusted tools to make a difference.




A spark of generosity ignites with secure and intuitive **online 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 Our 2023 Report

In this report, we share how we manage our Environmental, Social, and Governance opportunities and risks, using both qualitative and quantitative data. We aim to:

- Raise stakeholder awareness of the topics that matter most to us and our customers
- Showcase our governance, strategy, and actions to address the environmental, social, and corporate governance issues that affect our long-term value creation
- Present our goals and the non-financial metrics that track our progress

We follow the reporting standards of the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB Standards), and the Task Force on Climate-Related Financial Disclosures (TCFD). You can find the GRI, SASB, and TCFD indexes in the Metrics section of the report.

We also disclose key policies, processes, and procedures in the [Key Metrics](#) section of this report.

We did not seek third-party assurance for this report, but we may do so in the future. We ensured the accuracy and reliability of the information and data on the various topics in this report through internal verification.

For financial performance, please see the Annual Report on Form 10-K and our Proxy Statement on our [IR website](#).

For any other general information, please visit [blackbaud.com](https://blackbaud.com).





# Our Commitment

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Our Approach

Materiality Assessment

Our Priorities

2023 Highlights





# Our Approach

## Our Approach

We believe that we will drive long-term, sustainable value for all stakeholders by operating of our business through a world-class sustainability and inclusion lens. We have a robust governance model that includes our Board of Directors and 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 variety of channels, as shown in the table below.

## Stakeholder Input

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

## ESG Governance

### Board of Directors

Nominating and Corporate Governance Committee

[Committee Charter](#)

### Steering Team

- Chief Executive Officer
- Chief Financial Officer
- Chief People & Culture Officer
- General Counsel
- EVP, Corporate Impact
- Sr. Director, Workforce Strategy

[Steering Team Charter](#)

\*In January 2024, Blackbaud created an Inclusion and Sustainability Council comprised of employee leaders which fully incorporate our ESG Strategy. The council is chaired by our CEO, Mike Gianoni and VP, Talent Acquisition & Inclusion, Stephanie Walker, with the ESG project leader being Otto Orr, Sr Director of Workforce Strategy. This evolution of the council continues to have the Board of Directors Nominating and Corporate Government Committee oversee our progress with ESG.



# Materiality Assessment

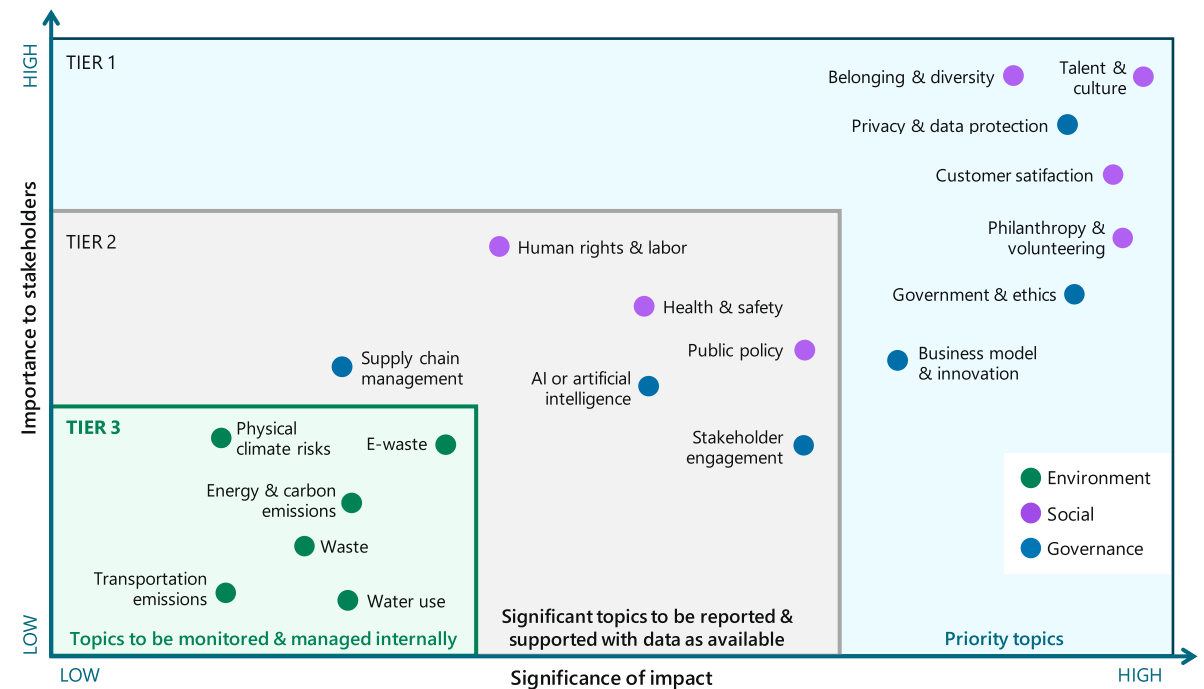
## Materiality Survey

Through a formal materiality assessment completed in Q4 2021, we identified the topics that are most important to our business and our stakeholders. The assessment included a survey of cross-functional, internal stakeholders 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 determine our priorities.

Our plan is to conduct a new assessment in Q4 2024. We anticipate topics like AI (artificial intelligence) shifting higher in both importance and potential impact. The results of this assessment will determine our priorities in future years.

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



# Our Priorities

The collective feedback from our internal and external stakeholders was reviewed by our Steering Team. Through a prioritization process, four key priorities for Blackbaud emerged. Establishing these key 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 focus on inclusion 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 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
- 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 Changemakers
  - 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. We continue to make significant investments in our security program.*

### Strategic objectives

- Expertise
- Process
- Talent
- Technology



# 2023 Highlights



## People & Culture/ HR

We benefit from an engaged employee population motivated to join Blackbaud by our values and our mission to support organizations and individuals driving social impact. Our culture is built on 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, inclusion, and our long history of commitment to philanthropic work.

The 2023 awards highlighted here represent our focus on creating a thriving culture and our employees' dedication and commitment to social impact.

### Philanthropy

**70%**

of employees volunteered in 2023

### Talent Development

**18,000**

courses available through LinkedIn Learning®

### Inclusion

**43%**

employees belong to an Affinity Group

## Sampling of 2023 Awards and Recognition



# 2023 Highlights



## Fueling Social Impact

The most powerful way we build a better world is by fueling the impact of our customers.

Our software enables causes to secure the resources they need to drive change, and powers vital learning that transforms lives and communities.

## Impact at Scale

**\$100B+**

raised, granted, or managed through our platforms every year

**Millions**

of users and supporters in 100+ countries

## Individual Changersmakers

**19M**

donations for good causes through **JustGiving**

**1M+**

fundraising pages created on **JustGiving**

## Schools, Universities, and Education Institutions

**3.2M**

students in critical skills education through **EVERFI**

**8.8M**

hours of learning across the globe through **EVERFI**

## Nonprofits and Charities

**21%**

increase in average gift size using **Blackbaud Raiser's Edge NXT** and analytics<sup>1</sup>

**27%**

increase in total amount from major gifts using **Blackbaud Raiser's Edge NXT** and analytics<sup>1</sup>

## Companies

**65%**

increase in volunteer hours powered through **YourCause**

**1.9M**

learners completed **EVERFI** workplace training

<sup>1</sup>over a 2 year period



# 2023 Highlights



## 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 participate in CDP’s public disclosure and align reporting with the TCFD recommendations.

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

**23%**

energy reduction in Global HQ since 2019

**45%**

water reduction in Global HQ since 2019

### Decarbonization

**100%**

carbon neutrality for 2023 emissions

**92%**

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

**C**

Blackbaud continues to disclose our climate data to CDP



# 2023 Highlights



## Governance & Data Responsibility

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 we continue to make significant investments in our security program.

### Expertise

- Blackbaud Named **Governance Team of the Year** in Governance Intelligence's Annual Corporate Governance Awards. The Corporate Governance Awards recognize outstanding achievements in governance, risk, and compliance.
- To help our customers navigate relevant data privacy laws and regulations, we have created a **Resource Center** providing expertise across geographies.

### Process

- In December 2023, the Board amended the **tenure limits** for its independent directors within our Corporate Governance Guidelines, which state that an independent director of the Company will not be nominated for election as a director if he or she has, or will have, served on the Board for twelve years or more as of the date scheduled for his or her next election.

### Talent

- Appointed a **Chief Privacy Officer** role to oversee our data privacy and manage risks related to privacy compliance and privacy laws.
- We have **increased the specialization** of our cybersecurity team in the areas of incident response, vulnerability management, enterprise architecture, data protection and more.

### Technology

- 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

Climate change is a pressing challenge that we must play a role in addressing—not only is it the right thing to do, but it's essential for our long-term sustainability. We are committed to reducing our environmental impact and supporting our customers in their sustainability efforts. Here are some of the ways we are making a difference:

LEARN MORE ABOUT OUR  
[Sustainability Policy](#)



## Decarbonization

- Maintain carbon neutrality by procuring carbon removal offsets for Scope 1 and select Scope 3 emissions categories, as well as Green-e certified 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)
- Measure and report 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

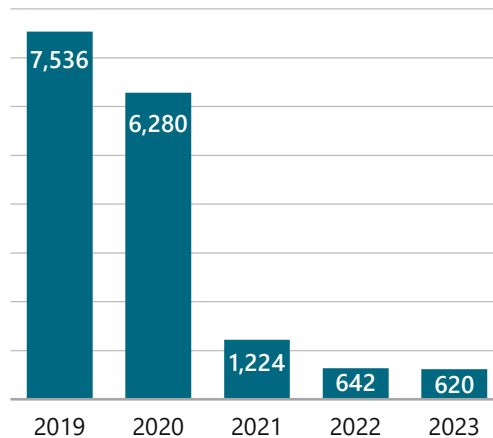
- Partner with and fund organizations making meaningful climate change impact
- Develop partnerships to facilitate employee learning and volunteering for climate solutions
- Engage and activate global employees around CSR/ESG (including volunteering)
- Continue to raise awareness of climate-related challenges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

# Decarbonization

## Reducing Our Global Emissions

In 2020, we announced a new workforce strategy, allowing employees the ability 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, we have maintained a 92% reduction in Scope 1 and 2 emissions since 2019.

Global Emissions: Scope 1 and 2 (MTCO<sub>2</sub>e)

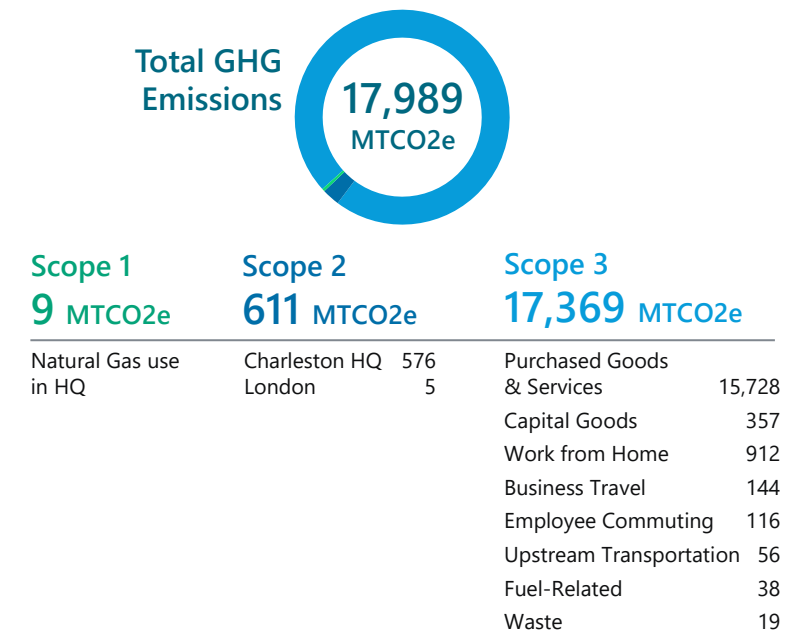


## Measuring and Managing Scope 3

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 exploring ways to reduce our Scope 3 emissions.

## Scope 1, 2, and 3 Emissions: 2023

The following is a breakdown of our Scope 1, 2, and 3 emissions for calendar year 2023. As shown, **Scope 3 emissions account for 97% of our total emissions footprint.**



# Decarbonization

## Carbon Neutrality

In 2023, as in 2021 and 2022, we achieved carbon neutrality across our business operations through a combination of on-site solar, Green-e certified Environmental Attribute Certificates (EACs), and carbon offset projects.

Investing in certificates 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 2023 through the purchase of 2,102 EACs, covering our Scope 2 emissions, and 4,581 carbon credits, 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.

## 2023 Carbon Offset Investments

We are proud to announce that in 2023 we invested in the following reforestation carbon offset projects:

[Bukaleba Forest Project - Jinja, Uganda](#)  
[Reforestation of Degraded Land - India](#)

## 2024 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 plan to continue 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 2023 climate data to CDP and receive a **C score***

# Responsible Operations

## Reducing Our Global Footprint

Here's how we're doing our part:

- Reducing energy and water in our global HQ
- Limiting business travel and employee commuting via digital-first approach
- Optimizing real estate portfolio using "on-demand" solutions
- Reducing waste consumption and adhering to international e-waste guidelines

## Building Sustainability Into Our Global HQ



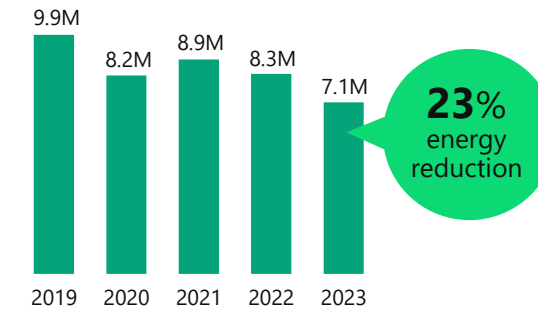
Solar panel farm at LEED Gold HQ in Charleston, SC

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 HQ has helped our teams achieve a 23% reduction in total energy consumption since 2019.

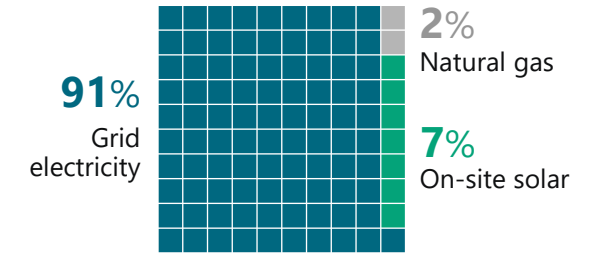
Our HQ building is the only location where we have direct control of water consumption. We have implemented low-flow fixtures, native landscaping, and optimized cooling tower controls to achieve 45% water reductions since 2019.

## Global HQ: Energy Reductions

### HQ Energy Consumption (kBtu)

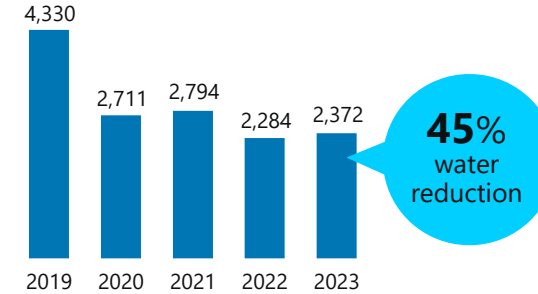


### Energy Use by Source

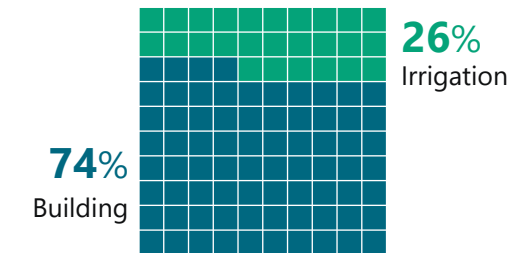


## Global HQ: Water Reductions

### HQ Water Consumption (kG US)



### Water Use by Source



# 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*, which strives to “pass the mic” to the climate heroes who often go unheard. Those most vulnerable to the impacts of climate change and the climate crisis are usually not represented in climate conversations.

## Employee Engagement

Engaging our employees in this work is important to us. In 2023, employees participated in an interactive learning experience that featured “environmental superheroes” as part of Project Drawdown's documentary series, *Drawdown's Neighborhood*.

### **Project Drawdown's Impact:**

*Below are some highlights from Project Drawdown's 2023 impact report summarizing the areas of impact supported by Blackbaud's commitment.*

- Project Drawdown launched the *Drawdown's Neighborhood* climate solutions short documentary series, and released nearly 50 episodes from Pittsburgh, PA; Atlanta, GA; Minneapolis and St. Paul, MN; New Orleans, LA; and the Tri-State area of New York, New Jersey, and Connecticut.
- This year, Project Drawdown facilitated more than 50 virtual talks and educational workshops, including a Drawdown Ignite webinar with close to 2,000 registrants.
- *Drawdown's Neighborhood* stories were featured in numerous editorial collaborations with National Geographic and Pinterest in 2023.
- In May 2022, a distribution deal with the Weather Channel amplified *Drawdown's Neighborhood* impact and coverage overall, both by streaming it on the Pattern network and by welcoming Project Drawdown's director of storytelling to appear on the show to promote the inspiring series.

# Social

People and Culture / HR

Employee Engagement

Talent Development

Employee Wellbeing

Philanthropy

Inclusion

Fueling Social Impact

Individual Changemakers

Schools and Universities

Nonprofits and Charities

Companies



*Blackbaud employees participate in a volunteering event.*



# People and Culture / HR

## 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 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 wellbeing, our long history of commitment to philanthropic work, and inclusion.



### Employee Engagement

- Global on-boarding program
- Annual engagement survey
- Annual pulse survey
- Quarterly all-hands meetings
- Regional Connection Gatherings



### Talent Development

- Continuous learning through workforce career development and skills related training
- Regular Performance Check-ins
- Performance measurement against company goals
- Annual Total Reward Statements for all employees



### Employee Wellbeing

- Holistic approach to wellbeing
- Digital-first education and training
- Global Wellbeing Support Center
- Inclusive policies and benefits



### Philanthropy

- Giving
- Board service
- Volunteerism
- Grantmaking



### Inclusion

- Training and Awareness
- Affinity Groups
- Community Investment and Partnerships

# Employee Engagement

## Listening to Our People

Our vision is to create a culture that thrives and delivers an engaged, inclusive employee experience to all. To accomplish 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.
- Holding global Regional Connection Gatherings that bring employees together to connect with senior leaders and to participate in a volunteer event.
- Offering 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. **Over 70% of employees reported that they volunteered last year**, and one in seven serves on a nonprofit board or committee—direct experience that enables them to better serve our customer base.

### Survey Data

**91%**

participation  
in annual Employee  
Engagement Survey  
April 2023

**86%**

of employees  
feel the work they  
do at Blackbaud is  
important





# Talent Development

## Our Approach

Our talent development approach at Blackbaud spans the full life cycle of employees, from the moment an employee accepts a position all the way 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 Learning 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, training, and pathways for internal mobility.

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 focused on delivering results. Opportunities for career development through on-demand and company-led trainings are delivered through our DevelopU learning platform, where we bring together custom and procured education content such as 18,000 training courses in 7 different languages from 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.

# 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 wellbeing and pay-for-performance. We place significant importance on providing wellbeing benefits that support the **emotional, social, intellectual, physical, and financial wellbeing** 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 self-paced learning resources through our Global Wellbeing Support Center. We provide quarterly Financial Wellbeing Offerings through our financial fitness weeks, which offer live emotional wellbeing sessions focused on mental health for topics.. We also encourage employees to participate in activity-based wellbeing challenges focused on the benefits of physical activity, nutrition, hydration, and sleep.

## 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.

We've made several additions and adjustments based on employee feedback.

- Addition of Wellbeing Days
- Addition of "loss of child during pregnancy" to our bereavement policy
- Adjusting policies to ensure the most inclusive language
- Enhanced transparency and quality of healthcare through a digital-first experience and concierge service with Garner Health

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

### Intellectual

*Encourages us to engage in creative and mentally stimulating activities. It requires lifelong learning and curiosity.*

### Social

*Focuses on building and nurturing meaningful and supportive relationships with individuals, groups, and communities.*



### Emotional

*Developing an awareness of feelings and responses to everyday interactions. This awareness enables better understanding of emotions, which supports more active response.*

### Physical

*Physical wellbeing recognizes that our daily habits and behaviors have an impact on our overall health, wellbeing, and quality of life.*

### Financial

*The process of learning how to successfully manage financial expenses.*

# Philanthropy

## Giving Back

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 depends 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; and science, technology, engineering, and mathematics focused community programs.

## 2023 Impact



### Giving

1 in 4

employees participated in matching gift program

6,500

toys donated over the holidays



### Serving

1 in 7

employees served on nonprofit boards

70%+

of employees volunteered in 2023



### Grantmaking

140

grants given to charities

90

cities impacted worldwide



### Community

1,000+

Charities benefitting from the matching gift program

130

team community volunteer events

# Philanthropy

## UN Global Impact

We are proud to have joined the United Nations Global Compact and signed 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 UN 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 sharing research and resources, participating 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*



### Quality Education

*Ensuring inclusive and equitable quality education*



### 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



# Philanthropy

## Investing in Youth Education

Blackbaud directly sponsored youth educational programming across more than 15,000 K-12 schools during the 2022-2023 academic year. Students completed courses developed by EVERFI from Blackbaud on these crucial topics: Financial Education, Character Education, Health & Wellness, STEM & Career Readiness, History, and Early Learning.

**1.55M** students completed at least one course

**15,380** schools

**3M** hours of learning



# Philanthropy

## Community Investments and Partnerships

We are very proud to make a significant, multi-year donation each year to causes that align with our organizational values, priorities, and commitment to inclusion.

Our current community investments and partnerships support the following nonprofit organizations and results:

In 2016, Blackbaud pledged \$1 million to help build the new **International African American Museum** in Charleston, South Carolina. In 2023, we celebrated the grand opening and our ongoing partnership.

Blackbaud has been named a Community Health Sponsor since 2019 by the **American Heart Association**. Our support launched the first CPR kiosk in South Carolina and ensures ongoing heart health initiatives.

Blackbaud also partners with **Big Brothers Big Sisters**, supporting college and career readiness for high-potential youth and connecting them with local mentors and internships.

Since 2021, we have partnered with **Project Drawdown**, supporting climate solutions, advocacy, and the launch of the *Drawdown's Neighborhood* climate solutions short documentary series.

In 2022, Blackbaud announced its support for five organizations focusing on global workforce development and economic empowerment for underrepresented, high-potential youth. In the U.S., we are supporting **Braven**, a nonprofit helping minority college students on a path to economic mobility. In the UK, we are partnering with **Action for Race Equality's** minority mentoring and role model program. **Indspire**, a nonprofit in Canada, is connecting indigenous students with mentors as they pursue graduation and careers. In Costa Rica, the **Omar Dengo Foundation** is connecting young women with careers in STEM, and in Australia, Blackbaud is supporting the **Ladder Project Foundation's** program to support underrepresented youth as they pursue employment.



# Inclusion at Blackbaud

## Our Commitment

We are committed to integrating inclusion strategies throughout the company. We achieve 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 an inclusive, 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.

## Inclusion and Sustainability Council

Our Inclusion and Sustainability Council is comprised of employee leaders and designed to oversee initiatives consistent with our mission, values, and Inclusion/Sustainability strategic plans. The council is chaired by our CEO, Mike Gianoni and VP, Talent Acquisition & Inclusion, Stephanie Walker.

This focus has amplified and accelerated the significant initiatives already in place at Blackbaud, including the creation of our employee value proposition to ensure the foundation for an inclusive culture; continued focus on our Affinity Groups; and the development of our company-wide Culture Playbook.

## Our Inclusion Initiatives

- Affinity Groups
- Community Investment and Partnerships
- Culture Playbook



# Inclusion at Blackbaud

## Training and Awareness

We are fostering 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 providing 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
- Training to support consistent interview practices
- Conduct pulse checks on employee sentiment
- Provide on-demand inclusion training for all

**100%**

of employees  
are required to complete  
**Respect at Work** training



# Inclusion at Blackbaud

## Affinity Groups

We believe that Affinity Groups provide an enriching professional network for employees to connect, engage, and facilitate growth while promoting learning, understanding, and empathy for individual experiences that may align or differ from their own. It's all about building a community where we can support and represent employees who share diverse perspectives and characteristics.

Affinity Groups are driven by employees themselves, creating a safe space to bond over personal experiences, celebrate unique communities, and lend a helping hand.

**43%**

employees belong to an Affinity Group – 10% more than prior year

### Employee-Led Affinity Groups:

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



# Fueling Social Impact



## People everywhere use our trusted tools to make a difference.




A spark of generosity ignites with secure and intuitive **digital giving**.

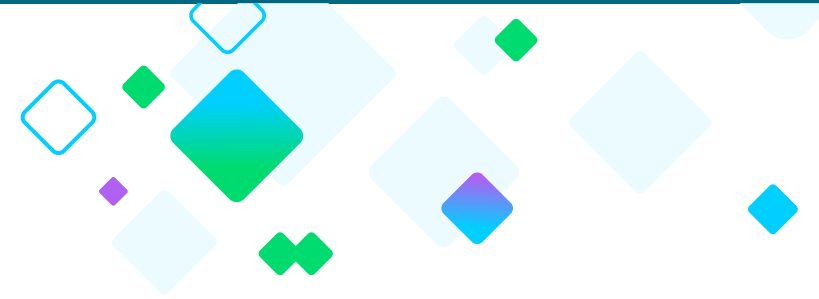
Ideas become movements with a **crowdfunding platform** built for impact.

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 Changemakers

### Turning “I care” into “I can”

Blackbaud software is the global infrastructure that transforms individual generosity and passion into scaled impact. We empower individual changemakers 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 enable anyone to transform their own passion into a powerful campaign.

Our **crowdfunding** platforms help rally communities to care.

### 2023 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 empowering 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. To date, over \$6 billion has been raised for good causes through JustGiving.

In 2023, we added 1,600 nonprofit organizations to our platform and processed an additional 2 million donations vs. 2022.

## 19M

donations for good causes through JustGiving

## 22,100

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.

The market's most trusted **fundraising software and data intelligence** helps organizations raise more revenue to support their missions.

Purpose-built **nonprofit financial management** software drives efficiency and builds stakeholder trust.

**Grantmaking** software fuels impact, connecting grantees and grantors with unmatched effectiveness.

## Giving Remains Strong and Resilient

Giving in 2020 and 2021 was well-recognized by industry experts at the time as exceptional, driven by historic cultural changes. The onset of the COVID-19 pandemic, in tandem with social justice movements and the impact of the previous election year, led to an outpouring of generosity that outweighed any in recent memory.

The intervening years have shown that this generosity is durable, and today's giving levels remain well above their pre-pandemic norms.

According to research from the [Blackbaud Institute](#), the compound annual growth rate for giving at the average organization over the past 5 years is +1.79%.

## 2023 Top Three Subsectors

*Growth in giving year-over-year at an average organization*

**+3.8%**

increase in  
Environmental Organizations

**+1.4%**

increase in  
Animal Welfare Organizations

**+1.3%**

increase in  
Medical Research

# Fueling Social Impact

## Education Institutions

### Empowering Through Education

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

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, prescription drug safety, college and career readiness, and character education.

### Product Spotlight

## EVERFI® from Blackbaud

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 to succeed.

We are committed to helping organizations drive impact in their communities, empowering individuals with the education necessary for lifelong success. During the 2022–23 school year, 60,000+ teachers used EVERFI's award-winning interactive, game-based lessons.

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

3.2M

students participated in critical skills education

24,700

K–12 schools active

8.8M

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** through 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 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 by leveraging our charity vetting and global payment distribution services, with access to the largest database of nonprofits.

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

## Product Trends

**23%**

increase in total volunteers in 2023

**65%**

increase in volunteer hours in 2023

**\$1.13B**

from donations and grants

“The support and functionality we receive from YourCause has been integral to the success of our corporate foundation. Our Account Manager has not only provided outstanding customer support while quickly resolving issues, but has become an essential partner in building engagement and expanding opportunities for our employees, especially those who recently joined through M&A.”

**CELANESE**

# 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

**EVERFI**® from Blackbaud

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 Discrimination Prevention
- Ethics and Compliance
- Leadership and Management
- Workplace Safety and Health
- Data and Cybersecurity

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

**97%**

of learners are motivated to promote a positive workplace culture

**90%**

of learners feel better equipped to report harassment and discrimination

**94%**

of learners are confident in their ability to intervene if they witness harassment

**1,286**

companies using the courses to further workplace culture and compliance

**1.9M**

learners completed critical workplace training across all courses

**1.1M**

total hours of learning completed across the globe





# Governance



Corporate Governance

Oversight

Ethics and Transparency

Human Rights

Responsible Sourcing

Health and Safety

Data Privacy and Security

Risk Management



blackbaud®

blackbaud

# 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 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

[2024 Proxy Statement](#)

[2023 Annual Report on Form 10-K](#)

[Corporate Governance Guidelines](#)

[Code of Business Conduct and Ethics](#)

[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](#)

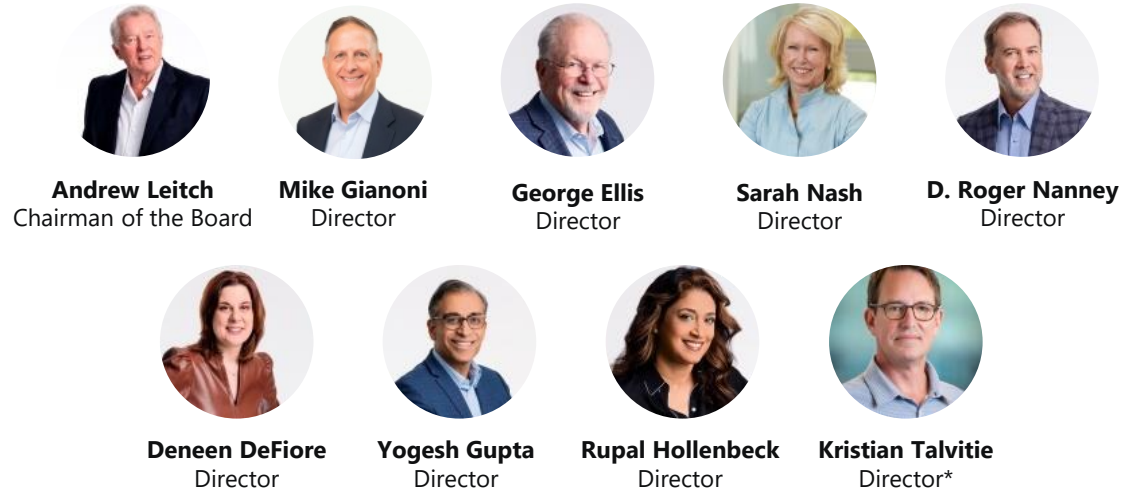
[Steering Team Charter](#)

# Corporate Governance

## Board of Directors

In December 2023, the Board amended the tenure limits for its independent directors within our Corporate Governance Guidelines, which state that an independent director of the Company will not be nominated for election as a director if he or she has, or will have, served on the Board for twelve years or more as of the date scheduled for his or her next election.

\*On January 11, 2024, Blackbaud, Inc. announced the appointment of Kristian P. Talvitie as a new member of the Board of Directors and Chair of its Audit Committee. In connection with Mr. Talvitie's appointment, the Board increased in size from eight to nine directors. Mr. Talvitie is not included in the metrics below but will be in the 2024 report.



## 2023 Committee Chairs

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

Note: In 2024, Deneen DeFiore was appointed Chair of the Risk Oversight Committee.

|               |                     |                    |  |               |            |            |            |
|---------------|---------------------|--------------------|--|---------------|------------|------------|------------|
| <b>8</b>      | <b>7</b>            | <b>50%</b>         | <b>9-year</b>                          | <b>Tenure</b> |            | <b>Age</b> |            |
| Total members | Independent members | Female or Minority | Tenure limit for independent directors | 0-3 years     | <b>50%</b> | <56        | <b>25%</b> |
|               |                     |                    |  | 3-7 years     | --         | 56-65      | <b>38%</b> |
|               |                     |                    |  | 7-10 years    | --         | 66-80      | <b>38%</b> |
|               |                     |                    |  | 10+ years     | <b>50%</b> |            |            |



# Oversight

## Our Model

We have developed a robust governance model and team structure to guide and provide oversight of our key 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 inclusion matters, including evaluating the integration of sustainability and inclusion principles into business strategy, and decision-making, as well as reviewing reports published by the company on these matters.

## Steering Team

In 2023, Blackbaud's ESG Steering Team was chaired by the Sr. Director Workplace Strategy and comprised of designated members from Blackbaud's leadership team. The Team engaged with stakeholders to determine priorities and was responsible for ensuring they were adopted throughout the company. The Team was accountable to the **Executive Sponsor, Blackbaud's CEO**.

In January 2024, Blackbaud created an Inclusion and Sustainability Council comprised of employee leaders which fully incorporate our ESG Strategy. The council is chaired by our CEO, Mike Gianoni and VP, Talent Acquisition & Inclusion, Stephanie Walker, with the ESG project leader being Otto Orr, Sr Director of Workforce Strategy. This evolution of the council continues to have the Board of Directors Nominating and Corporate Government Committee oversee our progress with ESG.

## ESG Governance

### Board of Directors

Nominating and Corporate Governance Committee

[Committee Charter](#)

### 2023 Steering Team

Chief Executive Officer  
 Chief Financial Officer  
 Chief People & Culture Officer  
 General Counsel  
 EVP, Corporate Impact  
 Sr. Director, Workforce Strategy

[Steering Team Charter](#)

# Ethics and Transparency

## Codes of Conduct

We require employees to comply with our Code of Business Conduct and Ethics. Additionally, we have a specific Code of Conduct for our 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: Suppliers and Business Partners

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.



## 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:** States employees can associate freely, form and join organizations, and collectively bargain.

**Human Rights Commitment:** Formally states Blackbaud's support for the human rights principles contained in the United Nations Universal Declaration of Human Rights, Global Compact and Guiding Principles on Business and Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

**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.

#### POLICY LINKS

[Code of Business Conduct and Ethics](#)

[Code of Business Conduct and Ethics for Suppliers and Business Partners](#)

# 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.

Abide by the UK Modern Slavery Act of 2015 and the California Transparency in Supply Chains Act of 2010.

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 supplier relationships, including our vendors and service providers and their respective employees and agents.

We are an equal opportunity employer. In addition, our suppliers and business partners 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.

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

[LEARN MORE](#)

[Code of Conduct for Suppliers and Partners](#)

# 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 website. 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 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](#)



# Data Privacy and Security

## Our Commitment

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 we continue to make significant investments in our security program.

## Education and Training

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 and access our security assessments and audits.

## Foundations of Our Security Program

### Operational Security

We leverage the industry standard CIA Triad Model in conjunction with comprehensive industry control frameworks, compliance regulations, privacy requirements, and best practices.

### Product Security

Our development teams take part in regular training and use industry best practices and frameworks, such as OWASP, to build security into our solutions.

### Incident Response

We monitor the threat landscape 24/7 in coordination with a third-party firm, routinely test our incident response capabilities and preparedness, and maintain proactive relationships with law enforcement.

### Ongoing Landscape Analysis

Our dedicated legal counsel continually evaluates upcoming and changing data privacy regulations and provides thought leadership for our customers on the operational impacts of these regulations and compliance requirements.



# Data Security

## Our Investment

We have made a significant investment in building a robust cybersecurity program. The program is built on key foundations that include a focus on people, with a strong team who bring extensive experience across both the private sector and U.S. government.

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 are committed to providing products and services that enable customers to comply with the privacy laws applicable to them. We tirelessly track and interpret pending legislation and evolve our products to allow customers to protect the privacy of constituents and manage data in a compliant way.

We believe that all organizations should be responsible custodians of personal data, and they should handle it in an ethical and compliant manner. 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.

[SEE OUR NEW PRIVACY RESOURCE CENTER HERE:](#)

[Blackbaud Data Privacy Resource Center](#)

## 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 U.S. 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 an 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 risks related to our accounting, tax, financial, and public disclosure processes, and it 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 minimize 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

[2024 Proxy Statement](#)

[2023 Annual Report on Form 10-K](#)

## Environmental

[Sustainability Policy](#)

## Governance

[Code of Business Conduct and Ethics of Blackbaud](#)

[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](#)

[Blackbaud Data Privacy Resource Center](#)

# Human Capital Metrics

## Employee Data

| Employee Data            | 2023  | 2022  | 2021  | 2020  |
|--------------------------|-------|-------|-------|-------|
| Global Employees         | 2,981 | 3,283 | 3,127 | 3,130 |
| % Employees in U.S.      | 85%   | 85%   | 84%   | 88%   |
| % Employees Outside U.S. | 15%   | 15%   | 16%   | 12%   |
| % Female Employees       | 48%   | 49%   | 46%   | 46%   |
| % Male Employees         | 52%   | 51%   | 54%   | 54%   |
| % Female People Managers | 49%   | 49%   | 46%   | 44%   |
| % Male People Managers   | 51%   | 51%   | 54%   | 56%   |
| % Females in Tech Roles  | 32%   | 34%   | 34%   | 32%   |
| % Males in Tech Roles    | 68%   | 66%   | 66%   | 68%   |

| Employee data                             | 2023 | 2022 | 2021 | 2020 |
|---|------|------|------|------|
| % White                                   | 78%  | 78%  | 80%  | 82%  |
| % Underrepresented Minority               | 22%  | 22%  | 20%  | 18%  |
| % White People Managers                   | 84%  | 83%  | 88%  | 89%  |
| % Underrepresented Minority Managers      | 16%  | 17%  | 12%  | 11%  |
| % White in Tech Roles                     | 75%  | 74%  | 76%  | 78%  |
| % Underrepresented Minority in Tech Roles | 25%  | 26%  | 24%  | 22%  |

# Environmental Metrics

## Electricity Consumption

The following data represents Scope 2 Electricity Consumption in CY 2023.

| Scope 2 - Electricity Consumption (kWh) | 2023             |
|---|------------------|
| Global HQ Office                        | 2,029,318        |
| London Office                           | 21,099           |
| <b>Total</b>                            | <b>2,050,417</b> |
| Americas                                | 2,029,318        |
| EMEA                                    | 21,099           |
| <b>Total</b>                            | <b>2,050,417</b> |

## Renewable Energy

We achieved carbon neutrality in 2023 through the purchase of 2,102 EACs covering Scope 2 emissions and 4,581 carbon offsets covering Scope 1 and 3 categories: Data Center, Waste, Business Travel, Work from Home, and Employee Commuting.

| Renewable Energy (MTCO <sub>2</sub> e)             | 2023         |
|--|--------------|
| <b>Carbon Offsets</b>                              | <b>4,581</b> |
| India – Reforestation on Degraded Lands            | 3,372        |
| Uganda – Bukaleba Forest                           | 1,209        |
| <b>Environmental Attribute Certificates (EACs)</b> | <b>2,102</b> |
| U.S. Green-e Wind RECs                             | 2,081        |
| UK REGOs   | 21           |



# Environmental Metrics

## Greenhouse Gas (GHG) Emissions

The following data represents our Scope 1, 2, and 3 emissions for CY 2023.

| <b>Total Scope 1 &amp; 2 (MTCO<sub>2</sub>e)</b> | <b>2023</b> |
|--|-------------|
| Scope 1  | 52          |
| Scope 2 (location-based)                         | 611         |
| <b>Total</b>                                     | <b>663</b>  |

| <b>Total Scope 1 &amp; 2 by Region (MTCO<sub>2</sub>e)</b> | <b>2023</b> |
|--|-------------|
| Americas   | 659         |
| EMEA   | 4           |
| <b>Total</b>   | <b>663</b>  |

| <b>Scope 3 (MTCO<sub>2</sub>e)</b>         | <b>2023</b>   |
|--|---|
| 1. Purchased Goods & Services              | 15,728  |
| 2. Capital Goods                           | 357   |
| 3. Fuel Related                            | 38  |
| 4. Upstream Transportation                 | 56  |
| 5. Waste                                   | 19  |
| 6. Business Travel                         | 144   |
| 7. Employee Commuting / Work From Home     | 116 / 912   |
| 8. Upstream Leased Assets                  | All offices included in Scope 1 & 2                                   |
| 9. Downstream Distribution                 | Blackbaud has no physical products                                    |
| 10. Processing of Sold Products            | Blackbaud has no physical products                                    |
| 11. Use of Sold Product                    | Not yet calculated since not commonly reported for software companies |
| 12. End of Life Treatment of Sold Products | Blackbaud has no physical products                                    |
| 13. Downstream Leased Assets               | Blackbaud does not lease assets                                       |
| 14. Franchises                             | Blackbaud does not have franchises                                    |
| 15. Investments                            | Blackbaud has no major relevant investments                           |
| <b>Total</b>                               | <b>17,369</b>   |

# GRI Metrics

| Reference              |   | CY2023   |
|------------------------|---|--|
| 02 General Disclosures | 2-1: Name of the organization   | <a href="#">Blackbaud 2023 Annual Report on Form 10-K</a>  |
|                        | 2-2: Entities included in the organization's sustainability reporting | <a href="#">Blackbaud 2023 Annual Report on Form 10-K</a>  |
|                        | 2-3: Reporting period, frequency, and contact point                   | Blackbaud's ESG Report is published on an annual basis generally after the release of our Annual Report on Form 10-K and our Proxy Statement, as so much information is housed in these documents.<br><br>IR@blackbaud.com |
|                        | 2-4: Restatements of information                                      | n/a  |
|                        | 2-5: External assurance   | Blackbaud's ESG Report was not external assured, however, the report did go through our standard internal audit and disclosure controls and procedure.   |
|                        | 2-6: Activities, value chain, and other business relationships        | <a href="#">Blackbaud 2023 Annual Report on Form 10-K</a> , <a href="#">2024 Proxy Statement</a>   |
|                        | 2-7: Employees  | Our Human Capital data can be found in our ESG Report.   |

# GRI Metrics

| Reference   | CY2023   |
|---|--|
| 02 General Disclosures  | Our Human Capital data can be found in our ESG Report.   |
| 2-8: Workers who are not employees  | 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.<br><br><a href="#">2023 Annual Report on Form 10-K</a><br><a href="#">Code of Business Conduct and Ethics of Blackbaud</a><br><a href="#">Corporate Governance Guidelines</a> |
| 2-9: Governance structure and composition   |  |
| 2-10: Nomination and selection of the highest governance body                     | <a href="#">Corporate Governance Guidelines</a> ; <a href="#">2024 Proxy Statement</a> ; <a href="#">Charter of Nominating and Governance Committee</a>  |
| 2-11: Chair of the highest governance body  | <a href="#">Charter of Nominating and Governance Committee</a>   |
| 2-12: Role of the highest governance body in overseeing the management of impacts | <a href="#">2024 Proxy Statement</a> ; <a href="#">Corporate Governance Guidelines</a>   |
| 2-13: Delegation of responsibility for managing impacts                           | <a href="#">Corporate Governance Guidelines</a> ; <a href="#">2024 Proxy Statement</a> ; <a href="#">Charter of Nominating and Governance Committee</a>  |

# GRI Metrics

| Reference              |   | CY2023  |
|------------------------|---|---|
| 02 General Disclosures | 2-14: Role of the highest governance body in sustainability reporting | <a href="#">Charter of Nominating and Governance Committee; ESG Steering Team Charter</a> |
|                        | 2-15: Conflicts of interest   | <a href="#">Code of Business Conduct and Ethics of Blackbaud</a>                          |
|                        | 2-16: Communication of critical concerns                              | <a href="#">Code of Business Conduct and Ethics of Blackbaud</a>                          |
|                        | 2-17: Collective knowledge of the highest governance body             | <a href="#">2024 Proxy Statement</a>  |
|                        | 2-18: Evaluation of the performance of the highest governance body    | <a href="#">2024 Proxy Statement</a>  |
|                        | 2-19: Remuneration policies   | <a href="#">2024 Proxy Statement</a>  |
|                        | 2-20: Process to determine remuneration                               | <a href="#">2024 Proxy Statement</a>  |
|                        | 2-21: Annual total compensation ratio                                 | <a href="#">2024 Proxy Statement</a>  |
|                        | 2-22: Statement on sustainable development strategy                   | <a href="#">Sustainability Policy</a>   |
|                        | 2-23: Policy commitments  | <a href="#">2023 Blackbaud Impact Report</a>  |

# GRI Metrics

## Reference

## CY2023

|                        |  |  |
|------------------------|--|--|
| 02 General Disclosures | 2-25: Conflicts of interest                              | <a href="#">Code of Business Conduct and Ethics of Blackbaud</a> |
|                        | 2-26: Mechanisms for seeking advice and raising concerns | <a href="#">Code of Business Conduct and Ethics of Blackbaud</a> |
|                        | 2-27: Compliance with laws and regulations               | <a href="#">Code of Business Conduct and Ethics of Blackbaud</a> |
|                        | 2-29: Approach to stakeholder engagement                 | <a href="#">2023 Blackbaud Impact Report</a>                     |
|                        | 3-1 Process to determine material topics                 | <a href="#">2023 Blackbaud Impact Report</a>                     |
|                        | 3-2 List of material topics                              | <a href="#">2023 Blackbaud Impact Report</a>                     |
|                        | 3-3 Management of material topics                        | <a href="#">2023 Blackbaud Impact Report</a>                     |

# GRI Metrics

| Reference     |   | CY2023                                       |
|---------------|---|--|
| 301 Materials | 301-1: Materials used by weight or volume                         | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 301-2: Recycled input materials used                              | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 301-3: Reclaimed products and their packaging materials           | <a href="#">2023 Blackbaud Impact Report</a> |
| 302 Energy    | 302-1: Energy consumption within the organization                 | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 302-2: Energy consumption outside of the organization             | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 302-3: Energy intensity   | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 302-4: Reduction of energy consumption                            | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 302-5: Reductions in energy requirements of products and services | <a href="#">2023 Blackbaud Impact Report</a> |

# GRI Metrics

| Reference               |   | CY2023                                       |
|-------------------------|---|--|
| 303 Water and Effluents | 303-1: Interactions with water as a shared resource   | n/a  |
|                         | 303-2: Management of water discharge-related impacts  | n/a  |
|                         | 303-3: Water withdrawal   | n/a  |
|                         | 303-4: Water discharge  | n/a  |
|                         | 303-5: Water consumption  | <a href="#">2023 Blackbaud Impact Report</a> |
| 304 Biodiversity        | 304-1: Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas | n/a  |
|                         | 304-2: Significant impacts of activities, products, and services on biodiversity  | n/a  |
|                         | 304-3: Habitats protected or restored   | n/a  |
|                         | 304-4: IUCN Red List species and national conservation list species with habitats in areas affected by operations                               | n/a  |
|                         | 304-1: Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas | n/a  |

# GRI Metrics

## Reference

## CY2023

|               |  |  |
|---------------|--|--|
| 305 Emissions | 305-1: Direct (Scope 1) GHG emissions  | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 305-2: Energy indirect (Scope 2) GHG emissions   | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 305-3: Other indirect (Scope 3) GHG emissions  | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 305-4: GHG emissions intensity   | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 305-5: Reduction of GHG emissions  | <a href="#">2023 Blackbaud Impact Report</a> |
|               | 305-6: Emissions of ozone-depleting substances (ODS)                                   | n/a  |
|               | 305-7: Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions | n/a  |



# GRI Metrics

| Reference                    | CY2023   |
|------------------------------|--|
| 306 Effluents and Waste      | 306-1: Water discharge by quality and destination              |
|                              | n/a  |
|                              | 306-2: Waste by type and disposal method                       |
|                              | n/a  |
|                              | 306-3: Significant spills                                      |
|                              | n/a  |
|                              | 306-4: Transport of hazardous waste                            |
|                              | n/a  |
|                              | 306-5: Water bodies affected by water discharges and/or runoff |
|                              | n/a  |
| 307 Environmental Compliance | 307-1: Non-compliance with environmental laws and regulations  |
|                              | n/a  |

# SASB Metrics

| Reference         |  | CY2023  |
|-------------------|--|---|
| SASB TC-SI-130a.1 | (1) Total Energy Consumed, (2) Percentage Grid Electricity, (3) Percentage Renewable | <p><b>Scope 1:</b><br/>1,745 therms of gas = 9 metric tons of CO<sub>2</sub>e; 9 carbon removal offsets procured to neutralize Scope 1 emissions</p> <p><b>Scope 2:</b><br/>1,891 MWh (137 MWh from on-site solar) = 581 metric tons of CO<sub>2</sub>e location-based emissions; 2,102 RECs procured to neutralize Scope 2 emissions (for 0 metric tons of CO<sub>2</sub>e market-based emissions &amp; 100% renewable electricity)</p> <p><b>Scope 3:</b><br/>Purchased Goods and Services = 15,728.1 metric tons of CO<sub>2</sub>e; 15,728.1 offsets procured<br/>Capital Goods = 357 metric tons of CO<sub>2</sub>e; 357 offsets procured<br/>Fuel and Energy = 38 metric tons of CO<sub>2</sub>e; 38 offsets procured<br/>Waste-related emissions = 19 metric tons of CO<sub>2</sub>e; 19 offsets procured<br/>Business travel = 144 metric tons of CO<sub>2</sub>e; 144 offsets procured<br/>Employee commuting = 116 metric tons of CO<sub>2</sub>e; 116 carbon removal offsets procured<br/>Employees working from home = 912 metric tons of CO<sub>2</sub>e; 912 offsets procured</p> |

| Reference         |   | CY2023  |
|-------------------|---|---|
| SASB TC-SI-130a.2 | (1) Total Water Withdrawn (2) Total Water Consumed, Percentage of each in Regions with High or Extremely High Baseline Water Stress | 6,684 M3 used at Charleston HQ office for water & sewer; 2,294 M3 used for Charleston HQ irrigation   |
| SASB TC-SI-130a.3 | Discussion of the integration of environmental considerations into strategic planning for data center needs                         | Blackbaud does not currently own and operate data centers. Our operations are strategically dispersed in collocated data centers (COLOs) as well as with cloud service providers. We work closely with our providers on ways to measure and improve our energy footprint. |
| SASB TC-SI-220a.1 | Policies and Procedures Relating to Behavioral Advertising and User Privacy   | <a href="#">Blackbaud Privacy Policy</a>  |
| SASB TC-SI-220a.2 | Number of Users Whose Information Is Used for Secondary Purposes  | <a href="#">Blackbaud Privacy Policy</a>  |

# SASB Metrics

| Reference         |  | CY2023   |
|-------------------|--|--|
| SASB TC-SI-220a.3 | Monetary Losses as a Result of Legal Proceedings Associated with User Privacy  | 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. |
| SASB TC-SI-220a.4 | (1) Number of Law Enforcement Requests for User Information, (2) Number of Users whose Information was Requested, (3) Percentage Resulting in Disclosure | 0  |
| SASB TC-SI-220a.5 | Countries Where Core Products Are Subject to Government Monitoring or Censoring  | 0  |
| SASB TC-SI-230a.1 | (1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected                            | <a href="#">Blackbaud 2023 Annual Report on Form 10-K</a>  |

| Reference         |  | CY2023 |
|-------------------|--|--------|
| SASB TC-SI-330a.3 | Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees |        |
|                   | % Female Employees   | 48%    |
|                   | % Male Employees   | 52%    |
|                   | % Female People Managers   | 49%    |
|                   | % Male People Managers   | 51%    |
|                   | % Females in Tech Roles  | 32%    |
|                   | % Males in Tech Roles  | 68%    |
|                   | % White  | 78%    |
|                   | % Underrepresented Minority  | 22%    |
|                   | % White People Managers  | 84%    |
|                   | % Underrepresented Minority People Managers  | 16%    |
|                   | % White in Tech Roles  | 75%    |
|                   | % Underrepresented Minority in Tech Roles  | 25%    |

# SASB Metrics

| Reference            |                          | CY2023   |
|----------------------|--------------------------|--|
| SASB TC-SI<br>330a.1 | % Employees in U.S.      | 85%  |
|                      | % Employees Outside U.S. | 15%  |
| SASB TC SI<br>300a.2 | Employee Engagement      | <p>Our annual survey was distributed in March 2023. The survey results were shared with employees via a series of workshops and meetings followed by a pulse survey.</p> <p>We achieved 91% employee participation in the annual survey and 83% participation in the follow-up pulse survey.</p> |

| Reference              |   | CY2023   |
|------------------------|---|--|
| SASB TC-SI-<br>520a.1, | Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations | \$0  |
| SASB TC-SI-<br>550a.2  | Commitment to Business Continuity and Risks Related to Operations Disruptions   | <a href="#">Blackbaud 2023 Annual Report on Form 10-K</a> ; <a href="#">2024 Proxy Statement</a> |

# TCFD

The following table 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 2024 report.

## Recommended Disclosures

## Response/Comment

### Governance

a) Describe the Board's oversight of climate-related risks and opportunities.

Blackbaud's CEO and the Board of Directors Nominating and Corporate Governance Committee oversee ESG and climate-related risks. In 2023, Blackbaud also had an ESG Steering Team chaired by the Sr. Director Workplace Strategy and comprised of designated members from Blackbaud's leadership team. The Team engaged with stakeholders to determine priorities and was responsible for ensuring they were adopted throughout the company. The Team was accountable to the Executive Sponsor, Blackbaud's CEO.

b) Describe management's role in assessing and managing climate-related risks and opportunities.

Blackbaud's CEO, the Board of Directors Nominating and Corporate Governance Committee, and the ESG Steering Team 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.

# TCFD

## Recommended Disclosures

## Response/Comment

### Strategy

|   |  |
|---|--|
| a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.        | 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 we plan to conduct a more extensive review of these risks in future reports.  |
| b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. | <p>We have not yet completed a scenario analysis to identify opportunities. We hope to conduct a scenario analysis soon.</p> <p>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:</p> <p><u>Physical Risks:</u> 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.</p> <p><u>Regulatory Risks:</u> 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.</p> <p><u>Reputation Risks:</u> A failure to meet our climate-related goals, such as our commitment and progress toward reduction of greenhouse gas emissions, could damage our reputation, affect our financial performance, and diminish our ability to attract and retain talent.</p> |

# TCFD

## Recommended Disclosures

## Response/Comment

### Strategy

|   |  |
|---|--|
| <p>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p> | <p>Blackbaud has not yet performed a detailed scenario analysis. We intend to complete more work in this area in 2024/2025.</p> <p>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.</p> |
|---|--|

# TCFD

## Recommended Disclosures

## Response/Comment

### Risk Management

a) Describe the organization's processes for identifying and assessing climate-related risks.

Blackbaud continues efforts and practice to formally identify and assess climate-related risks. Our goal is to leverage our Executive Leadership Team and 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.

b) Describe the organization's processes for managing climate-related risks.

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.

c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

The ESG Steering Team and our Executive Leadership Team will determine how climate risks are integrated in our organization's 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.

\*In January 2024, Blackbaud created an Inclusion and Sustainability Council comprised of employee leaders which fully incorporate our ESG Strategy. The council is chaired by our CEO, Mike Gianoni and VP, Talent Acquisition & Inclusion, Stephanie Walker, with the ESG project leader being Otto Orr, Sr Director of Workforce Strategy. This evolution of the council continues to have the Board of Directors Nominating and Corporate Government Committee oversee our progress with ESG..





Thank you for your time and interest in learning about the steps Blackbaud has taken in 2023 across our ESG priorities.

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

**Feedback?**

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