

blackbaud[®]

2025

Impact Report

Leading the way toward a responsible future

2025 Environmental, Social, and Governance

Published May 19, 2026 (FY2025)

Contents

Introduction

Message From Our CEO
Our Company and Mission
Propelling Impact
Our Values

Our Commitment

Our Approach
Materiality Assessment
2025 Highlights

Environmental Sustainability

Environmental Sustainability
Decarbonization
Responsible Operations

People and Culture

People and Culture
Employee Engagement
Talent Development
Employee Well-being
Inclusion at Blackbaud
Community Investments

Fueling Social Impact

Powering Momentum Across
the Social Impact Community
Accelerating AI Innovation for
Our Customers
Empowering Individual
Changemakers
Advancing the Sector Through
Connection, Insight, and Leadership
Celebrating Our Customers'
Achievements

Governance and Data Responsibility

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

Metrics

Key Policies
Human Capital Metrics
Environmental Metrics
GRI
SASB
TCFD
About Our 2025 Report



Introduction

Message From Our CEO

Our Company and Mission

Propelling Impact

Our Values

See what we accomplished
for the social impact sector in 2025



Message From Our CEO

2025 was a pivotal year for Blackbaud and for the social impact sector.

The pace of change accelerated faster than ever before as AI began to rapidly transform what's possible for social impact organizations.

In a sector built on trust, this kind of transformation depends on innovation that's responsible, transparent, and worthy of the confidence placed in it.

That's what we're building.

We've set a bold vision to be the world's most trusted and powerful AI engine for social impact. In 2025, we announced meaningful advances in AI, including a first-of-its-kind AI agent that nonprofits, schools, and universities are already relying on to add fundraising capacity at scale.

The potential of AI to drive impact for this sector is remarkable—and we're moving faster than ever to deliver it, responsibly.

This report reflects our commitment to strong environmental, social, and governance practices as we pursue this vision, both as a creator and a consumer of AI.

Our commitments to responsible AI, thoughtful resource use, employee well-being, and transparent governance are an essential part of our innovation strategy.

By embedding these priorities into how we operate every day, we ensure that trust and impact advance together.

We're building intelligent technology that connects people, data, and purpose, so social impact organizations can move at the speed of need. Powered by the dedication of our employees, the partnership of our customers, and a shared belief in the importance of the work across the social impact community, this innovation is designed to earn the trust the sector depends on.

We'll keep working to earn that trust every day as we continue to raise the bar—for our technology, our corporate responsibility, and our role in what comes next.

With gratitude,



Mike Gianoni



Mike Gianoni

*CEO, President,
and Vice Chairman of
the Board of Directors*

Company at a Glance

Blackbaud is the world's leading provider of AI-powered solutions for social impact.

Operations

45 years of impact

NASDAQ: BLKB

2025 Total Revenue: \$1.1 billion

Employees: ~2,800

Founded: 1981

CEO: Mike Gianoni

Locations: remote-flexible company with operations in the United States, Australia, Canada, Costa Rica, India, and the United Kingdom.

Solutions

We build the sector's most intelligent solutions for:

- Fundraising and stewardship
- Online giving and engagement
- Integrated payments
- Financial management
- Education management
- Grantmaking
- Workplace volunteering and giving
- Peer-to-peer and personal fundraising

Who We Serve

We serve the entire social impact community, including:

- Nonprofits
- K–12 schools
- Higher education institutions
- Arts and cultural institutions
- Healthcare organizations
- Corporate impact teams
- Individual changemakers

Our Higher Purpose

We're here to empower the people and institutions changing the world—accelerating human progress and building a future where resources move at the speed of need.

Our customers' missions depend on trust, and that trust demands rigor, transparency, and accountability from us. Because the work our customers do matters deeply, how we operate matters just as much as what we build. We believe progress and responsibility must advance together—and that earning trust is foundational to lasting impact.

Our Mission

We propel impact at scale with the sector's most intelligent solutions for giving, connecting, and engaging.

As the world's leading provider of AI-powered solutions for social impact, we support nonprofits, educational institutions, corporate social responsibility teams, and individual changemakers working to advance their missions.

Our intelligent solutions span fundraising, financial management, digital giving, grantmaking, corporate social responsibility, and education management—helping organizations move faster and work smarter.

With the deepest expertise, the most connected experiences, and the largest impact network, Blackbaud plays a critical behind-the-scenes role—bringing clarity to decisions, continuity to complex work, and scale to the flow of resources between nonprofits and the millions of employees and individuals who support them.

Together, our solutions help move resources with greater speed and confidence—propelling impact at scale.

Propelling Impact

We propel impact by connecting people, data, and purpose—so the social impact community can move forward, faster with clarity, confidence, and connection.



For Purpose-Driven People

We make it easier for individuals to act on what they care about most.

Through secure, intuitive giving and fundraising experiences, we help generosity take shape—turning moments of passion into meaningful, trusted action.



For Mission-Driven Organizations

We help nonprofits, schools, universities, arts and cultural institutions, healthcare organizations, and CSR teams raise more, work smarter, and deepen relationships.

Our AI-powered solutions connect fundraising, finance, education, and corporate impact—bringing clarity to complex work and helping teams focus their time where it matters most.



For the Social Impact Sector

We strengthen the social impact sector by connecting it through the world's largest social impact network—bringing organizations, people, and data together to reduce friction and build shared confidence.

Through initiatives like the [AI Coalition for Social Impact](#), we convene leaders across philanthropy, education, and technology to remove barriers to responsible AI adoption and help the sector move forward with clarity, accountability, and trust.

Our Values



Stronger together

We put in the effort to be connected. We unite our diverse strengths and skills across our global organization to amplify our impact and accelerate our progress. We're inclusive, honest, and focused on our collective success.



Powered by purpose

We're motivated by more than creating the sector's most intelligent solutions. We're energized by our opportunity to empower the people and institutions changing the world—accelerating human progress and building a future where resources move at the speed of need. Our authentic passion moves us to be generous with our time and resources, individually and together.



Boldly innovating

We inspire and empower one another to test and try new things with confidence and curiosity in every part of our business. We challenge the status quo—not for its own sake, but to deliver meaningful progress as we propel impact at scale with the sector's most intelligent solutions for giving, connecting, and engaging.



Always aiming higher

People count on us as they pursue impact. Their worthy work inspires us to strive for excellence in every part of our organization, and if we fall short, to take accountability, learn quickly, and take the next best action.



Championing our customers' experience

We want our customers to achieve their biggest goals and feel confident every step of the way—even when they're doing something hard or new. Whether we're providing information, building solutions, refining processes, or supporting their day-to-day work, we're committed to making their experience with Blackbaud exceptional across every touchpoint.

Allegra Burnette
Chief Strategy & Growth
Officer, Museum of the
American Revolution

Dwight Dozier
CIO, Georgia Tech
Foundation

Dr. Glynis Fitzgerald
President,
Alvernia University

John Neiers
CIO and Director, New Lab
for Teaching and Learning,
The Dalton School

Our Commitment

Our Approach

Materiality Assessment

2025 Highlights



Our Approach

We believe that we will drive long-term, sustainable value for all stakeholders by operating our business through a world-class sustainability and inclusion lens. We have a robust governance model that includes our Board of Directors, Nominating and Corporate Governance Committee, and Inclusion and Sustainability Council.

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	Stockholders	Community
How we engage	<p>Meetings with customer advisory boards</p> <p>Regular surveys gauging satisfaction and loyalty</p> <p>Discussions in Blackbaud Community and at events, such as bbdevdays and bbcon[®]</p> <p>Engagement on social media</p> <p>Outreach via phone, email, chat, and in-person</p>	<p>Annual employee engagement and pulse survey</p> <p>Ongoing feedback and updates in all-employee company meetings, weekly global leadership meetings, and all-department team meetings</p> <p>Regional connection gatherings with give back opportunities in employee communities</p> <p>Monthly celebrations and observances focused on company culture, people, and communities</p>	<p>Conducting quarterly earnings calls and strategy-focused investor sessions</p> <p>Participating in third-party sponsored investor conferences</p> <p>Regular, direct 1:1 engagement</p> <p>Annual stockholder meeting</p>	<p>Engagement on social media</p> <p>Collaborations with nonprofit and corporate partners</p> <p>Employee-led philanthropic efforts and community conversations</p> <p>Interacting with state and local government leaders through our Government Relations Team</p>

ESG Governance

Board of Directors

Nominating and Corporate Governance Committee

[Committee Charter](#)

Inclusion and Sustainability Council

The Inclusion and Sustainability Council at Blackbaud is a leadership-driven initiative committed to fostering a culture of inclusion and sustainability throughout the organization. This council strives to create an environment where every employee, wherever they live and work, feels valued, respected, and empowered while championing sustainable practices that align with Blackbaud's mission to drive social impact through innovative AI-powered solutions.

Materiality Assessment

Uncovering Priority Topics

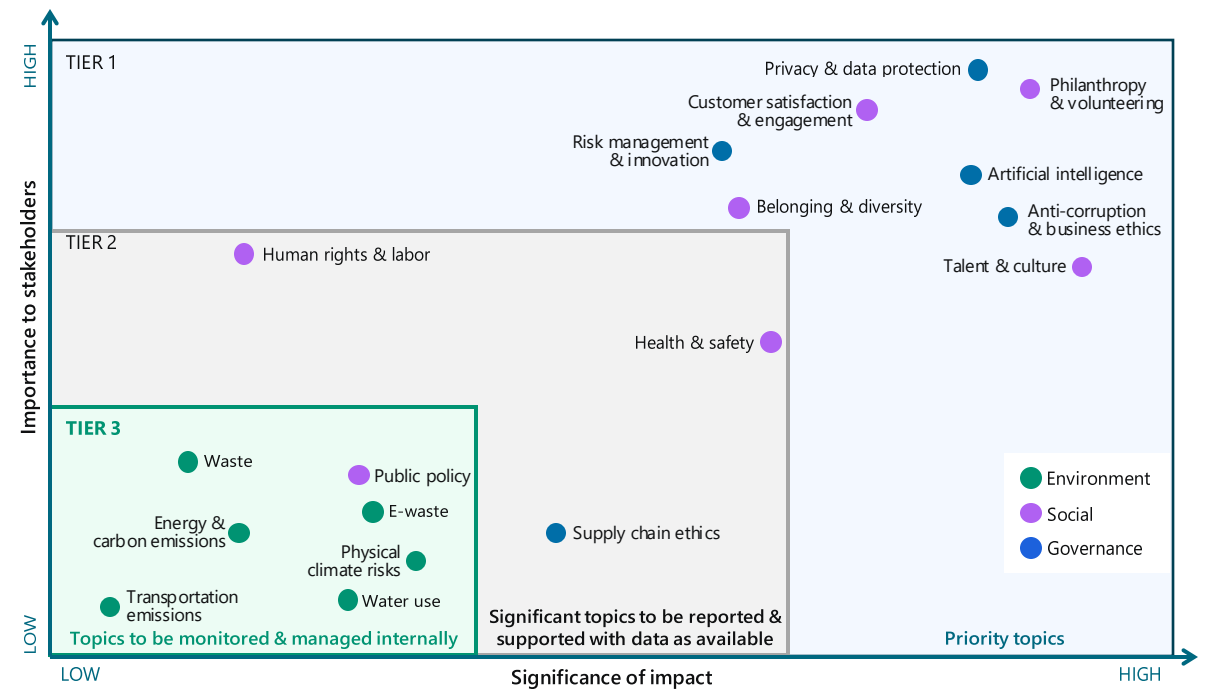
In 2025, we conducted a formal materiality assessment to identify the topics most important to our business and stakeholders and to inform a multi-year plan for achieving our goals.

The assessment included a survey of cross-functional internal stakeholders, administered by an independent third party. Participants were asked to evaluate each topic based on its importance to our stakeholders and the significance of Blackbaud's ability to make an impact.

The results of this internal survey will inform our approach, priorities, and process for gathering external stakeholder input to further define our priorities.

2025 Materiality Assessment

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



2025 Highlights

Environmental Sustainability

Aligned with our priorities, we continue to reduce our environmental footprint through responsible operations, energy efficiency, and decarbonization efforts. We participate in CDP public disclosure and align our climate reporting with TCFD recommendations, reinforcing transparency and accountability.

Since 2019, we have significantly reduced Scope 1 and 2 emissions year over year, driven by ongoing efficiency improvements at our global headquarters. In 2025, these efforts earned Blackbaud recognition as a U.S. Today America's Climate Leader, based on emissions reductions.

Looking ahead, we remain committed to further evaluating our Scope 3 emissions and advancing our long-term emissions reduction strategy.

Responsible Operations

28%

energy reduction in
Global HQ since 2019

31%

water reduction
in Global HQ
since 2019

Decarbonization

100%

carbon neutrality
for 2025 emissions

88%

reduction in global
greenhouse gas
emissions since 2019

Energy Efficiency

Blackbaud HQ earned the U.S. Environmental Protection Agency's (EPA) ENERGY STAR® certification for superior energy performance as well as LEED Platinum recognition for our office in India.



Recognized for Climate Impact

Blackbaud was named one of Newsweek's World's Greenest Companies in 2025



2025 Highlights

People and Culture

Blackbaud attracts people who want their work to matter. Our employees are drawn to the opportunity to support organizations and individuals driving social impact—and to do that work with clarity, confidence, and purpose. They bring curiosity, learning agility, and a commitment to developing future-of-work skills, including using AI responsibly to improve how work gets done.

Our culture is built on remote-flexibility, which offers our employees opportunities to develop, grow, and lead regardless of location.

We're committed to ensuring our company is a great place to work, with a focus on employee engagement, development, well-being, and inclusion. Our approach to development includes building AI knowledge and skills, so employees are equipped to grow and succeed as work continues to evolve—alongside our long-standing commitment to philanthropic work.

The 2025 awards highlighted here represent our focus on creating a thriving culture and our employees' dedication and commitment to social impact.

Philanthropy

75%

of employees volunteered in 2025 (global median 23%)

Talent Development

500+

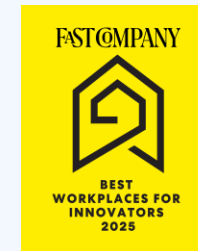
AI, data science, and analytics courses available from DataCamp

Inclusion

90%

of employees feel the work they do at Blackbaud is important

Recognition for Our Culture



2025 Highlights

Fueling Social Impact

We're here to empower the individuals, organizations, schools, and corporations changing the world—accelerating human progress and building a future where resources are unleashed at the speed of need.

In 2025, we entered a new era of intelligent impact with major advances in Blackbaud AI.

Impact at Scale

\$100B+

raised, granted, or managed through our platforms every year

Millions

of users and supporters in 100+ countries

22M

donations from individuals for good causes through JustGiving in 2025

8.2M+

hours of employee volunteering tracked on YourCause in 2025

3.1B

in scholarships awarded through Blackbaud Award Management in 2025

Recognition for Our Technology



2025 Highlights

Governance and Data Responsibility

In 2025, we focused on strengthening execution across governance, oversight, and risk management to ensure accountability keeps pace with innovation.

The Board of Directors maintained active oversight through established Corporate Governance Guidelines and committee structures to support effective decision-making and accountability.

We strengthened cross-functional governance by advancing leadership-driven oversight bodies and embedding responsible decision-making across ethics, sustainability, and emerging technologies.

Expertise

- Blackbaud's Chief Data & AI Officer was honored as one of DataIQ's **100 Most Influential People in Data**. This role leads Blackbaud's Data Intelligence Center of Excellence and is responsible for the company's AI and data strategy.
- To help our customers navigate relevant data privacy laws and regulations, we curate a Privacy **Resource Center** providing expertise across geographies.

People

- All Blackbaud employees are required to complete a Generative AI Toolkit training and an annual Cybersecurity training. A Privacy by Design training is required for all Product Managers.
- We continue to **increase the specialization** of our team in the areas of incident response, vulnerability management, enterprise architecture, data protection, and more.

Process

- **AI Council:** Established to govern the development, deployment, and responsible use of generative AI systems across Blackbaud.
- **Deepfake Council:** Established as a conduit for sharing of information, ideas, and recommendations to protect against AI Cyber Threats like video and audio deepfakes.
- **Business Integrity Council:** Engagement with cross-functional leaders helped the Policy Management program mature enterprise governance and policy adherence.

Technology

- We continued significant investment in cybersecurity, privacy, and responsible AI governance—supported by security programs measured against the NIST Cybersecurity Framework (NIST CSF) and reinforced through integrated privacy-by-design practices.
- We **enhanced our cloud-based security posture** technology and on-premise encryption capabilities designed to protect against ransomware and malware.

A group of about ten volunteers, mostly wearing blue t-shirts, are actively engaged in planting green seedlings in a garden bed. They are crouching or kneeling, carefully placing the plants into the soil. The garden is filled with various green plants and seedlings. In the background, there is a wooden fence, a blue Adirondack chair, and a white birdhouse on a wooden post. The scene is set outdoors in a sunny, well-maintained garden area.

Environmental Sustainability

Environmental Sustainability

Decarbonization

Responsible Operations

Environmental Sustainability

We're 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.
- Opened our new India office in 2025 and received LEED Platinum recognition.
- Reduce water and energy consumption in HQ.
- Limit business travel and employee commuting through our approach to remote flexibility.
- Optimize real estate portfolio using "on-demand" solutions.
- Reduce waste consumption while adhering to international e-waste guidelines (WEEE).

Strategic Partnerships

We partner with some of the world's top cloud providers who have strong commitments to renewable energy and carbon neutrality.

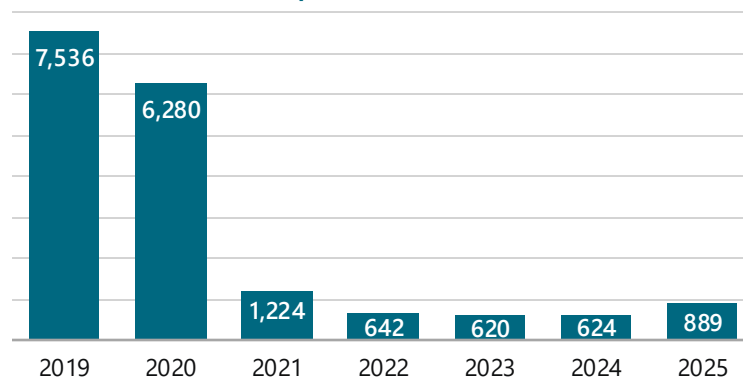
- **Reducing carbon intensity:** Our cloud providers lower emissions through efficient data center design, custom energy efficient chips, AI optimized workload management, and investments in clean energy technologies, including wind, solar, nuclear, and geothermal.
- **Reducing water impact:** Our cloud providers deploy advanced cooling solutions to significantly reduce freshwater withdrawals and invest in water replenishment initiatives intended to return more water to stressed regions than their data center operations consume over time.

Decarbonization

Reducing Our Global Emissions

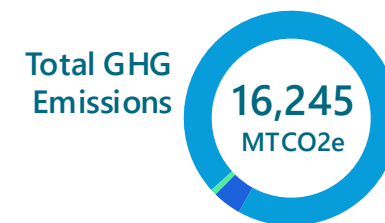
- In 2020, we began evolving our workforce strategy by enabling employees to work from home, which allowed us to reduce our real estate footprint and adopt an on-demand office space model in Charleston, South Carolina. Building on this strategy, we formally transitioned to a remote flexible workforce strategy in 2021, giving us greater flexibility to align our physical spaces with how work happens best, while further reducing our real estate footprint.
- As part of our forward looking workforce strategy, we also expanded our global presence with the opening of our India office in October 2025. This expansion supports our long term approach to building a more flexible, distributed workforce and contributed to an 88% reduction in Scope 1 and 2 emissions compared to 2019.

Global Emissions: Scope 1 and 2 (MTCO₂e)



Scope 1, 2, and 3 Emissions: 2025

- The following is a breakdown of our Scope 1, 2, and 3 emissions for calendar year 2025. As shown, **Scope 3 emissions account for 99% of our total emissions footprint.**



Scope 1: 149 MTCO₂e | Scope 2: 740 MTCO₂e | Scope 3: 16,096 MTCO₂e

Natural Gas use in HQ	Charleston HQ	510	Purchased Goods & Services	13,429
	India	226	Capital Goods	101
	London	3	Work from Home	685
			Business Travel	1,293
			Employee Commuting	244
			Upstream Transportation	12
			Fuel-Related	296
			Waste	35

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're exploring ways to reduce our Scope 3 emissions.

Decarbonization

Carbon Neutrality

In 2025, 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, we value investing in renewable and reforestation projects—not to claim “carbon neutral,” but to help fuel projects, organizations, and initiatives that are making real impact.

We achieved carbon neutrality in 2025 through the purchase of 2230 EACs, covering our Scope 2 emissions, and 6,933 carbon credits, covering our Scope 1 and the following Scope 3 categories: Data Center, Waste, Business Travel, Work from Home, Employee Commuting, Fuel-Related Emissions and Upstream Leased Assets.

We will continue to reevaluate offset options each year to ensure we are making a real and significant impact.

Looking Ahead

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 develop a global decarbonization strategy.



*Blackbaud is proud to disclose our climate data to CDP. In 2024, we received a **C score**.*

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 environment 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

Responsible Operations

How We're Doing Our Part

- Blackbaud operates with a strong commitment to environmental sustainability, implementing various responsible practices, including:
- Reducing energy and water in our global HQ
- Limiting business travel and employee commuting via remote-flexible approach
- Optimizing real estate portfolio using "on-demand" solutions
- Reducing waste consumption and adhering to international e-waste guidelines like *Waste Electrical and Electronic Equipment Regulations 2013 (WEEE)*

Building Sustainability Into Our Global HQ



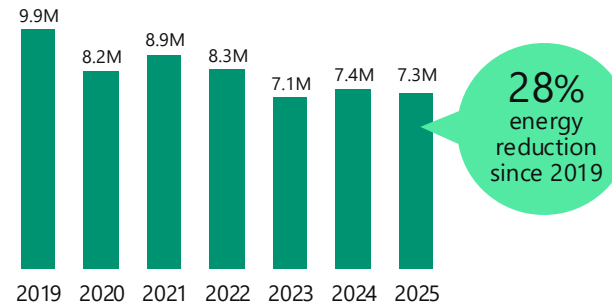
Solar panel farm at LEED Gold HQ in Charleston, SC

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 28% reduction in total energy consumption since 2019.

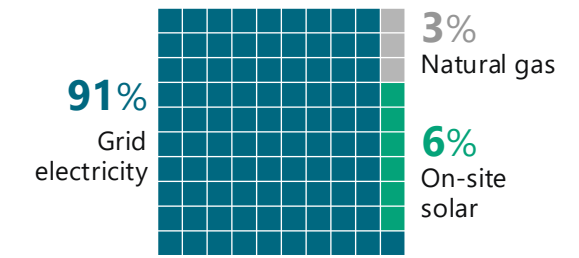
Our HQ building is the only location where we have direct control of water consumption. We have implemented low-flow fixtures, native landscaping, and optimized cooling tower controls to achieve 31% water reductions since 2019.

Global HQ: Energy Reductions

HQ Energy Consumption (kBtu)

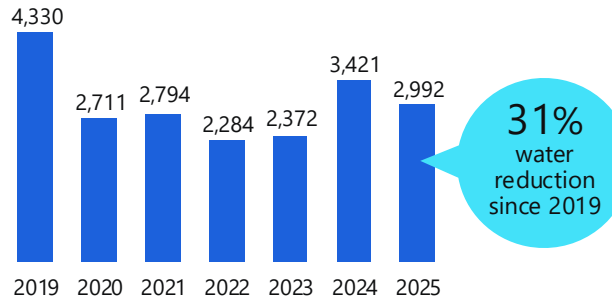


Energy Use by Source

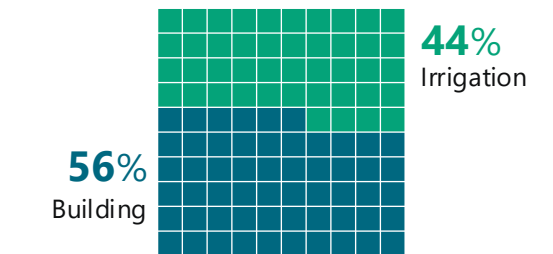


Global HQ: Water Reductions

HQ Water Consumption (kG US)



Water Use by Source





People and Culture

People and Culture

Employee Engagement

Talent Development

Employee Well-being

Inclusion at Blackbaud

Community Investments

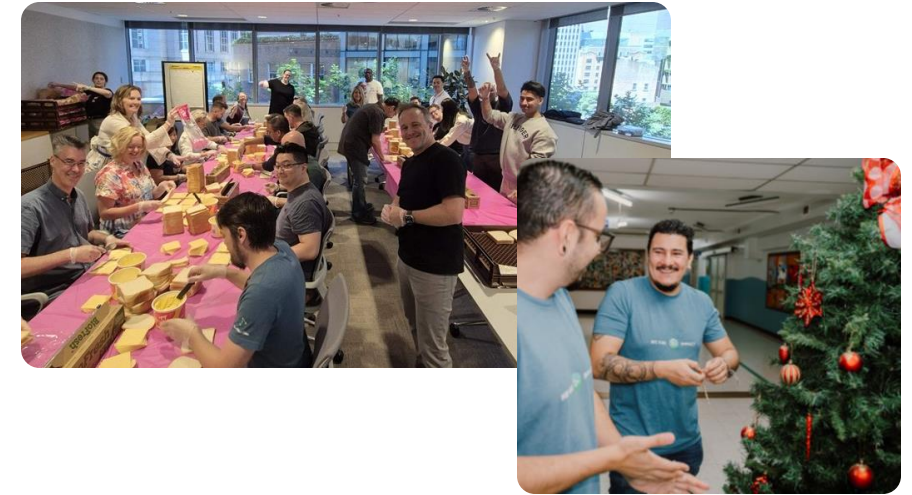
People and Culture

Overview

Blackbaud attracts highly engaged employees who are drawn to our mission and bring the talent, adaptability, and ambition needed to advance social impact around the world.

Our remote-flexible culture provides the flexibility employees need to build their careers, develop new skills, and lead with confidence—no matter where they're located.

We're committed to ensuring our company is a great place to work, with a focus on employee engagement, talent development, employee well-being, philanthropic opportunities, and inclusion and sustainability.



Employee Engagement

- Global onboarding program
- Annual engagement survey
- Culture playbook
- Quarterly all-hands meetings
- Regional connection gatherings
- BaudApplauds peer recognition program

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 Well-Being

- Holistic approach to well-being
- Digital-first education and training
- Global Well-Being Support Center
- Inclusive policies and benefits

Inclusion and Sustainability

- Affinity and allyship
- Training and awareness
- Global community investment and partnerships
- Reduced waste consumption while adhering to international e-waste guidelines (WEEE)
- Reduced water and energy consumption at HQ

Community Investment

- Giving
- Board service
- Volunteerism
- Grantmaking

Employee Engagement

Listening to Our People

We strive to build a culture where everyone feels engaged, included, and supported. Central to this vision is listening to our employees and inviting their feedback. 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 Connect & Engage meetings and Town Halls by function.

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

Our engagement survey results over the past five years show several strong trends. Blackbaud has consistently scored high in the areas that matter most to people and the partners we serve—respect, belonging, clarity, purpose, and care. Manager care and well-being are standout strengths: Scores remain exceptionally high (93% to 94%) across all five years, showing sustained, people-focused leadership.

Over 80% of employees feel they can be their authentic selves at work. This differentiator not only builds stronger employee engagement but also helps us provide a higher level of service to our customers.

Survey Data

90%

participation in annual Employee Engagement Survey April 2025

90%

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.

Our learning management systems (DevelopU, LinkedIn Learning, and DataCamp) were highly utilized by employees in 2025:

- 10 hours of training per employee
- An average of approximately 14 courses completed per employee
- Approximately 365 courses with 20 new Microbursts in job skilling and leadership offered in 2025

Career Pathing and Advancement

Career development remains a key priority for employees and the organization. To support employees, we offer clear career frameworks that outline the skills required at every level, provide multiple programs to build those skills, and prioritize internal mobility. Every employee also completes an Individual Development Plan with guidance from their manager to support ongoing growth.

Coaching and Mentorship

Every people 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. Blackbaud Toastmasters, open to all employees, is a public-speaking coaching program to build communication and presentation skills.

Continuous Learning Opportunities

We provide opportunities for employee development through on-demand and company-led trainings, where we bring together custom and procured educational content. We offer **more than 21,000 training courses in seven different languages** from LinkedIn Learning®, and **over 500 courses from DataCamp for all employees**. **Over 12,000 hours of learning was consumed on these two platforms with AI-related content as the primary focus.**

Cutting Edge Content

In 2025, we advanced our AI Literacy program with new certification paths through LinkedIn Learning and DataCamp, offered live Microsoft Copilot trainings, and launched our global AI Together Champions network of more than 80 employees. Most importantly, every employee now completes required AI policy training to enable innovation and ensure accountability and human oversight when using AI.

Employee Well-Being

Our Total Wellness Approach

We support employee well-being through a holistic approach centered on five pillars: physical, financial, emotional, social, and intellectual. Together, these pillars promote balance, resilience, and sustainable performance across our workforce.

Our strategy emphasizes access, flexibility, prevention, and employee voice, scaled across a remote-flexible workforce and adapted where local benefits allow.

Globally, employees and their families have access to the **Global Well-Being Support Center**, a 24/7 resource providing confidential emotional and mental health support, financial and legal guidance, caregiving resources, and life coaching. This support is reinforced by flexible work practices, Well-Being Days, and purpose-driven opportunities that connect well-being with community engagement and social impact.

Our approach has been recognized externally. In 2025, Blackbaud received the **LiveLifeBlueSM Award** from **BlueCross BlueShield**, recognizing strength and impact of our overall well-being strategy, and the **Excellence in Wellness Award** from **Marquee Health**, reflecting our commitment to engagement, education, and continuous improvement.



Training and Awareness

Training and awareness efforts reinforce this strategy through onboarding education, year-round communications, and targeted campaigns that promote preventive care, healthy behaviors, and effective use of benefits. Engagement was further strengthened through purpose-aligned partnerships, including the American Heart Association during Healthy Heart Month and Crisis Text Line for World Mental Health Day, pairing education and activities with access to additional support when employees need it the most.

Employees also have access to in-the-moment mindfulness and stress management tools integrated into daily workflows, along with quarterly emotional well-being, financial fitness, and wellness challenges supported by follow-up health coaching. Together, these efforts reinforce that well-being is not one-size-fits-all, but a continuous, personalized journey.

Employee Feedback and Communication

Employee feedback remains central to program design and evaluation. Insights are gathered through surveys, engagement forums, and direct feedback channels. This input is combined with participation data, utilization trends, and benchmarking to inform a rolling multi-year benefits and well-being strategy and ensure continuous improvement.

Inclusion at Blackbaud

Our Commitment

We're committed to building an inclusive culture where people feel connected, supported, and valued for who they are. We do this by celebrating differences, learning from one another, and encouraging allyship—so employees feel a true sense of belonging and community across our teams, customers, partners, and the broader social impact community.

Our remote flexible work model is designed to support how, when, and where work happens best. Rather than being “remote-only,” “hybrid only,” or “in-office only,” it embraces a dynamic approach that adapts to the needs of the work, the location or market, the team, and the individual.

This approach reflects our commitment to a winning culture that values results, relationships, and well-being.

Training and Awareness

We're fostering inclusion and belonging by looking introspectively and ensuring our teams and leaders are trained and aware of the many facets involved in creating an inclusive workplace. Our internal training programs enable employees to build the knowledge and skills needed to foster an inclusive culture at Blackbaud, including training to support consistent global interview practices.

We have integrated 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.

We celebrate and raise awareness by holding monthly celebrations and observances focused on our culture, people, and communities.

Key Initiatives

- Inclusion + Sustainability Council, a leadership-led initiative dedicated to creating a workplace where every employee feels valued and empowered, while also driving sustainability initiatives
- Global onboarding program for all new employees
- Culture Playbook to provide employees with a roadmap on how we work together, leverage AI responsibly, and innovate in a remote-flexible environment
- Training to support consistent interview practices, globally
- Globally and regionally recognized celebrations and observances
- Pulse checks on employee sentiment
- On-demand inclusion training for all employees

Inclusion at Blackbaud

Affinity and Allyship

At Blackbaud, affinity groups provide an enriching global social and professional network where employees can connect, celebrate their identities and experiences, learn from one another, and support individual growth—while promoting greater understanding and empathy for all.

It's about building a community where we can support each other and represent colleagues who share perspectives and characteristics that may or may not be aligned with our own personal experiences.

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

We believe that allyship is actively working towards creating an inclusive workplace where everyone feels empowered to contribute their unique perspectives and talents.

Employee-Led Affinity Groups

BLEND

Focuses on mentoring, social well-being, and community service for black employees and their allies.

HARVEST

Focuses on creating a sense of belonging and network for employees who identify as Asian.

HOLA

Advocates for awareness and inclusion of Hispanic culture.

Limitless

Empowers employees with visible and invisible disabilities to advocate for a positive, accessible work environment.

VETS

Helps military veterans feel supported and connected at work.

PRIDE

Provides an inclusive space for personal and professional networking for LGBTQ employees.

Women in Technology

Aims to foster the personal and professional development of women in technology.

Working Families

Fosters an environment that is welcoming, accepting, and supportive of caregivers.

In 2025, 45% of Blackbaud employees actively participated in an affinity group.

Community Investments

Giving Back

At Blackbaud, social impact isn't just something we support—it's who we are. We deepen that commitment to communities around the world not only by delivering AI-powered technology to mission-driven organizations, but also through the way we show up with our time, resources, and expertise.

Our philanthropy is employee-powered and community-led, bringing together **giving, volunteering, and grantmaking** to invest in causes our people care about and that align with Blackbaud's values and priorities.

From global moments of service to year-round programs that mobilize generosity, we aim to make it easier for employees to take action and for nonprofits to feel the impact—locally and globally.

Here are just some of the ways our team made an impact in 2025.

2025 Impact

Giving

50%

employee engagement
in our give-back
programs

7,000

toys donated
over the holidays

Serving

1 in 7

employees served on
nonprofit boards

2,000+

volunteer projects
completed

Grantmaking

170

grants given
to charities

105

cities impacted by
grants worldwide

Community

900

charities benefited
from matching gifts

715

charities served
through volunteerism

Community Investments

Philanthropy and Partnerships

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



In 2025, Blackbaud made a philanthropic investment in the Center for Disaster Philanthropy, supporting its work to strengthen disaster response, recovery, and long-term community resilience worldwide. This investment helps advance equitable recovery efforts and preparedness initiatives, enabling communities to better withstand and rebuild after natural and humanitarian disasters.

Our current community investments and partnerships support a variety of nonprofits and have generated inspiring results.

In 2024, Blackbaud initiated a multi-year contribution to **Crisis Text Line**, a nonprofit that provides free, 24/7, confidential, and text-based mental health support. Our gift has supported their expansion in 2025 to Latin America, Spain, and the Caribbean, building an inclusive, global network responsive to diverse community needs.

Blackbaud has a long-standing commitment to community and global impact, including a major gift to the **International African American Museum**, **Center for Disaster Philanthropy**, **Crisis Text Line**, and the **American Heart Association** as a Community Health Sponsor. We're also proud participants in the **United Nations Global Compact**, aligning our business with its ten principles on human rights, labor, the environment, and anti-corruption.



INTERNATIONAL
AFRICAN AMERICAN
MUSEUM



American
Heart
Association.



United Nations
Global Compact

Fueling Social Impact

Powering Momentum Across
the Social Impact Community

Accelerating AI Innovation for
Our Customers

Empowering Individual
Changemakers

Advancing the Sector Through
Connection, Insight, and Leadership

Celebrating Our Customers'
Achievements



See how Fortune highlighted
our AI leadership



Powering Momentum Across the Social Impact Community

Making more possible for the entire sector

Nonprofits & Charities

With connected data, intelligent insights, and deep sector expertise, our AI-powered solutions help nonprofits raise more, work more efficiently, and build stronger relationships with the people who support their missions

+4.3%

YoY increase in overall giving for the typical organization

+11%

YoY increase in online giving for the typical organization

\$12.5M

saved in 2025 for nonprofit organizations through Blackbaud's Complete Cover and Donor Cover fee offset options

Individual Changemakers

Through JustGiving, the world's most trusted crowdfunding site, Blackbaud empowers everyday changemakers with the powerful tools they need to connect with causes they care about.

23,600+

nonprofits and charities maximized their impact through donations on JustGiving in 2025

1.5M+

fundraising pages created on JustGiving in 2025

22M

donations for good causes through JustGiving in 2025

Schools

With Blackbaud as their partner, K-12 schools and universities streamline administration, enhance the educational experience, unite their campus communities, and build enduring institutions.

8M+

assignments created through Blackbaud Learning Management System in 2025

\$3.1B

in scholarships awarded through Blackbaud Award Management in 2025

Corporate Social Impact Teams

Leading companies partner with Blackbaud to align purpose with performance. Through our YourCause solutions, organizations engage employees, support nonprofits, and manage giving and volunteering programs with clarity, accountability, and measurable impact—strengthening culture while making a difference in the world.

\$536.7M

donated by employees and companies in 2025

165,800+

charities supported through employee giving in 2025

8.2M

hours of employee volunteering tracked on YourCause in 2025

\$652.5M

raised from corporate grants in 2025

Powering Momentum Across the Social Impact Community

Accelerating Outcomes for Our Customers

\$4.3B



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

goal for the Campaign for Carolina exceeded a year early utilizing Blackbaud CRM

300K



meals packed by employees for Rise Against Hunger using YourCause® CSRconnect®

\$400K



raised through a virtual event powered by JustGiving® from Blackbaud® Peer-to-Peer Fundraising

blackbaud®

200%



boost in fundraising, including a \$1 million gift, powered by Blackbaud Raiser's Edge NXT®

100X



reduction in time setting up tuition account with Blackbaud's suite of education management solutions

350%

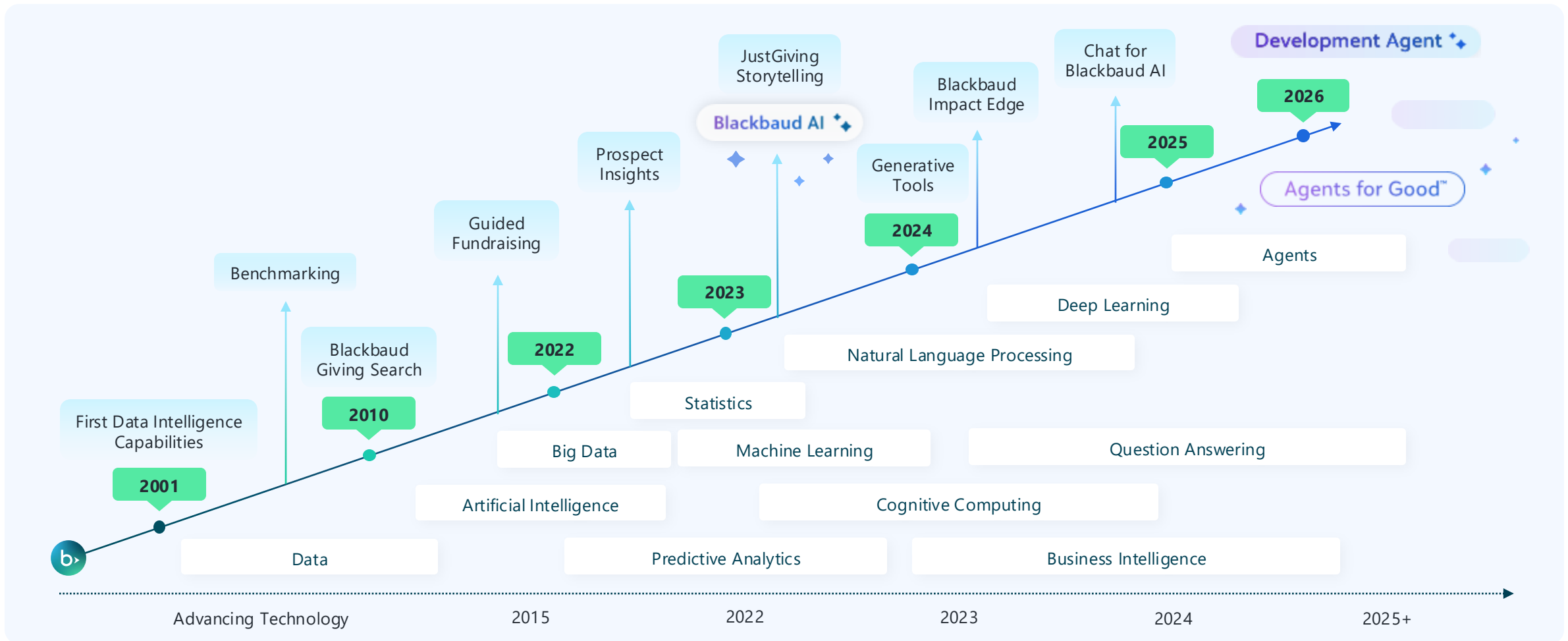


increase in online donations after adoption of Blackbaud Altru and XTruLink, a Blackbaud partner



We're building on a track record of AI leadership

Blackbaud's transformative AI innovation in 2025 builds on a longstanding commitment to intelligent solutions



Accelerating AI Innovation for Our Customers

In 2025, we announced a new era of solutions, defined by:

More Connection

We're enriching our solutions with Blackbaud AI, connecting teams, data, and workflows across fundraising, finance, education, and corporate impact so insight and action flow seamlessly across organizations and the broader social impact network.

More Possibility

We're entering the agentic AI frontier with Agents for Good™, introducing virtual teammates designed to expand team capacity, automate time-intensive work, and help organizations pursue opportunities that limited time and resources once put out of reach.

More Confidence

Responsible AI is the foundation. We prioritize clear principles, strong governance, and shared accountability—launching the AI Coalition for Social Impact and a free, platform-agnostic AI certification to support responsible adoption across the sector.

More Connection with Blackbaud AI

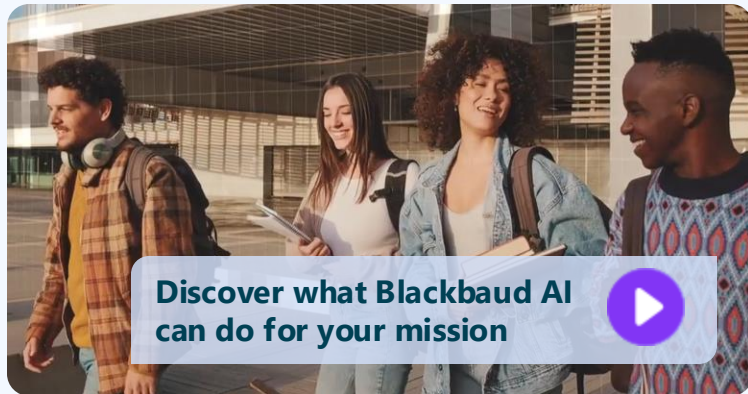
Powering Systems of Intelligent Action

At bbcon 2025, we announced a shift from systems of record to systems of intelligent action powered by Blackbaud AI and designed to connect teams, data, and communities across the social impact sector.

This approach brings fundraising, finance, education, and corporate impact solutions together so insight and action flow seamlessly across roles, organizations, and the broader network of people and causes.

Key announcements include:

- AI-powered dashboards and role-based homepages that surface what matters most and guide next best actions
- Deep, end-to-end connection between fundraising and financial systems for real-time clarity from donation to disbursement
- Expansion of the Blackbaud Verified Network to connect nonprofits, companies, employees, and donors, reducing friction and accelerating generosity at scale
- New and upcoming AI-driven capabilities that transform insight into action across fundraising, finance, education, and CSR workflows
- And [more](#)



Discover what Blackbaud AI can do for your mission



Blackbaud AI

Monthly donor discussions: 427

June is ready for your call



More Possibility with Agentic AI

Expanding Reach and Scaling Team Capacity

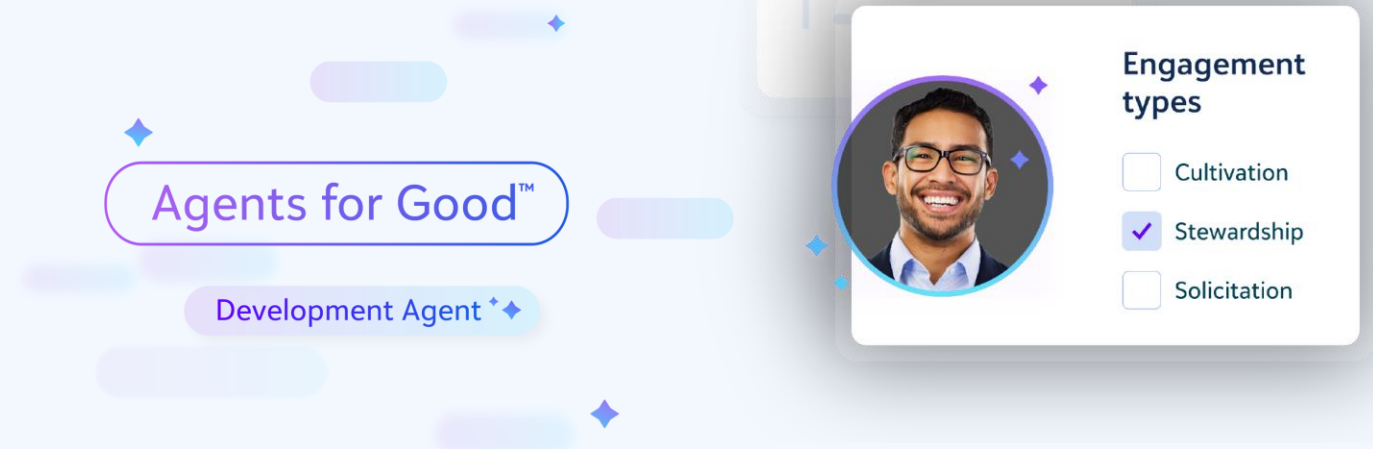
At bbcon 2025, we introduced a new frontier for social impact technology: agentic AI—AI that doesn't just assist, but **takes action**.

Unlike traditional AI tools that surface insights or generate content on-demand, **agentic AI operates as a proactive digital teammate**. It can plan, decide, and carry out work toward defined goals—while remaining embedded in trusted systems and under human oversight.

This shift is designed to help social impact organizations scale capacity, extend the human touch, and pursue opportunities that limited time and resources once put out of reach.

Key announcements include:

- The launch of Agents for Good™, a growing portfolio of AI agents built specifically for social impact work
- Introduction of the Development Agent, focused on fundraising, to help manage outreach, follow-up, and engagement at scale
- A long-term vision for an agent ecosystem that works together across systems
- A commitment to designing agentic AI that expands capacity, preserves oversight, and amplifies impact rather than replacing people
- And more



More Confidence with Responsible AI

Reaffirming Our Commitment to Responsible AI

At bbcon 2025, we reaffirmed that as AI becomes more powerful, trust and responsibility must grow alongside it. We announced our commitment to making responsible AI foundational through clear principles, strong governance, and shared accountability with the social impact sector.

To support confident adoption, we introduced new ways to increase transparency, empower users, and build sector-wide understanding of AI, so organizations can innovate with clarity, control, and trust.

Key announcements include:

- A [values-driven responsible AI framework](#) embedded across Blackbaud AI
- The formation of the [AI Coalition for Social Impact](#), bringing together sector leaders to remove barriers to responsible AI adoption
- A free, platform-agnostic [AI certification](#) designed specifically for social impact organizations
- New transparency resources, including the [Blackbaud Trust Center](#), to make security and AI governance easier to understand and access
- And [more](#)



Accelerating AI Innovation for Our Customers

Highlighting our 2025 Product Announcements, Including:

Agents for Good™ (Agentic AI)

Announced purpose-built AI agents embedded directly in Blackbaud solutions, beginning with the Development Agent to autonomously support donor cultivation, outreach, and relationship management.

Chat for Blackbaud AI

Launched conversational AI to summarize donor history, generate outreach content, and suggest engagement strategies using natural-language prompts.

Intelligent Assistance

Introduced AI-driven workflow automation to build cultivation plans, optimize donor opportunities, and streamline fundraising operations.

Recognition Programs

Announced AI-powered programs that automatically identify, manage, and personalize donor recognition based on giving milestones and loyalty.

Expedited Giving

Unveiled dramatically faster corporate employee donation disbursement—connecting corporate giving directly into nonprofit fundraising systems in as little as two business days.

Impact Edge™ with Blackbaud AI

Added predictive, outcome-based insights through integrations with True Impact® and Candid, enabling CSR teams to analyze giving, volunteering, and grantmaking via AI-powered dashboards.

Prospect Insights Pro Enhancements

Announced new AI-driven prospect segmentation, predictions, and workflow guidance embedded into list building and follow-up actions.

Modernized Blackbaud CRM™ Experience

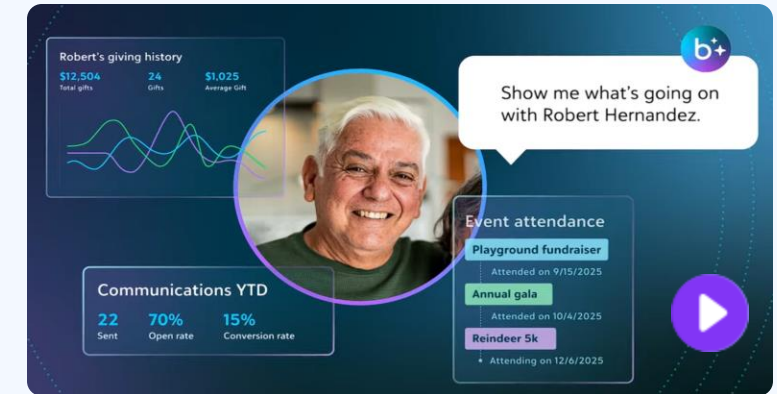
Introduced a refreshed SKY UX interface, enhanced dashboards, improved navigation, and expanded Microsoft integrations across Blackbaud CRM.

Education Management CommonRecords Engine

Launched a shared data engine synchronizing student, family, billing, and advancement records across education and fundraising systems.

Student Success Insights (Education)

Announced AI-powered tools that proactively identify students needing support and guide educators through intervention planning.



Document Intelligence (Financial EdgeNXT®)

Introduced AI-powered invoice and document processing to reduce manual data entry, improve accuracy, and streamline finance workflows.

AI-Powered Grantmaking Tools

Announced AI-driven form translation, application intelligence, and automated scoring to expand accessibility and accelerate grant review.

AI-Enhanced Online Giving & Donor Portal:

Introduced AI-generated donation forms, targeted sustainer identification, donor self-service portals, and personalized engagement recommendations.

Integrated Payments & DAFFPay

Expanded Blackbaud Integrated Payments and announced DAFFPay, enabling streamlined donor-advised fund giving within Blackbaud Online Giving solutions

Empowering Individual Changemakers

JustGiving® from Blackbaud

For over 25 years, JustGiving has helped define how online giving enables people to support causes they care about.

As the UK's leading platform for online giving, JustGiving enables millions of people to donate and raise funds securely for charities around the world.

\$11B+ has been raised for good causes through JustGiving

What began with a donation to support Save the Rhino sparked into a global engine for good. By 2025, more than 1.5 million fundraisers chose JustGiving to champion the causes that matter most to them.

Together, we've helped to raise over \$11 billion worldwide, proving the extraordinary impact that's possible when tech meets human purpose.

2025 JustGiving Awards

- The annual JustGiving Awards recognize exceptional fundraisers who have used online fundraising to generate extraordinary support for causes they care about.
- In 2025, we brought the awards directly to our winners by creating once in a lifetime moments to celebrate their incredible achievements.
- Henry raised \$78,000 for Bemorefab Children's Cancer Charity. As a lifelong Manchester United fan, we surprised him with a money-can't-buy experience where he met the players, sat in the directors' box and walked the pitch.
- At just 11 years old, Kirsty's raised \$53,000 for Children with Cancer. We asked her idol, television presenter Stacey Solomon, to spend quality time with Kirsty during her chemotherapy treatment.

2025 Highlights

22M

donations for good causes through JustGiving

23,600+

nonprofits and charities maximized their impact through donations

1.5M+

fundraising pages created on JustGiving



service / supplier of the year



Advancing the Sector Through Connection, Insight, and Leadership

Illuminating with Insight

The Blackbaud Institute provides free research to illuminate the essential business operations of the social impact community grounded in the world's most robust philanthropic dataset and leading sector expertise.

In 2025, Blackbaud released studies and reports designed to provide critical insights to leaders at social impact organizations, including:

- [*The Status of Fundraising in the AI Era*](#)
- [*Risk Readiness: A Report on Leading with Confidence in Uncertain Times*](#)
- [*GivingTuesday x Blackbaud Institute Special Report*](#)
- [*Philanthropy Through Recession \(2025 Update\)*](#)
- [*2024 Trends in Giving*](#)

Additionally, we share high-impact best practices, such as end-of-year and GivingTuesday planning resources and interviews with sector leaders, on the [ENGAGE](#) blog and podcast, as well as other Blackbaud channels.



Key Findings from The Status of Fundraising in the AI Era

72% of fundraisers in early 2025 reported that they had met or exceeded their revenue goals.

82% of fundraisers were using AI tools in their work—primarily generative AI—at the start of 2025.

56% of social impact professionals feel that AI will help them become a more efficient organization.

While only 30% of social impact professionals felt prepared for the funding challenges of 2025; organization size or budget didn't dictate readiness—a culture of innovation and a risk-ready mindset did.

65% of organizations are increasing their focus on individual giving in 2026.

Effective use of technology is a predictive factor in whether an organization is confident in their ability to overcome risk.



Advancing the Sector Through Connection, Insight, and Leadership

Convening the AI Coalition for Social Impact

In 2025, we convened the [AI Coalition for Social Impact](#), a cross-sector collaboration dedicated to advancing responsible, ethical AI adoption across the social impact sector.

This Coalition brings together organizations and experts from philanthropy, education, technology, and corporate responsibility to share knowledge, develop resources, and support real-world adoption.

Members contribute different perspectives and areas of expertise, but are aligned around a shared commitment to practical, responsible AI use in mission-driven organizations.

The flagship initiative of the Coalition is the [AI for Social Impact Certification](#).

Launching in 2026, this free, on-demand certification is designed to help social impact professionals build confidence and capability in using AI responsibly.

It will include multiple learning paths that address foundational AI concepts, governance and ethics, and real-world application.



Advancing the Sector Through Connection, Insight, and Leadership

Participating in Cross-Sector Initiatives

Our commitment to fueling social impact doesn't stop with our customers. Blackbaud engages in cross-sector initiatives that help strengthen the entire social impact community.

The Giving Institute and Giving USA

We're proud contributors to Giving USA: The Annual Report on Philanthropy—the nation's longest-running, most comprehensive analysis of charitable giving in the United States.

Through leadership and advisory involvement across the Giving USA community, we contribute perspective and expertise that help strengthen the data and insights informing philanthropy nationwide.

The Fundraising.ai Advisory Council

Advancing responsible use of AI in fundraising is critical to maintaining trust across the social impact sector. Through our participation in the Fundraising.ai Advisory Council, we help ensure AI technologies are applied in ways that maximize positive community impact while upholding strong standards for privacy, security, data ethics, and inclusiveness.

The Nonprofit Alliance

A strong nonprofit sector depends on a clear, unified voice. Members of our leadership team serve on the Government Affairs Committee of the Nonprofit Alliance, contributing to policy efforts that promote, protect, and strengthen nonprofits and the communities they serve.

The Council of Foundations

Philanthropy thrives when organizations are supported with the right resources and shared learning. Through our involvement with the Council of Foundations, members of our leadership team participate in advocacy, professional development, and research initiatives that help philanthropic organizations expand their impact and build trust in the sector.



Advancing the Sector Through Connection, Insight, and Leadership

Supporting Innovators

Since its launch in 2020, Blackbaud's Social Good Startup Program (SGSP) has become a powerful engine for innovation across the social impact ecosystem.

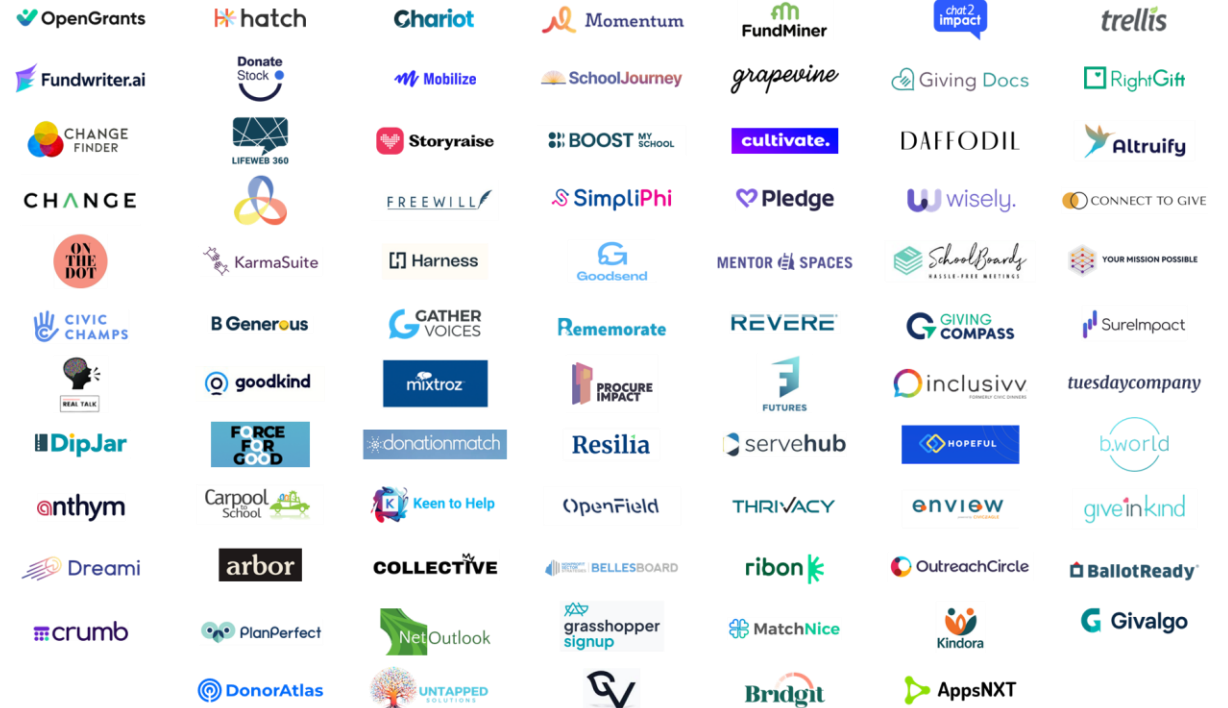
The program has supported **88 early-stage technology companies** across **11 cohorts**, each bringing solutions that expand, extend, or accelerate value for Blackbaud customers.

Collectively, SGSP companies have raised **more than \$230 million** in publicly reported funding, with **61% of founders coming from backgrounds underrepresented in tech** (which is three times higher than the diversity benchmark of comparable accelerator programs).

Today, **more than 700 customer environments** are connected to over **40 SGSP-built Marketplace applications**, enabling organizations to drive greater impact through improved fundraising performance, more personalized donor communications, time-saving automations, and other technology-driven efficiencies.



blackbaud® SOCIAL GOOD STARTUP PROGRAM



Celebrating Our Customers' Achievements

Blackbaud Impact Awards

In 2025, Blackbaud honored 31 Blackbaud Impact Awards winners and finalists, shining a light on the remarkable achievements of purpose-led organizations around the world that are using our AI-powered solutions to fuel impact.

Learn more about each [Impact Award category](#).



2025 Blackbaud Impact Award Winners

The Silo Buster Award



The Changemaker Award



The Data Strategist Award



The Futurist Award



The Fueling Greatness Award



The Outstanding Leadership Award



Vanessa Longacre-Wilcox
Senior Executive Director,
Data Philanthropy
Fred Hutch Cancer Center

The Rising Star Award



Liam Castellan
Shakespeare Company

“

Our 2025 award recipients exemplify how innovative use of technology can drive meaningful change for the missions and communities they support. It's stories like this that motivate us to continue pushing the needle for social impact technology.”



Todd Lant
Chief Customer Officer
Blackbaud



A large audience of people is seated at tables in a conference room. Many individuals are holding up glowing sticks in various colors (blue, green, red, white) in a gesture of participation or voting. The room is dimly lit, with the primary light source being the glowing sticks and some ambient lighting from the ceiling. The audience is diverse in age and appearance, and they are all looking towards the front of the room.

Governance and Data Responsibility

Corporate Governance

Ethics and Transparency

Human Rights

Health and Safety

Responsible Sourcing

Responsible AI Governance

Data Privacy and Security

Risk Management

Corporate Governance

Corporate Governance Guidelines

Blackbaud's Board of Directors has adopted formal [Corporate Governance Guidelines](#) to enhance our effectiveness, uphold the Board's independence and authority, and 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 an efficient ethics complaint process.

Supporting Policies

[2026 Proxy Statement](#)

[2024 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](#)

Corporate Governance

Board of Directors



Andrew Leitch
Chairman of the Board



Mike Gianoni
CEO, President, and
Vice Chairman of the Board



D. Roger Nanney
Director



Deneen DeFiore
Director



Rupal Hollenbeck
Director



Kristian Talvitie
Director



Bradley Pyburn
Director

2025 Committee Chairs

Chairman: Andrew M. Leitch

Compensation Chair: Kristian Talvitie

Audit Chair: Roger Nanney

Risk Oversight Chair: Deneen DeFiore

Nominating & Governance Chair:
Andrew M. Leitch

Committees

Audit Committee

Compensation Committee

Nominating and Governance Committee

Risk Oversight Committee

Corporate Governance

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 and Corporate Governance Committee](#) for Blackbaud's Board of Directors assists the Board and management in overseeing the company's corporate responsibility matters, including evaluating the integration of social responsibility into business strategy, and decision-making, as well as reviewing reports published by the company on these matters.

Council

The Inclusion and Sustainability Council is comprised of employee leaders that fully incorporate our inclusion and sustainability strategies.

The council aims to create a workplace where every employee feels valued and empowered, while also driving sustainability initiatives at the leadership level that align with Blackbaud's mission.

ESG Governance

Board of Directors

Nominating and Corporate
Governance Committee

[Committee Charter](#)

2025 Council

Chief Executive Officer

Chief Financial Officer

Chief People & Culture Officer

General Counsel

Sr. Director, Workforce Strategy

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.

For 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 and bribery policies, which consists of reading, understanding, and affirming compliance.

For 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 Blackbaud allow our Board members, officers, employees, or any third party acting on our behalf, to give or receive bribes or kickbacks 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

We're 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 well-being of our workforce, business partners, and wider communities.

We do not tolerate human rights violations, such as indentured labor and all forms of harassment, and our Code of Business Conduct and Ethics sets forth several channels for reporting suspected violations without fear of retaliation.

We're 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.
- Abide by the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013 (POSH Act) to ensure the safety of our India workforce.

Learn more

[Human Rights Policy](#)

Health and Safety

Our Commitment

We're 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.

We foster employee well-being through offerings such as our comprehensive health and wellness benefits and our quarterly live sessions on preventative care, financial planning, building resilience, and more.

Some further protocols and company policies that demonstrate Blackbaud's commitment to health and safety are as follows:

- Employees are encouraged to actively identify 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.
 - Each Blackbaud location possesses up-to-date Occupant Emergency Action Plans (OEAPs), which provide instructions for all personnel to follow in an emergency, including emergency evacuations. OEAPs are reviewed annually at each location.
 - Blackbaud will not tolerate retaliation against an employee for raising good faith safety and health concerns.
- 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 OEAPs 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 emergency situations.

[Learn more](#)

[Health and Safety Policy](#)

Responsible Sourcing

Our Commitment

We're strongly committed to business ethics and integrity, responsible sourcing, and the safety and well-being of workers across all supplier relationships, including our vendors and service providers and their respective employees and agents.

We're 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.
- We require 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*](#)

Responsible AI Governance

Our AI Council

Our use of artificial intelligence is governed through a structured, cross-functional oversight model designed to ensure accountability, risk management, and alignment with our responsible AI principles.

A centralized AI Council, operating under a formal charter, oversees the development, deployment, and responsible use of AI systems across the company.

The Council has enterprise-wide scope, covering both AI-powered solutions, as well as internal uses of AI that support and amplify employee impact. It reviews proposed AI use cases, evaluates risk and potential impact, and ensures appropriate safeguards are in place before initiatives move forward.

The Council also reviews material incidents, escalations, and significant changes to AI capabilities and determines whether remediation, additional controls, or redesign are required.



Data Privacy and Security

Our Commitment

Our customers' trust is a top priority and is embedded in everything we do. We're committed to providing them with 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, which is measured against industry frameworks, such as the NIST Cybersecurity Framework (NISTCSF).

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.

The program is overseen by our Trust and Security Team who bring extensive experience across both the private sector and U.S. government.

More tactically, the Trust and Security Team manages an extensive set of controls across enterprise and product security, using 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 use a variety of capabilities, from adversarial emulation and source code analysis to third-party penetration testing. They also 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 customers and prospective customers with self-service access to commonly requested security and compliance documentation through the [Blackbaud Trust Center](#), including SOC 2 Type 2, SOC 1 Type 1, PCI-AOC, Customer Penetration Test Letters, and more. This approach improves transparency and trust while reducing review friction.
- Provide customers and prospective customers with self-service access to over 200 commonly asked security questions through the Blackbaud Trust Center, enabling faster responses to due diligence inquiries, while improving transparency and trust in our security program.
- Maintain Trusted Cloud Provider status with the Cloud Security Alliance (CSA) and the Trust Center and CSA CAIQ to publish related security documentation and best practices, reinforcing awareness of secure cloud computing standards and our commitment to industry-recognized controls.

Data Privacy

Our Commitment

We have a dedicated legal council that continually evaluates upcoming and changing data privacy regulations to ensure we're aligned to these regulations. Our legal council also provides thought leadership for our customers on the operational impacts of these regulations and compliance requirements.

In 2025, we further matured our privacy-by-design program by dovetailing our privacy assessments with Blackbaud's responsible AI governance assessments.

Because AI poses unique risks to the legal and ethical use of personal data, keeping in lockstep with all such use and development ensures that our privacy experts have visibility into any risks and mitigating controls for the data we protect. This expanded privacy-by-design program helps us address key privacy considerations across all technologies.

We're 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.
- Published "[Top Cyber Threats to Educational Institutions in 2025](#)", which was the third most popular post on the *ENGAGE blog* in 2025.

Risk Management

Our Approach

We maintain formalized policies and procedures through several cross-functional risk management operations, including the Operational Risk Management Program, which is modeled after industry frameworks such as the NIST 800-34 contingency plan for federal information systems. The program equips internal teams to protect, sustain, and recover operations that ensure the resiliency of the business.

Even in a crisis or disaster, we can ensure an unwavering partnership for our customers and employees.

Additionally, we recognize our responsibility to assist in lessening the effects of climate change on the environment.

In 2025, the Business Integrity Council's (BIC) engagement with cross-functional leaders helped the Policy Management program mature enterprise governance and policy adherence, including more robust approval processes and internal libraries, with some policies providing corporate guidelines for ESG-related or supported operations.

Organizational Risk Alignment

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

- The Audit Committee is appointed by the Board to oversee our accounting and financial reporting processes and audits of our financial statements.
- The Compensation Committee is appointed to discharge the Board's responsibilities related to compensation of our directors and executive officers. The Committee has overall responsibility for evaluating and approving the director and executive officer compensation plans, policies, and programs.
- 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:

- Our 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

A modern office interior with large windows, greenery, and people working. The space is bright and open, with a mix of wood and metal materials. There are several tables and chairs, and a person is sitting at a table on the right side of the image. The ceiling has exposed wooden beams and modern lighting fixtures.

Metrics

Key Policies

Human Capital Metrics

Environmental Metrics

GRI

SASB

TCFD

About Our 2025 Report

Key Policies

Annual Reporting

[2026 Proxy Statement](#)

[2025 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](#)

[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	2025	2024	2023	2022	2021
Global Employees	2,798	2,868*	2,981	3,283	3,127
% Employees in U.S.	72%	85%	85%	85%	84%
% Employees Outside U.S.	28%	15%	15%	15%	16%
% Female Employees	46%	48%	48%	49%	46%
% Male Employees	54%	52%	52%	51%	54%
% Female People Managers	45%	49%	49%	49%	46%
% Male People Managers	55%	51%	51%	51%	54%
% Females in Tech Roles	32%	32%	32%	34%	34%
% Males in Tech Roles	68%	68%	68%	66%	66%

*After the divestiture of EVERFI on December 31, 2024, we had approximately 2,600 employees

Employee data	2025	2024	2023	2022	2021
% White	76%	78%	78%	78%	80%
% Underrepresented Minority	24%	22%	22%	22%	20%
% White People Managers	84%	83%	84%	83%	88%
% Underrepresented Minority Managers	16%	17%	16%	17%	12%
% White in Tech Roles	72%	75%	75%	74%	76%
% Underrepresented Minority in Tech Roles	28%	25%	25%	26%	24%

Environmental Metrics

Electricity Consumption

The following data represents Scope 2 Electricity Consumption in CY 2025.

Scope 2 - Electricity Consumption (kWh)	2025
Global HQ Office	1,897,232
London Office	13,631
Hyderabad Offices	318,777
Total	2,229,640
Americas	1,897,232
EMEA	13,631
APAC	318,777
Total	2,229,640

Renewable Energy

We achieved carbon neutrality in 2025 through the purchase of 2,230 EACs covering Scope 2 emissions and 6,933 carbon offsets covering Scope 1 and 3 categories.

Renewable Energy	2025
Solar Consumption (kWh)	131,780
Global HQ Office	131,780
Carbon Offsets	6,933
Environmental Attribute Certificates (EACs)	2,230

Environmental Metrics

Greenhouse Gas (GHG) Emissions

The following data represents our Scope 1, 2, and 3 emissions for CY 2025.

Total Scope 1 & 2 (MTCO ₂ e)	2025
Scope 1	149
Scope 2 (location-based)	740
Total	889

Total Scope 1 & 2 by Region (MTCO ₂ e)	2025
Americas	521
EMEA	24
APAC	194
Total	624

Scope 3 (MTCO ₂ e)	2025
1. Purchased Goods & Services	13,428
2. Capital Goods	101
3. Fuel Related	296
4. Upstream Transportation	12
5. Waste	35
6. Business Travel	1,293
7. Employee Commuting / Work From Home	243 / 685
8. Upstream Leased Assets	0
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
Total	16,096

GRI Metrics

Reference		CY2025
02 General Disclosures	2-1: Name of the organization	Blackbaud 2025 Annual Report on Form 10-K
	2-2: Entities included in the organization's sustainability reporting	Blackbaud 2025 Annual Report on Form 10-K
	2-3: Reporting period, frequency, and contact point	Blackbaud's Impact 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. IR@blackbaud.com
	2-4: Restatements of information	n/a
	2-5: External assurance	Blackbaud's Impact 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	Blackbaud 2025 Annual Report on Form 10-K , 2026 Proxy Statement
	2-7: Employees	Our Human Capital data can be found in our Impact Report.

GRI Metrics

Reference	CY2025
02 General Disclosures	2-8: Workers who are not employees
	Our Human Capital data can be found in our Impact Report.
	2-9: Governance structure and composition
	<p>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.</p> <p>2025 Annual Report on Form 10-K Code of Business Conduct and Ethics of Blackbaud Corporate Governance Guidelines</p>
	2-10: Nomination and selection of the highest governance body
	Corporate Governance Guidelines ; 2026 Proxy Statement ; Charter of Nominating and Governance Committee
	2-11: Chair of the highest governance body
	Charter of Nominating and Governance Committee
	2-12: Role of the highest governance body in overseeing the management of impacts
	2026 Proxy Statement ; Corporate Governance Guidelines
	2-13: Delegation of responsibility for managing impacts
	Corporate Governance Guidelines ; 2026 Proxy Statement ; Charter of Nominating and Governance Committee

GRI Metrics

Reference		CY2025
02 General Disclosures	2-14: Role of the highest governance body in sustainability reporting	Charter of Nominating and Governance Committee
	2-15: Conflicts of interest	Code of Business Conduct and Ethics of Blackbaud
	2-16: Communication of critical concerns	Code of Business Conduct and Ethics of Blackbaud
	2-17: Collective knowledge of the highest governance body	2026 Proxy Statement
	2-18: Evaluation of the performance of the highest governance body	2026 Proxy Statement
	2-19: Remuneration policies	2026 Proxy Statement
	2-20: Process to determine remuneration	2026 Proxy Statement
	2-21: Annual total compensation ratio	2026 Proxy Statement
	2-22: Statement on sustainable development strategy	Sustainability Policy
	2-23: Policy commitments	2025 Blackbaud Impact Report

GRI Metrics

Reference		CY2025
02 General Disclosures	2-25: Conflicts of interest	Code of Business Conduct and Ethics of Blackbaud
	2-26: Mechanisms for seeking advice and raising concerns	Code of Business Conduct and Ethics of Blackbaud
	2-27: Compliance with laws and regulations	Code of Business Conduct and Ethics of Blackbaud
	2-29: Approach to stakeholder engagement	2025 Blackbaud Impact Report
	3-1 Process to determine material topics	2025 Blackbaud Impact Report
	3-2 List of material topics	2025 Blackbaud Impact Report
	3-3 Management of material topics	2025 Blackbaud Impact Report

GRI Metrics

Reference		CY2025
301 Materials	301-1: Materials used by weight or volume	2025 Blackbaud Impact Report
	301-2: Recycled input materials used	2025 Blackbaud Impact Report
	301-3: Reclaimed products and their packaging materials	2025 Blackbaud Impact Report
302 Energy	302-1: Energy consumption within the organization	2025 Blackbaud Impact Report
	302-2: Energy consumption outside of the organization	2025 Blackbaud Impact Report
	302-3: Energy intensity	2025 Blackbaud Impact Report
	302-4: Reduction of energy consumption	2025 Blackbaud Impact Report
	302-5: Reductions in energy requirements of products and services	2025 Blackbaud Impact Report

GRI Metrics

Reference		CY2025
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	2025 Blackbaud Impact Report
101 Biodiversity	101-1: Policies to halt and reverse biodiversity loss 101-2: Management of Biodiversity impacts	Biodiversity-specific policies are not currently in place due to immaterial biodiversity impacts
	101-4: Identification of biodiversity impacts	n/a
	101-5: Locations with biodiversity impacts	n/a
	101-6: Direct drivers of biodiversity loss	No material biodiversity impacts from these drivers were identified
	101-7: Changes to the state of biodiversity 101-8: Ecosystem services	n/a

GRI Metrics

Reference		CY2025
305 Emissions	305-1: Direct (Scope 1) GHG emissions	2025 Blackbaud Impact Report
	305-2: Energy indirect (Scope 2) GHG emissions	2025 Blackbaud Impact Report
	305-3: Other indirect (Scope 3) GHG emissions	2025 Blackbaud Impact Report
	305-4: GHG emissions intensity	2025 Blackbaud Impact Report
	305-5: Reduction of GHG emissions	2025 Blackbaud Impact Report
	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		CY2025
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	CY2025
SASB TC-SI-130a.1	<p>(1) Total Energy Consumed, (2) Percentage Grid Electricity, (3) Percentage Renewable</p> <p>Scope 1: 1,933 therms of gas = 103 metric tons of CO₂e; 22,456 estimated sq ft = 26 MT of CO₂e; 149 carbon removal offsets procured to neutralize Scope 1 emissions</p> <p>Scope 2: 2,362 MWh (132 MWh from on-site solar) = 740 metric tons of CO₂e location-based emissions; 2,230 EACs procured to neutralize Scope 2 emissions (for 0 metric tons of CO₂e market-based emissions & 100% renewable electricity)</p> <p>Scope 3: Purchased Goods and Services = 13,428 metric tons of CO₂e; 4,218 offsets procured to cover Data Center usage Capital Goods = 101 metric tons of CO₂e Fuel and Energy = 296 metric tons of CO₂e; 296 offsets procured Upstream Transportation & Distribution emissions = 12 metric tons of CO₂; 12 offsets procured Waste-related emissions = 35 metric tons of CO₂e; 35 offsets procured Business travel = 1,293 metric tons of CO₂e; 1,293 offsets procured Employee commuting = 243 metric tons of CO₂e; 243 carbon removal offsets procured Employees working from home = 685 metric tons of CO₂e; 685 offsets procured</p>

Reference	CY2025
SASB TC-SI-130a.2	<p>(1) Total Water Withdrawn (2) Total Water Consumed, Percentage of each in Regions with High or Extremely High Baseline Water Stress</p> <p>6,371 M3 used at Charleston HQ office for water & sewer; 4,951 M3 used for Charleston HQ irrigation</p>
SASB TC-SI-130a.3	<p>Discussion of the integration of environmental considerations into strategic planning for data center needs</p> <p>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.</p>
SASB TC-SI-220a.1	<p>Policies and Procedures Relating to Behavioral Advertising and User Privacy</p> <p>Blackbaud Privacy Policy</p>
SASB TC-SI-220a.2	<p>Number of Users Whose Information Is Used for Secondary Purposes</p> <p>Blackbaud Privacy Policy</p>

SASB Metrics

Reference		CY2025
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	Blackbaud 2025 Annual Report on Form 10-K

Reference		CY2025
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	46%
	% Male Employees	54%
	% Female People Managers	45%
	% Male People Managers	55%
	% Females in Tech Roles	32%
	% Males in Tech Roles	68%
	% White	76%
	% Underrepresented Minority	24%
	% White People Managers	84%
	% Underrepresented Minority People Managers	16%
	% White in Tech Roles	72%
	% Underrepresented Minority in Tech Roles	28%

SASB Metrics

Reference		CY2025
SASB TC-SI 330a.1	% Employees in U.S.	72%
	% Employees Outside U.S.	28%
SASB TC SI 300a.2	Employee Engagement	<p>Our annual survey was distributed in March 2025. 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 88% participation in the follow-up pulse survey.</p>

Reference		CY2025
SASB TC-SI- 520a.1,	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	\$0
SASB TC-SI- 550a.2	Commitment to Business Continuity and Risks Related to Operations Disruptions	Blackbaud 2025 Annual Report on Form 10-K; 2026 Proxy Statement

TCFD

The following table indicates where readers can find disclosures that address the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Blackbaud intends to further align its disclosures with the recommendations of the TCFD by completing scenario analysis in 2025.

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. The Inclusion and Sustainability Council at Blackbaud is comprised of designated members from Blackbaud's leadership team. The Council engaged with stakeholders to determine priorities and was responsible for ensuring they were adopted throughout the company. The Council 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 Inclusion and Sustainability Council oversee the implications of sustainability issues. These groups 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-flexible workforce, which exposes Blackbaud 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

- c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Blackbaud has not yet performed a detailed scenario analysis. We hope to complete more work on this in 2026/2027.

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.

TCFD

Recommended Disclosures

Response/Comment

Risk Management

a) Describe the organization's processes for identifying and assessing climate-related risks.	Blackbaud continues efforts and practices to formally identify and assess climate-related risks. Our goal is to leverage our Inclusion and Sustainability Council, 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, we 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 Inclusion and Sustainability Team and our Executive Leadership Team will determine how climate risks are integrated in our organization's overall risk management process. 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.

About Our 2025 Report

The information in this report is guided by ESG materiality assessments, which identify the topics most important to our business stakeholders.

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).

Unless otherwise noted, this report covers Blackbaud's global operations, commitments, and practices during 2025 calendar year (January 1, 2025 – December 31, 2025).

All currency is in U.S. dollars. This report also contains figures that have been approximated or rounded. Reclassifications of data from previous public disclosures may have been made to reflect the current period presentation.

We believe building trust with our stakeholders includes a credible Impact Reporting process that will deliver actionable, consistent, and verifiable metrics.

We ensured the accuracy and reliability of the information and data on the various topics in this report through internal reporting and subject matter expert verification.

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

You can find more information about the GRI, SASB, and TCFD indexes, as well as our key policies, processes, and procedures in the [Metrics section](#) of this report.

For any other general information, please visit blackbaud.com.



blackbaud[®]

©2026 Blackbaud, Inc. All Rights Reserved.