



Sustainability Report FY25



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About this report

In this report, you'll find an overview of Elastic's sustainability strategy and performance in driving progress on key environmental, social, and governance topics related to our business and the nature of our operations.

Our sustainability reporting is built upon universally recognized standards and frameworks, such as the IFRS Foundation's Sustainability Accounting Standards Board (SASB) standards for the Software and IT Services industry, the IFRS S2 climate-related disclosure standards, and relevant objectives of the United Nations Sustainable Development Goals (UN SDGs). Data in this document is reported in line with our fiscal year 2025 (FY25), unless otherwise noted. Elastic's FY25 refers to the period May 1, 2024, to April 30, 2025.



We are Elastic

More than 50% of the Fortune 500 uses Elastic to solve smarter and innovate faster with the power of Search AI.

Elastic, the Search AI Company, integrates its expertise in search technology with artificial intelligence to help everyone transform the exponential growth of underutilized, unstructured data into answers, actions, and outcomes.

Elastic's Search AI Platform is the foundation for Elastic's two out-of-the-box solutions, Elastic Observability and Elastic Security, and is the platform of choice for developers seeking to build next-generation AI applications and services.



Our Source Code

These are some of the things that make Elastic, Elastic. They are a set of ideas rather than a statement of values. Some are accurate to who we are while others are aspirational. They are reminders that keep us steadfast because we're not perfect, we're human.



Customer, 1st

Our customers and our community are at the heart of everything we do. In our actions. In our products. And in the experiences that we create for them. Our passion for our users translates into their passion for Elastic.



IT, Depends

It's pretty complicated to make some things simple, and even more complicated to make other things possible. We embrace and value the knowledge required to do both. When a question is asked, buckle up. Sh*t is about to get real. Your journey will likely start with "it depends."



As YOU, Are

We all come in different shapes with different interests and skills. We all have an accent. Celebrate it. Just come as you are. No need to invest neurons trying to fit an arbitrary mold. We'd rather you put them to work shaping Elastic.



Home, Dinner

There is no such thing as work-life balance. We are successful if we find balance in life. Elastic empowers you with the flexibility to do so. Be home for dinner, go for a run midday, care for a sick child, or visit a parent. Finding balance means being more innovative and efficient at work. Which makes for a better Elastic.



Progress, SIMPLE Perfection

Perfection is not a destination. Color inside the lines or color outside the lines. Just pick a color. It's as simple as 2048. An Elastic that moves is an Elastic that survives, thrives, and stands the test of time.



HUMBLE, Ambitious

Ambition drives us to challenge ourselves and the people around us to do better. It is not an excuse to be an asshole. Be humble. Be ambitious. At Elastic, we are both.



Space, Time

It's easy to get stuck in a day-to-day work pattern. Allowing for the space and time to dream requires conscious effort. Embracing a high failure rate does, too. Fulfillment comes from doing the obvious and dreaming up the un-obvious. Both are foundations of Elastic.



01.02, /FORMAT

Our products are distributed by design, and our company is distributed by intention. With many languages, perspectives, and cultures, it's easy to lose something in translation. Over email and chat, doubly so. Until we get a perpetual empathy machine, don't assume malice. A distributed Elastic makes for a diverse Elastic, which makes for a better Elastic.



Speed, Scale, Relevance

Elastic is a search company. We focus on value to users by producing fast results that operate at scale and are relevant. This is our DNA. We believe search is an experience. It is what defines us, binds us, and makes us unique.

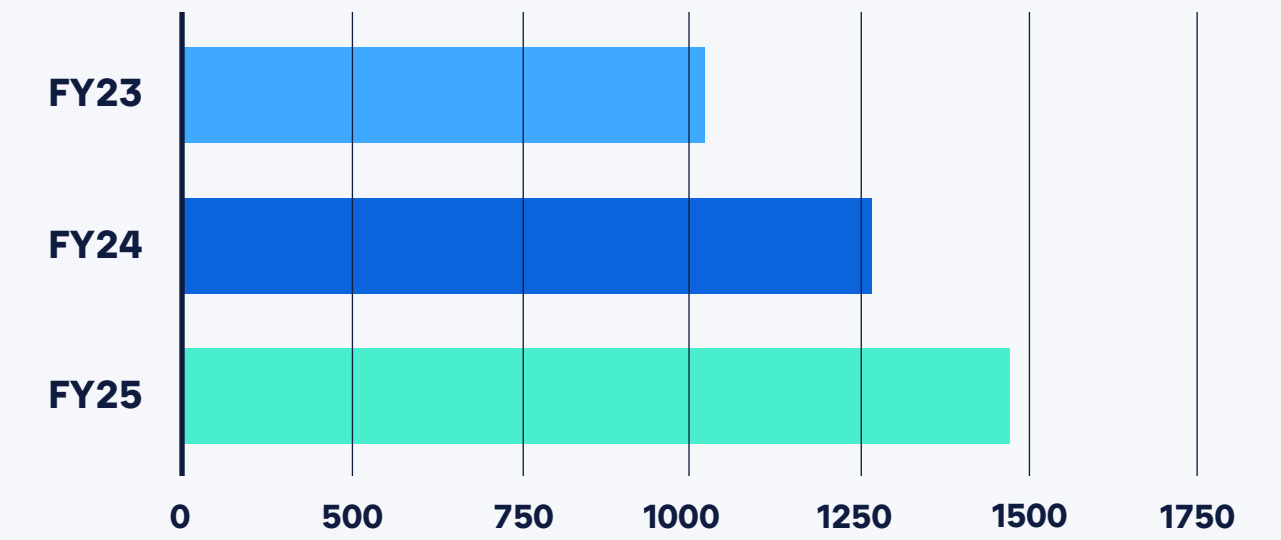


Activity metrics

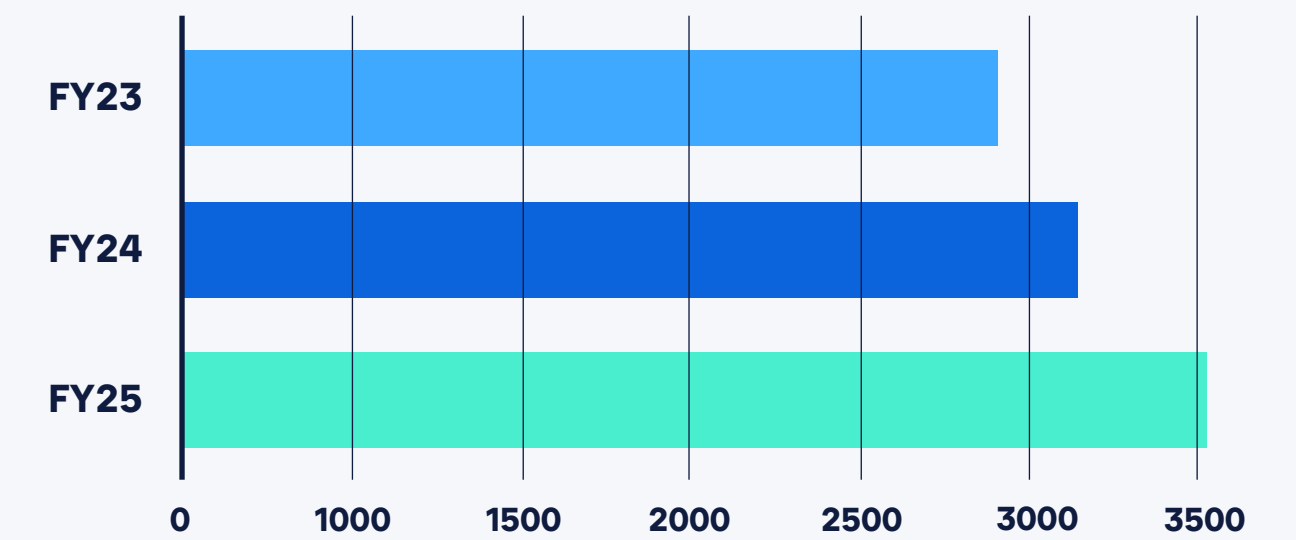
These metrics quantify our size, scope, and key business activities.

Metric	FY23	FY24	FY25
Revenue (\$MM)	1,069	1,267	1,483
Full-time employees	2,886	3,187	3,537
Customers	~20,200	~21,000	~21,500

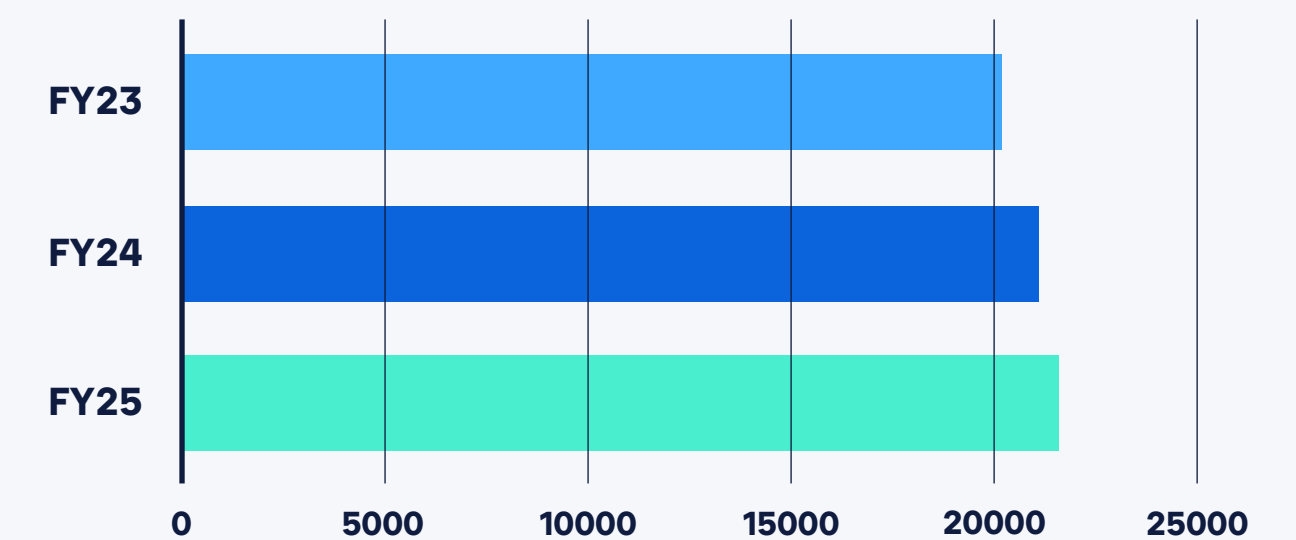
Revenue (\$MM)



Full-time employees



Customers





Elevating sustainability through innovation and data: Elastic's progress and vision

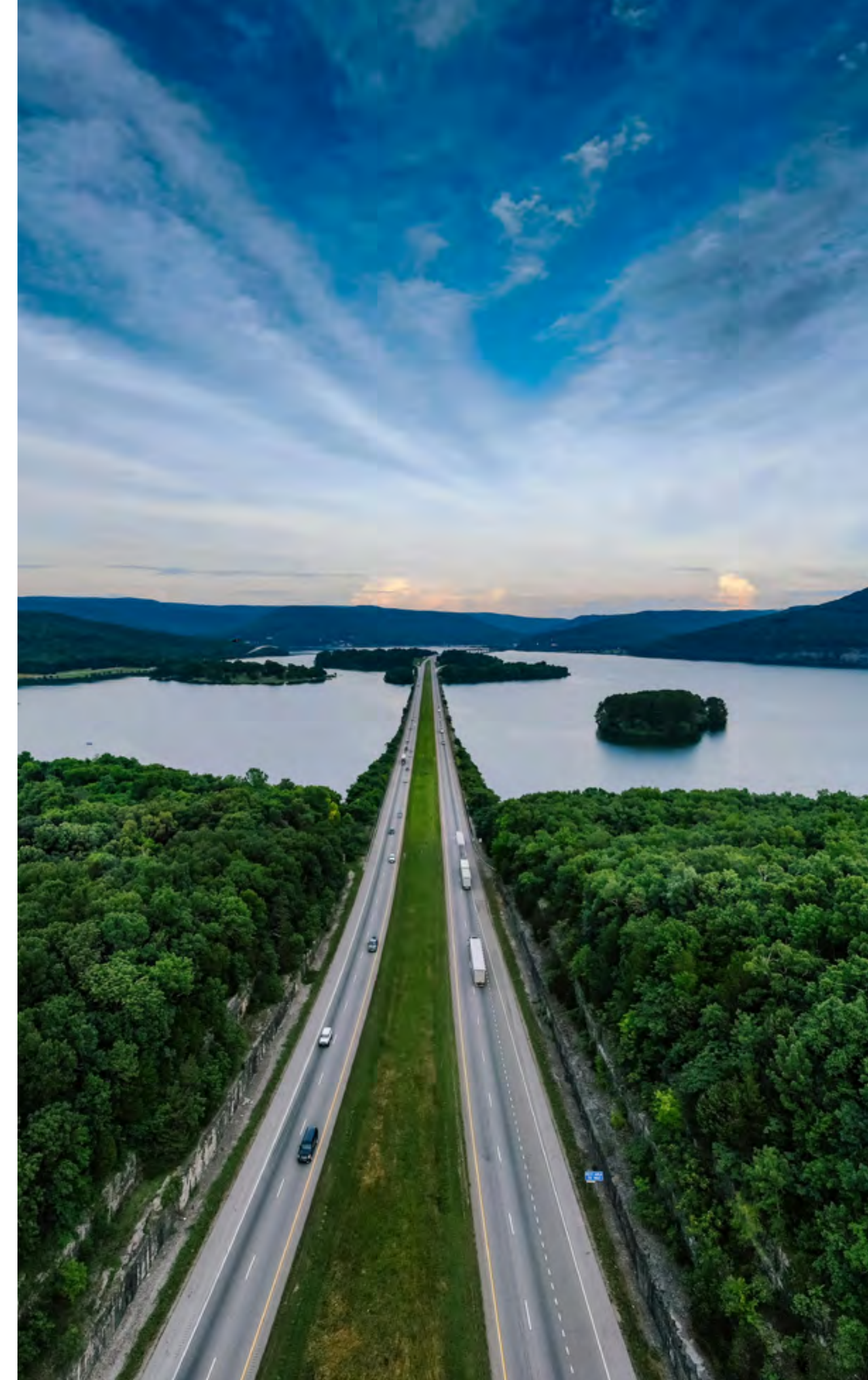
As part of Elastic's efforts to drive impactful long-term value, we incorporate sustainability principles into our main business activities, informed by our core competencies and data expertise. Our sustainability commitments and our dedication to innovation are rooted in our belief in the power of data to solve challenging problems and to make a positive societal impact. Our work at Elastic to help build a more prosperous and sustainable future is ongoing, and we are dedicated to iterative growth, openness, and collaboration with our stakeholders.

As we continue to grow and generate new ideas, we are still looking for new ways to make our processes and the areas we serve more sustainable. We want everyone who has a stake in this to join us on this journey to utilize data and technology to build a more sustainable, adaptable, and equitable future.

We also see huge potential in using our technology to help advance our customers' own sustainability objectives. For example, as our customers seek to reduce their supply chain impacts, they will find in Elastic a like-minded partner that provides relatively low-carbon product offerings, as well as the knowledge and ambition to join forces for greater efficiencies.

Our strategy and ambition

Our approach to sustainability continues to evolve, especially in light of shifting global regulatory requirements. What has not changed is our commitment to our stakeholders, and our strategy reflects a more significant focus on data quality, resiliency, and innovation. Included in this report are a set of commitments that align with our Source Code and are designed to help us focus on what's material to our company and our stakeholders. They highlight our key priorities, such as reducing our environmental impacts; upholding our dedication to inclusion; and strengthening our compliance and ethical processes. We will rely on these commitments to help us find opportunities that not only drive responsible growth, but also empower our customers and communities.





Our sustainability commitments

Environment

Workplaces	Sourcing	Employee engagement		Cloud	Products
Office impacts	Supplier engagement	Business travel & commuting	Home office impacts	Cloud impacts	Product impacts
Reduce office energy usage (scope 1+2 GHG emissions)	Engage top suppliers by emissions to encourage reduction targets	Promote lower carbon travel and commuting solutions	Advance energy saving and waste avoidance measures	Research efficiency opportunities and engage cloud partners	Collect product-related data for future impact estimations

Social

Inclusion at Elastic			Philanthropy	Talent	Benefits
Supplier diversity	Workforce inclusion	Fair pay practices	Elastic Cares	Learning & organizational development	Be.Well
Support inclusive sourcing practices and foster economic development	Build a team with a wide breadth and depth of experience	Ensure compensation structures are fair and equitable for all	Connect and empower communities with the power of search	Promote a culture of innovation and creativity through learning opportunities	Provide well-being resources that support the physical and mental health of Elasticians

Governance

Corporate governance & compliance			Ethics & integrity	
Strategy & reporting alignment	Enterprise risk management	Regulatory requirements	Business integrity	Data security & privacy
Embed sustainability into Elastic's corporate governance practices	Deepen integration of climate risk disclosures within reporting	Monitor and adapt to global reporting regulations	Ensure Elastic operates ethically and in compliance with laws and regulations	Safeguard the confidentiality and integrity of personal and sensitive data

ESG materiality assessment¹

In FY25, we initiated our first double materiality assessment, in preparation for our compliance with the European Union’s Corporate Sustainability Reporting Directive (CSRD). This exercise adds increased specificity to sustainability-related impacts, risks, and opportunities and underpins our reporting obligations for CSRD purposes, which will influence our disclosures in future years.

This exercise considers stakeholder input by assessing sustainability risks and opportunities, as well as garnering feedback on our performance on sustainability topics, including data privacy and security, employee well-being, and climate risk.

As requirements and our approach to the assessment of material sustainability topics continue to evolve, stakeholder engagement is — and will continue to be — a central and ongoing component of our data-driven sustainability strategy.



¹ | This publication uses the term “materiality” from an ESG perspective and contains references to a number of priorities, which may consider disclosure recommendations and broader definitions of materiality, including those used by certain voluntary external frameworks and reporting guidelines, that differ from mandatory regulatory reporting requirements, including requirements under the U.S. federal securities laws and rules of the U.S. Securities and Exchange Commission (SEC). Accordingly, such priorities may be considered from a different perspective, and “materiality” in the context of this publication may be distinct from the concept of materiality as defined for SEC disclosure purposes. Any inclusion or discussion of such priorities in this publication is not an indication that the priorities are material to Elastic for SEC disclosure purposes or otherwise.

Product societal impact

Our sustainability strategy accounts for our value chain: upstream with our emphasis on supplier engagement, in the social and environmental impacts of our own operations, and in the experiences our customers and users have with Elastic's Search AI Platform.

From this perspective, we see the potential to make a positive impact through the innovative application of our products and how our technology can enable our customers to achieve their sustainability goals and objectives for impact. We saw this in action in FY25, as demonstrated by select examples below:

Search

For financial institutions, rapid access to trusted information is more important than ever, especially considering increased pressure to comply with evolving regulations like capital adequacy and ESG standards. For this reason, many banks and their partners are exploring the potential of generative AI to unlock value from vast quantities of unstructured data, including PDFs and other documents.

Elastic's AI search toolkit enables **EY** finance clients to unlock valuable insights for compliance and innovation.

Georgia State University increases data insights and explores helping students apply for financial aid with AI-powered search.

The **world's largest matchmaking service** harnesses Elasticsearch for an enhanced matchmaking experience, helping millions to find love.

Observability

ANSC uses Elastic Observability to ensure the quickest response times for its Fire and Rescue Services applications, utilizing real-time application performance monitoring and user insights.

Lifting people out of loneliness: That's the mission of **Flockx**, a startup that uses the latest AI technology to help individuals, local businesses, and brands connect online and meet in real life. "Overuse of smartphones has a negative impact on mental and social health," says Devon Bleibtrey, CEO, Flockx. "We encourage people to disconnect from screens by using AI agents that direct them to social events, local clubs, and communities." As well as providing advanced search and observability features, Bleibtrey puts Elastic at the heart of his vision for the future of communication and user experiences aimed at reducing loneliness and improving emotional and social health.

Security

KPN, a major telecommunications and IT provider in the Netherlands and industry leader in sustainability, uses Elastic to secure its systems. The extent of the business means that security is a priority — especially for KPN's corporate clients, who must keep up with the rapidly changing threat landscape. In this industry, malware and ransomware pose a very serious threat due to the volume of employees and endpoint devices such as laptops, mobile phones, and tablets. Erno Doorenspleet, CTO Security, KPN, says, "Some of the largest businesses in the Netherlands as well as government, education, and healthcare organizations rely on KPN for the security of their systems. We protect them against various threats, from hackers motivated by financial gain to criminals sponsored by foreign governments."

The **University of York** replaced its incumbent security information and event management (SIEM) solution with Elastic Security, enabling the use of new tools and features to protect networks, employees, and students.



Environment

In 2024, global temperatures reached their highest levels on record, surpassing the previous peak set just a year earlier and marking the seventh consecutive year of record-breaking heat. The accelerating impacts of climate change continue to threaten ecosystems and communities across the globe — disproportionately affecting vulnerable populations and deepening existing socioeconomic inequalities.

At Elastic, we recognize the UN Intergovernmental Panel on Climate Change (IPCC) as a leading scientific authority on human-induced climate change and support the global effort — across governments, civil society, and the private sector — to address its risks and work toward a more resilient, low-carbon future. We are committed

to managing energy and resource use responsibly and adopting renewable energy alternatives that mitigate long-term climate risk.

As a global software company, we believe both our technology and our operating model can contribute meaningfully to this transition — from products that enable customers to operate efficiently in cloud-based environments to our distributed international workforce of Elasticians, which inherently limits emissions from commuting and facility operations. Climate action is a shared responsibility, and we remain focused on doing our part through innovation, collaboration, and continual improvement.



Environmental policy and management approach

Our environmental strategy is guided by our ESG and Sustainability Steering Committee, which sets direction and provides oversight across our environmental programs. Supporting this work is our cross-functional Sustainability Operating Committee (SOC), comprising leaders from our Workplaces, HR Compliance & Operations, Inclusion, Talent, Strategic Sourcing, Total Rewards, and Legal teams. The SOC reports directly to the Steering Committee and plays a key role in aligning our operational practices with our environmental sustainability objectives, covering areas such as energy, travel, and supply chain impacts.

In FY25, the Sustainability team prioritized two core initiatives: supplier engagement and renewable energy outreach. In collaboration with the Strategic Sourcing team, we launched a new supplier engagement program to deepen sustainability integration across our supply chain. We also partnered with the Workplaces team to expand renewable energy adoption across our office portfolio.

Our environmental impact efforts this year also focused on enhancing the quality, automation, and accuracy of our environmental data collection and reporting systems. Key improvements included refining source data, such as procurement spend and supplier categorization, and updating calculation methodologies to reflect evolving standards and emerging best practices.

We also made significant progress on our Science Based Targets initiative (SBTi) goals in FY25, with the formal submission of our targets and reduction plans for verification. This process included updating our greenhouse gas (GHG) accounting methodologies and incorporating use-phase emissions from the use of our products into our emissions inventory.

To increase transparency and benchmark our performance, we continued to disclose our emissions inventory and climate strategy to CDP in 2024, earning a “B” score, a step up from the previous year. This improvement reflects our strengthened alignment with leading environmental management practices, which are now embedded in our practices and codified in our [Environmental Policy](#).





Climate change

While our direct environmental impacts are relatively low, we remain focused on minimizing our emissions footprint as part of our responsibility to help build a more stable and secure future. Our efforts extend beyond our own operations to the broader value chain, where the majority of our impact lies. By partnering with like-minded companies, we have an opportunity to accelerate the development of low-carbon product solutions. Drawing from our data expertise, we're also strengthening our ability to measure, manage, and reduce emissions across these extended networks.

Key elements of Elastic's business strategy inherently support a lower-carbon profile relative to more traditional models, including:

- A distributed-by-design workforce that minimizes emissions associated with commuting and large office footprints
- A cloud-first infrastructure that relies on leading hyperscalers, benefiting from some of the most efficient data centers available today

We use a corporate sustainability data management tool to make our climate goals more accurate and build upon our trend of continual data improvement. The platform allows us to measure progress against our baseline emissions as we work on our decarbonization plan in line with our new science-based targets.

As part of our commitment to credible environmental reporting, we engaged with an independent firm to conduct a **third-party validation of our GHG emissions** data. This limited assurance process confirms that our data is accurate, complete, and compiled in accordance with established protocols.





Absolute greenhouse gas emissions by scope (tCO₂e)^{1,2}

Metric	FY2023	FY2024	FY2025
Scope 1 emissions	95	65	241
Scope 2 emissions (Location-based)	231	290	494
Scope 2 emissions (Market-based)	238	243	504
Scope 3 emissions	44,100	56,100	59,400
Total emissions (Location-based)	44,400	56,500	60,200
Total emissions (Market-based)	44,500	56,400	60,200



Greenhouse gas emissions Scope 3 breakdown (tCO₂e)^{2,3,4,5,6,7}

1 | Scope 1 and 2 emissions cover 100% of our sites.

2 | Scope 3 emissions are rounded to the first two or three significant figures. Total emissions values may slightly differ from the sum of columns due to rounding.

3 | Scope 3 categories 9 (downstream transportation and distribution), 10 (processing of sold products), 12 (end-of-life treatment of sold products), 14 (franchises), and 15 (investments) are not relevant to our business and thus are not included in our inventory.

4 | Emissions from third-party courier services (Category 4) are not significant and are therefore included as part of Category 1 (purchased goods and services).

5 | Emissions from accommodations are included in Category 6.

6 | Emissions from home working are excluded from Category 7 and are optionally reported below the Scope 3 total to align with SBT emissions boundaries.

7 | Emissions from the use of our products are excluded from Category 11, as per SBT boundary requirements. Emissions from our cloud-hosted products are included in Scope 3, Category 1, and use-phase emissions for locally hosted customer use of our products is optionally reported below the Scope 3 total to align with SBT emissions boundaries. This optional category is newly reported beginning in FY24. Elastic has excluded emissions from data transfer from Category 11 reporting.

Scope 3 categories	FY2023	FY2024	FY2025
Category 1 (Purchased goods and services) ⁷	34,200	35,000	29,200
Category 2 (Capital goods)	1,030	1,600	1,300
Category 3 (Fuel- and energy-related emissions)	30	100	200
Category 5 (Waste generated in operations)	2	70	80
Category 6 (Business travel) ⁵	8,300	17,800	20,100
Category 7 (Commuting) ⁶	200	700	730
Category 8 (Upstream leased assets)	260	1,000	170
Category 11 (Use of sold product) ⁷	-	-	7,430
Category 13 (Downstream leased assets)	140	9	200
Scope 3 total	44,100	56,100	59,400
Optional Category 7 (Home working) ⁶	2,440	1,300	1,450
Optional Category 11 (Emissions from locally hosted product usage) ⁷	-	24,000	21,800

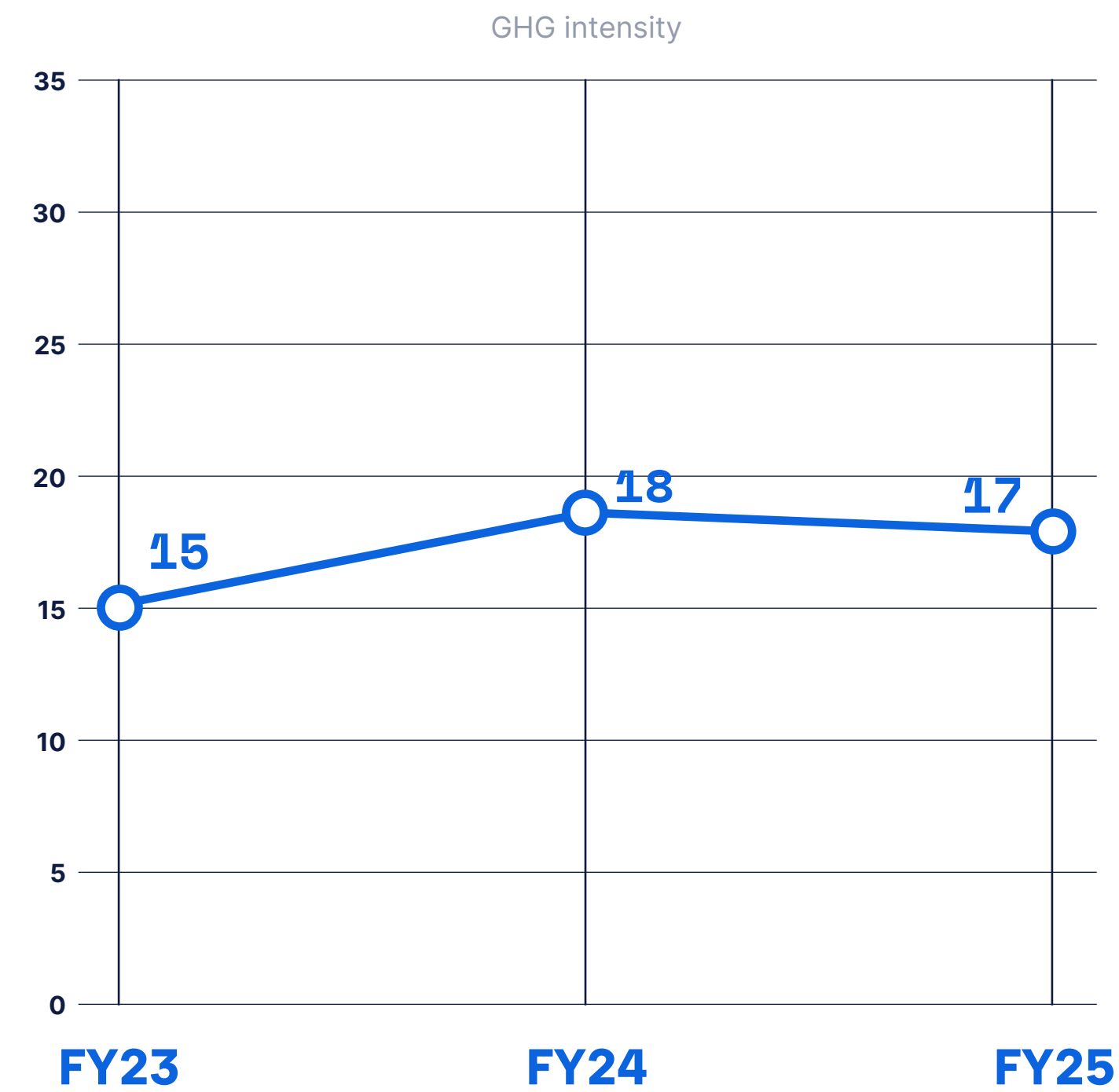


Year-over-year greenhouse gas emissions intensity (employees)

Total location-based metric tons CO2e per full-time employee

Despite our continued growth, Elastic has maintained relatively consistent emissions intensity from FY23 to FY25 — demonstrating progress in decoupling emissions from growth.

Metric	FY2023	FY2024	FY2025
GHG intensity (full-time employees) Total Scope 1, 2, and 3 location-based metric tons CO2e per full-time employee	15	18	17
Full-time employees	2,886	3,187	3,537



Understanding Elastic's carbon impact

Scope 1 and 2 – Office impact

At Elastic, we continue to improve how we measure and manage GHG emissions across our operations. This includes strengthening data quality and coverage, particularly for Scope 1 and 2 emissions tied to our office energy use.

In FY25, we also expanded our use of primary energy data through stronger engagement with data controllers across key offices. Notably, we incorporated more primary data from our Tel Aviv; Paris; and Arlington, Virginia, locations and began collecting data for our original New York City office. By the end of FY25, 100% of our sites were included in Scope 1 and 2 emissions and energy use data, with all but the original NYC office using primary data. Our Scope 1 and 2 emissions increased in FY25, a result of our current methodology which relies heavily on square footage estimations to calculate our Scope 2 emissions. We are engaging with our key sites to drive efficiency and renewable energy usage where feasible to decouple our growth from our emissions impact.

Sustainable workplaces: As a company that's distributed by design, Elastic maintains a relatively low office energy footprint compared to other companies. Our in-office people-to-desk ratio of 5:1 helps significantly reduce commuting emissions, as well as office-related energy and water consumption and waste generation. Elasticians are instrumental in our effort to minimize workplace impacts, actively contributing to sustainable practices through thoughtful resource use, waste reduction, and engagement with our environmental initiatives.

In step with our continued growth, we expanded our sustainable site selection criteria to further emphasize access to energy metering data and the availability of renewable energy tariffs. This effort aligns with our overall workplace decarbonization strategy, which also targets our most carbon-intensive office locations. We prioritize offices' decarbonization efforts based on considerations that include operational control, lease type, and percentage of overall portfolio energy use and associated GHG emissions.

Scope 3

As Elastic continues to scale its operations, certain Scope 3 emissions have increased. In particular, business travel emissions increased substantially in FY24 and in FY25. Elastic has identified our most material emissions sources and growth areas and we are beginning to develop a roadmap that will decouple emissions from company growth.

Several Scope 3 categories have also shifted since our 2023 sustainability report due to methodological enhancements, including refined emissions calculations and updated emissions factors. These changes reflect our ongoing efforts to improve data accuracy.

Purchased goods and services: Between FY23 and FY25, reported emissions from purchased goods and services decreased by approximately 15%. We continue to engage suppliers to build on this momentum, and we monitor the share of spend and associated emissions linked to companies with SBTi-validated targets and commitments.

Work from home and business travel: In our distributed-by-intention company, the majority of our employees primarily work from home. To align with SBTi reporting boundaries, we've decided to break out and report these emissions separately. As a result, nearly twice this category's emissions are generated from home working compared to commuting. Although these emissions fall outside the scope of our SBTi commitment, Elastic chooses to measure and actively pursue strategies to reduce them as part of our broader environmental responsibility. GHG emissions from work-from-home (WFH) activities, commuting, and business travel represent important categories within our Scope 3 inventory, and we strive to support employees in making lower-carbon choices in how they work and travel for Elastic.

Use of sold product: Beginning in FY24, we calculated emissions from the use of our sold products. Our methodology differs by hosting environment. For our products that run on Google Cloud, we leverage real data from Google's Carbon Footprint service, which estimates the greenhouse gas emissions for our usage of covered services. These emissions are included in our Scope 3, Category 11 (Use of Sold Product) total. For products using other cloud-based hyperscalers, we use a spend-based approach with supplier-specific emissions factors, as reported via CDP.

These cloud-based product emissions are included in our Scope 3, Category 1 (Purchased Goods and Services) total. These emissions are considered indirect by SBTi and are therefore reported optionally below our Scope 3 total.

Science-based targets

In FY25, following an in-depth and deliberate planning effort, we submitted our emissions reduction targets to SBTi for validation.

Near-term targets (by FY34, from an FY24 base year):

- Reduce absolute Scope 1 and 2 GHG emissions by 59%
- Reduce Scope 3 GHG emissions by 64% per USD value added

Long-term targets (by FY50, from an FY24 base year):

- Reduce absolute Scope 1, 2, and 3 GHG emissions by 90%
- Reach net-zero GHG emissions across the value chain

We selected FY24 as our SBTi baseline year because it reflects the most accurate and representative snapshot of our business to date. Due to methodological enhancements, year-over-year comparisons of our total emissions footprint may not always be meaningful. However, comparisons remain valid for categories where the calculation methods remain consistent.

Energy management in offices

Renewable energy: Energy use is a key driver of our operational GHG emissions and a priority area in our emissions reduction strategy. In FY25, we launched a renewable energy engagement program across our offices, aimed at achieving 100% renewable energy coverage for all of Elastic's offices.

As part of this effort, we introduced our landlords at key sites to the various types of renewable energy sources and procurement mechanisms available — such as Energy Attribute Credits (EACs), Green Tariffs, and Power Purchase Agreements (PPAs).

The program also communicated Elastic's preferred renewable energy procurement approaches to help guide decision-making at the site level. Currently, our Paris, London, and Sydney offices source renewable energy.

Environmental accreditations: Our site selection process for new office spaces prioritizes environmental sustainability accreditations such as the Building Research Establishment Environmental Assessment Method (BREEAM), Leadership in Energy and Environmental Design (LEED), and the WELL building standard. Our Arlington, Virginia, office holds the LEED Gold certification, while our New York and Bangalore offices are now LEED Platinum certified, as of FY25.

Stakeholder engagement

More than 99% of Elastic's emissions footprint comes from indirect sources across our value chain. To meet our near-term Scope 3 SBTi target, we are engaging with suppliers in efforts to drive down emissions intensity. Achieving these targets relies on close collaboration with key stakeholders, including employees, supply chain partners, and the landlords of our office locations. By continuing to prioritize operational efficiency and low-carbon practices, we can help accelerate the transition to a more sustainable value chain and economy.

Employee engagement

We actively engage employees in understanding and reducing our environmental impact through initiatives focused on energy efficiency, sustainable transportation, and waste reduction.

In April 2025, we hosted an in-depth session on our latest sustainability reports and office-based sustainability initiatives. To make learning more interactive, we hosted sustainability challenges that encouraged employees to participate in stewardship actions such as trash pickup or exploring local clean energy initiatives. Additionally, Elastic incentivizes employee giving through our donation matching program, which is tied to 1% for the Planet, a global network of businesses committed to supporting environmental organizations.

More details on our donation program can be found in the Community section of this report.

Customer engagement

As part of our customer engagement efforts in FY25, we focused on collecting customer-specific data to enhance our calculations of emissions from the use of our products. This work is enabling more informed, collaborative discussions with customers on optimizing energy efficiency in the use of our products and where they are hosted.



Sustainable supplier engagement

A significant portion of Elastic's emissions footprint stems from our purchased goods and services, making supplier engagement a critical lever in our decarbonization strategy. As of October 2024, 28.3% of suppliers had SBTi-approved targets or had publicly committed to setting an SBTi target.

In FY25, our top 10 suppliers by emissions accounted for 54% of Elastic's total emissions.

Cloud-related activities — encompassing computing and data hosting — represented 28% of our total Scope 1, 2, and 3 emissions. As a cloud-based company, a substantial portion of our total vendor spend is concentrated with three cloud service providers: AWS, Google Cloud, and Microsoft Azure. As Elastic scales, we will continue to consolidate our total vendor spend with these partners. We believe that a consolidated cloud infrastructure not only enables operational efficiency but also offers a lower-carbon path forward. Each of these providers has made public commitments to decarbonization. For example, AWS announced that it achieved its 100% renewable energy goal in July 2024, while Microsoft Azure and Google Cloud have carbon reduction targets aligned with SBTi standards.

Our supplier engagement approach is grounded in the belief that decarbonization requires collaboration. In FY25, we formalized a three-phase strategy — Analyze, Engage, Track — to deepen engagement with our most impactful suppliers. After conducting a spend and emissions analysis, we launched an engagement program focused on encouraging action and transparency among high-emitting partners.

This program includes developing GHG emissions inventories, sharing emissions data annually, and setting emissions reduction targets. To support participation, we rolled out an education campaign on carbon accounting and target setting.

The program has provided valuable insights into our suppliers' sustainability maturity and progress toward climate action. It also serves as a foundation for long-term collaboration. By working alongside suppliers to build capacity and accelerate emissions reductions, we aim to enable cascading decarbonization that extends beyond Elastic's operational boundaries. Reducing supply chain emissions is one way that Elastic can have a big sustainability impact that goes beyond our operational footprint. Through climate-conscious procurement and sustained supplier collaboration, we are helping to shape a more sustainable value chain and move collectively toward a net-zero future.

Landlord engagement

Elastic's Workplaces and Sustainability teams have collaborated to engage directly with landlords at several key sites, including our Amsterdam; Austin, Texas; and Sydney offices, to advance shared sustainability goals. These conversations served as a platform to outline Elastic's broader decarbonization strategy and identify opportunities for alignment and joint action.

During these sessions, we emphasized the critical role landlord partnerships play in achieving our environmental objectives and highlighted the numerous benefits of collaboration: reducing GHG emissions, supporting energy security, managing long-term costs, and generating

broader economic and social value. Beyond strategic alignment, these engagements help strengthen relationships with key site stakeholders. They enable us to gain a better understanding of building-level sustainability programs, landlord priorities and challenges, existing energy contracts, renewable energy procurement options, energy metering information, infrastructure design and constraints, and local regulatory frameworks.

Waste management in offices

Single-use plastic reduction

To minimize reliance on disposable items, we provide staff and visitors with glasses, reusable bottles, or recyclable/biodegradable cups, along with access to filtered tap water.

Packaging reduction

We encourage vendors to minimize packaging and request the return of any non-recyclable materials for proper handling.

Recycling programs

The majority of our offices are equipped with split-stream recycling or use recycling services through waste management providers.

Food waste reduction

Our lunch service operates on an individual preorder system — requiring orders to be placed at least 24 hours in advance — to keep food waste to a minimum.

Office water management

Most restroom facilities feature dual-flush toilets to reduce wastewater, and the majority are equipped with sensor-activated fixtures to optimize water use. In FY25, we completed our first CDP Water questionnaire, earning a B- score, reflecting our growing efforts in water management and transparency.





Social

Supporting our people isn't just a priority — it's the foundation of how we work. That's why we focus our energy on what matters most: hiring exceptional talent and ensuring they feel seen, heard, and empowered to grow. As a distributed company, we draw strength from the richness of our global perspectives, we recruit exceptional talent, and we foster inclusive workplace practices. By investing in Elasticians' well-being and growth through development opportunities, holistic benefits, and equitable pay, we aim to support both their personal and professional

journeys. The Source Code is at the heart of Elastic's culture, and our Beehive learning model brings it to life by articulating the shared set of behaviors that predict success at Elastic. Through programs like Elastic Cares, we carry our values beyond our workplaces to support our communities.



Approach to talent management

At Elastic, we are continually evolving and growing our end-to-end talent processes, working toward a holistic, coordinated approach across the business. This work spans many teams that collaborate to achieve a high caliber, globally distributed workforce.

We celebrate diversity, foster inclusion, reward and recruit excellence from around the world, enable every Elastician to perform their very best, and work thoughtfully to secure our talent pipeline for the future. Launched in FY24, the Beehive — our model for employee success — provides a memorable framework for the behaviors that drive success at Elastic, regardless of role or level. The Beehive establishes a common language and reference point for all talent activity, gives Elasticians clear expectations for behavior and performance, and provides a consistent approach to talent management.

Talent recruitment

We support Elastic's global growth by developing sourcing channels for talent and providing a meaningful recruitment experience for candidates. As part of this effort, we continue to expand our outreach into different talent pools and new locations, including Costa Rica in FY25. Our hiring philosophy includes:

- Supporting current team members through the hiring process with resources like the How to Hire Toolkit and interview questions related to the Beehive
- Setting expectations among job applicants and candidates with guidance on our hiring process, including how to request accommodations
- Prioritizing the career mobility of our existing employees through an internal-first mindset
- Facilitating the transition of military personnel via our partnership with the U.S. Department of Defense Skillbridge program. (In FY25, 10 Skillbridge interns joined teams across the organization, including Revenue Strategy, Sales Strategy, Renewals, and Solution Architecture.)

Employee engagement

For the past five years, we've conducted regular global employee experience surveys at least twice annually. The surveys continue to equip leaders with actionable insights. We typically see strong participation across the entire organization, with the level of engagement at Elastic benchmarking competitively against our peers. Our survey results inform programmatic action at the company level and team actions down to the manager level. The engagement score in the November 2024 survey was 77, with more than 80% of employees participating.

Talent development

The mission of our Learning & Organizational Development (L&OD) team is to foster purposeful growth for all Elasticians by providing impactful experiences that can be applied in work and life.

In FY25, the team focused on raising awareness of available programs and classes by more directly linking them to organizational success and partnering more closely with business units to create curated learning paths. Our key focus areas are included below:

- Launching the Career and Leadership Hub on Elastic Academy, our internal learning and development platform, featuring newly designed user-centric learning journeys for Leading Self and Leading Others, with a mix of self-paced elearning and live instructor-led classes facilitated by the L&OD team
- Transitioning from scheduling global learning sessions to delivering regional programs, improving accessibility and resulting in higher engagement across our global workforce
- Designing and launching several new programs to enable our business to navigate transformational change and an increasingly complex and competitive market landscape
- Helping managers and Elasticians engage in more meaningful discussions about career success through a practical framework linked to our “internal-first” focus on talent

Building a highly effective workforce

In FY25, we revamped our talent review process to make it simpler, clearer, and more impactful. The changes helped leaders have more meaningful conversations about both performance and potential and created a more consistent set of talent standards across the organization.

Looking ahead, we’re focused on enabling more meaningful conversations between managers and Elasticians on the connection between individual performance and organizational outcomes.

Our talent initiatives are designed to reinforce each other in a clear, elegant, and intentional way.



In FY25, our focused efforts led to 8,072 professional development course completions, with 1,161 unique users completing an average of four classes each.

Benefits

Elastic's benefits are grounded in our Source Code value to show up "As YOU, Are." This means designing inclusive, flexible, productivity enhancing, and globally relevant offerings that reflect the diverse needs of Elasticians and their families — empowering them to thrive both personally and professionally.

Well-being through inclusion and flexibility

We prioritize well-being by fostering an inclusive, flexible culture where people can truly flourish. Our global programs are thoughtfully designed to reflect the diverse needs of Elasticians and their loved ones — offering support that meets individuals where they are, regardless of geography, identity, or life stage.

This is underpinned by continued investment in global "Core" benefits: from accessible mental health resources to equitable family-building benefits, we're committed to care that adapts to real life.

Creating space for what matters

We recognize that life outside of work requires care and attention, too. Our policies for caregiving, parental leave, and compassionate time off are built around the understanding that people wear many hats. Whether welcoming a child, caring for a family member, or navigating personal loss, Elasticians are supported with time off and resources, such as our caregiver support benefit, that recognize the moments that matter most.

Amplifying impact through service

We know that fulfillment often comes from contributing to something greater. That's why we encourage Elasticians to engage with causes that resonate with them — through volunteer time, donation matching, and support for those in active military service. It's one of the many ways we bring our values to life and extend our impact beyond the workplace.

Everyday commitment to well-being

We continually champion well-being as an essential part of work. From physical health and ergonomic support for remote work, to financial empowerment through retirement plans, equity programs, and engaging wellness initiatives, we provide resources that help our employees build sustainable, healthy habits for the long term.

Elastic recognized with 13 Comparably awards

A supportive, flexible culture is central to our Source Code — and to how we empower employees to show up as their full, creative selves.

That commitment was recognized across FY24 and FY25 with 13 Comparably awards, including honors in 12 major categories of its Best Place to Work series. Comparably is a leading platform providing insights on corporate culture and talent practices.

- Best Company Culture (including an A+ Culture Score)
- Best Company for Diversity
- Best Company Work-Life Balance

Fair pay practices

Fair pay is the foundation of our global compensation philosophy. We are committed to compensating employees equitably for the work they do, regardless of gender, race, or ethnicity.

We believe transparency is fundamental to building a workplace where employees can trust that their pay reflects fair and objective criteria. That's why all employees have access to the full salary range for their role. In the US and Canada, we also include salary ranges on all job postings, helping to ensure a level playing field from the very first step of the hiring process.

On an ongoing basis, we partner with an external firm to conduct regular pay equity analyses. These assessments use established job groupings and control factors to ensure appropriate, data-informed comparisons.

At Elastic, we're proud of our compensation practices and remain steadfast in our commitment to fair pay for all Elasticians.



Inclusion at Elastic

Our approach to inclusion is rooted in our foundation as a company. Elastic originated as a distributed company made up of individuals across the globe, with a myriad of different backgrounds, experiences, and perspectives. This is part of how we work and who we have always been.

Our Source Code guides how we strive to create an inclusive culture every day. It reminds us that with many languages, perspectives, and cultures, we should not assume bad intent. It highlights that we all bring different interests and skills to Elastic. At its heart, the Source Code invites us to “just come as you are.”

With our workforce spanning more than 40 countries, 100+ nationalities, a multitude of languages, and different lived experiences, there are some common beliefs and practices that guide us:



Source Code

The Source Code is what makes Elastic, Elastic. Some ideas resonate more strongly with others, and that's OK. The ideas in our Source Code are reminders that keep us steadfast because we're not perfect. We're human.



Respect the pause

Respecting pauses someone may take during a meeting or conversation is respectful and inclusive of non-native language speakers, cognitive differences, and the countless dimensions of diversity across the globe. Respect the pause rather than moving to the next discussion point or a new topic.



Pause and explain

When a situation occurs that creates discomfort or unease, we encourage Elasticians to remember the Source Code. Pause and remember that we wear different lenses, have different backgrounds and experiences, live in different parts of the world, and speak different languages. After the pause, explain — without judgment, condemnation, or assuming bad intent — why the situation created discomfort or unease.





Inclusive by design

We believe that to truly embed an idea, you need to design it in from the start. Our objective is to help all employees at Elastic succeed, and we do that by designing our programs, practices, and policies to reduce bias and be open and fair to all Elasticians. We engage with individuals, teams, and leaders to build awareness and understanding of how to build high performing teams that by their nature offer diverse perspectives, as well as how to foster an inclusive culture — leading to better decisions, more productive team environments, and better reach to our global customer base.

In FY25, we participated in third-party benchmarking surveys, including the Human Rights Campaign - Corporate Equality Index (HRC-CEI) and Disability:IN's Disability Index, to better understand areas of progress and opportunity and to build upon insights from Fair360 and Paradigm Blueprint surveys.

Elastician Resource Groups (ERGs)

At Elastic, we believe in the strength of community. Through our seven Elastician Resource Groups (ERGs), we cultivate a global platform for all Elasticians to connect, learn, grow, and thrive together. The Accessibles (Accessibility), Blasticians (Black and African American), ElastAsians (Asian, Pacific Islander, East and Southeast Asian), Elasticians Unidos (Hispanic/Latinx), Rainbow Stack (LGBTQIA+), Milasticians (Military/Veteran), and Women of Elastic are organizationally sponsored, self-organized, Elastician-run groups aligned with specific shared identities, interests, affinity, or allyship. ERGs welcome the participation, support, learning, and development of all Elasticians in any ERG.

In FY25, ERGs curated content and programming, intersecting multiple dimensions of diversity and providing awareness, education, and business and social impact across the Americas, the Asia Pacific Japan region, Europe, the Middle East, and Africa.

Executive sponsors for our ERGs guide the efforts of these employee-led groups in alignment with our business and talent priorities.

Our ERGs hosted many impactful events open to all Elasticians, including fireside chats and awareness sessions, and also concentrated on ways to support external communities through giving and volunteering. A key focus for our ERGs this year was collaborative events and partnerships, highlighting the importance of cross-cultural competence in a diverse, global business environment. Among the highlights:

- Accessibles hosted an interactive session centered on inclusive design principles and how to leverage these to ensure digital products are usable by people of all abilities.
- Milasticians and Women of Elastic hosted a fireside chat with Headstrong, a leading mental health care provider, in recognition of International Men's Day with a theme of being Health Champions that gave Elasticians practical techniques to support mental well-being.
- Blasticians organized a successful event in partnership with Pursuit, a New York-based nonprofit dedicated to transforming economic mobility by training adults from nontraditional and low-income backgrounds to become software developers. Elastician volunteers hosted mock interviews and provided career guidance to Pursuit fellows.

Elastic Cares

Elastic Cares, our global philanthropic program, empowers Elasticians to support the causes that matter most to them through giving, volunteering, and direct product donations. Open to all full-time employees, the program includes donation and service matching, volunteer incentive initiatives, and nonprofit product grants.



Donation and service matching

Each fiscal year, Elasticians have the opportunity to receive funds from Elastic. In FY25, we increased the corporate match budget to US\$2,000 per Elastician per fiscal year and expanded eligibility to include the value of employees' volunteer time to use toward donation and/or service matching, giving all employees the opportunity to amplify their impact through the full company match, whether they donate their money or their time. We match Elasticians' donations to eligible charitable organizations of their choice year-round and offer 200% donation matching annually for 24 hours during our Giving Tuesday campaign. Our latest Giving Tuesday campaign raised over US\$669,000, which was donated to 919 global causes. Over 500 Elasticians participated in our most successful campaign to date, resulting in a 75% increase in donations compared to FY24.

Additionally, starting in FY25, new hires were offered the option to direct some or all of their new hire swag to Benevity credit to pay forward to a charitable organization. Of all new hires, 43% elected this option.



Volunteering

Elastic provides 40 hours of volunteer time off (VTO) per year to Elasticians to help meet local needs in their communities.

In addition to VTO, Elasticians can earn rewards for volunteer time completed, up to 100 hours for a US\$2,000 value.

For each hour served, an Elastician can earn US\$20 in service matching rewards to direct back to the cause of their choice. In 2024, Elasticians logged over 7,900 hours of service, including over 420 individuals who used their paid VTO benefit to give back.

Elastic Cares Assistance Fund

The Elastic Cares Assistance Fund was established in 2022 for eligible Elasticians who are facing financial hardship immediately after a natural disaster or unforeseen personal challenge caused by such events as violence, serious illness, injury, and others.

Through the fund, eligible employees can apply for a charitable grant of up to US\$1,500. In FY25, the fund received over US\$9,200 in total donations from Elasticians.

India CSR Act

The Indian Companies Act 2013, also known as the India CSR Act, requires companies with a corporate presence in India to spend a minimum percentage of their average net profits generated in the country on corporate social responsibility (CSR) initiatives in India.

Elastic complies with this mandate in India, in alignment with and in addition to its other charitable efforts, through its philanthropic giving program, Elastic Cares. In FY25, Elastic's efforts in India toward the India CSR Act supported social and environmental causes.



Impact by the numbers

Metric	FY2024	FY2025
Number of causes supported	1,585	1,970
Total volunteer hours logged	7,900	9,896
Elastician charitable donations (USD)	US\$353,800	US\$391,800
Elastic charitable donations and matching (USD)	US\$475,150	US\$578,650
Total funds invested in global communities by Elastic and Elasticians (USD)	US\$828,950	US\$1,274,500
Nonprofit organization grant customers onboarded	17 customers: 4 new, 13 renewals	26 customers: 6 new, 20 renewals
Value of Elastic NPO grants awarded (USD)	US\$170,000	US\$283,000

Doorways shelter for survivors of domestic and sexual abuse (AMER)

During a team offsite meeting in Arlington, Virginia, 45 members of the Elastic team dedicated an afternoon to supporting Doorways, a shelter that provides a safe haven for survivors of domestic and sexual abuse. Volunteers assembled wellness kits, wrote personalized cards for residents, and heard directly from the shelter’s director about Doorways’ mission and impact in the community.

Akshaya Patra Foundation (APJ)

Nearly 40 Elasticians in Bangalore came together to support the Akshaya Patra Foundation, which focuses on addressing childhood hunger in India. The team assembled and delivered tote bags to local children and visited a government school, where they had the opportunity to serve nutritious mid-day meals — a moment that left a lasting impression on everyone involved.

The Borough Food Cooperative (EMEA, UK)

A group of Elasticians in the London office spent a morning volunteering with The Borough Food Cooperative (BFC). The BFC’s vision is to provide good quality, healthy food options in an inclusive and cost-effective way. In the shop, members can choose up to 16 grocery items for £4.50 (US\$5) each time they come. Elasticians worked to unload deliveries, assemble mixed food trays, provide quality control by checking and grading fresh food, and clean the shop. The volunteer session contributed to the BFC’s effort in 2024 to redistribute 60,000kg of surplus food and help fill 10,000 member baskets.

Nonprofit organization (NPO) product grant

The NPO product grant is designed to amplify the positive impact of our charitable partners using the power of the Elastic platform. We provide US\$10,000 cloud credits to NPO grantees annually.

Fundación Ciudadana Civio

Fundación Ciudadana Civio, a nonprofit organization based in Spain, champions government transparency and civic engagement through data-driven journalism and advocacy. With support from Elastic's product grant, Civio developed VERBA — an open source web application that uses natural language processing (NLP) to extract and analyze subtitles from public video sources like parliamentary sessions and news broadcasts. Elastic powers VERBA's search backend, while Elastic's Kibana product is used internally to monitor performance. Civio plans to expand the tool's capabilities using topic modeling and third-party NLP libraries to track how much airtime is devoted to issues like climate change, helping journalists and researchers hold institutions accountable.

More Human Internet Foundation

The More Human Internet Foundation supports international nonprofit organizations by providing expert technical support to help them scale their impact. As a new grantee in FY25, the foundation partnered with Virtual Hospitals Africa to build a cloud-based platform that enables doctors worldwide to offer remote care to patients in rural African communities. At the heart of this system is Snowstorm, an open source terminology server built on Elasticsearch that indexes SNOMED CT medical concepts to support semantic search. With Elastic's donated credits, the platform enables efficient searches across patient records, health worker profiles, and clinical terminology, helping deliver local care through a virtual global network.

The Hong Kong Council of Social Service

The Hong Kong Council of Social Service (HKCSS), a statutory nonprofit body representing over 510 social service organizations, is committed to advancing social justice and building a more equitable society. As a new NPO grantee in FY25, HKCSS is enhancing its online directory of nonprofit services using Elasticsearch to improve search accuracy and user experience. This directory helps connect people in need with critical social services while promoting transparency and accountability across the sector. HKCSS also plans to use Kibana to analyze user behavior data from Google Analytics, laying the groundwork for an AI-powered tool that will recommend personalized service matches based on user needs.

Governance

At Elastic, earning and deepening trust with our stakeholders is at the core of everything we do. We are unwavering in our commitment to ethical and responsible behavior in the conduct of our business. As stewards of data and AI technologies, we implement robust programs that aim to protect the information entrusted to us and support users who use our tools to solve critical challenges and enable critical insights implementing our Search AI.

Effective governance goes beyond regulatory compliance; it embeds trust and sustainability in our decision-making processes, helping us to act in the best interests of all our stakeholders.



Business Integrity

Every individual at Elastic is united by a shared commitment to integrity in all the decisions we make. We understand that winning and sustaining the trust of our global user community, customers, partners, vendors, and shareholders is fundamental to our success. We seek to build that trust every day through consistent honesty, professionalism, clear and prompt communication, and empathy.

Regardless of position, tenure, or geographic location, all of our Elasticians embrace a culture rooted in high ethical standards, industry best practices, and adherence to the laws and regulations that govern our work.

Tone at the top

Our senior leaders are instrumental in the promotion of ethics and integrity at Elastic, setting the tone at the top and shaping our values-driven culture. The Global Business Integrity Committee, a cross-functional group of Elastic leaders, assists the CEO and Senior Leadership team in supporting and enabling our business integrity program. The Committee fosters alignment and accountability through dialogue, active engagement, and collaboration on key solutions and risk mitigation strategies.

Policy and process

The Business Integrity team regularly reviews our business ethics policies designed to promote legal compliance and maintain alignment of our Business Integrity program with Elastic's Source Code. Our [Code of Business Conduct and Ethics](#) (Code of Conduct or Code) provides Elastic board members, employees, contractors, agents, and others acting on behalf of the company with clear behavioral standards that are intended to foster honesty, ethical conduct, and compliance with legal requirements and company policies.

We require all employees to review and uphold the values and standards outlined in our Code, holding them accountable to carry out their daily work in accordance with our Source Code's definition of business integrity, which is also reinforced by our policies.

Business Integrity Week

Each year, our global Business Integrity Week highlights the vital role ethics and integrity play in Elastic's culture.

The event engages all Elasticians in activities that raise awareness, recognize commitment, and reinforce our ethical responsibilities in interactions within the company, with partners, and in the broader community.

Senior leaders take this opportunity to share personal insights on what business integrity means to them and how it guides their work. They are supported by communications that highlight key resources and interactive activities and games on topics related to our ethical standards.

We publish key policies and other relevant compliance documents and resources on our [Elastic Legal Hub](#).

Training and education

All employees must annually certify their compliance with the Code of Conduct and complete mandatory training on the Code, which addresses whistleblowing, anti-harassment, discrimination, and anti-retaliation, among other key policies and standards.

In FY25, we advanced our ethics training by transitioning to a new elearning platform and training provider. The updated approach enables us to deliver comprehensive, engaging content on a year-round schedule. As a result, we achieved our goal for 97% of Elasticians to complete the training. Through our annual communications plan, we also provide ongoing guidance and timely updates to help employees stay abreast of evolving legal and regulatory requirements.

Reporting concerns

We encourage all Elasticians — and other stakeholders who reasonably believe that they are aware of behavior that potentially violates Elastic’s Source Code or Code of Conduct — to report such matters without fear of harassment, discrimination, or retaliation. To that end, we maintain a board-approved whistleblowing policy that outlines the various channels available for raising concerns, including the Ethics and Compliance Hotline, where individuals can confidentially and anonymously raise concerns.

Designated company investigators review all concerns to determine whether a formal investigation or other action is warranted. We have established internal investigation guidelines and equipped our investigators with specialized

training to ensure consistent and fair application of our standards. The audit committee of our board of directors receives quarterly briefings on any allegations of misconduct, including reports made via the Ethics and Compliance Hotline or other reporting channels.

Political involvement

Elastic does not directly or indirectly participate in party politics or make payments to political parties or individual politicians. Our Code of Conduct prohibits the use of Elastic’s assets for any political activities, including political involvement by our employees on behalf of Elastic. As outlined in the Code, Elasticians must certify that their personal political activities remain separate from their work and that company assets are never used to support them.

Corruption and bribery prevention

Elastic maintains an [anti-bribery and gifts and entertainment policy](#) that aligns with anti-bribery laws and regulations in the United States, the Netherlands, and all other countries where we operate. The policy outlines our expectations for compliance by all Elasticians and our business partners. It requires anyone acting on Elastic’s behalf to comply with global anti-bribery laws and regulations and to follow our practices and procedures designed to meet or exceed applicable legal and ethical standards.

These standards are reinforced through annual policy certifications, mandatory compliance training, and our ongoing review of — and guidance related to — gift and hospitality activities.





Supply chain responsibility

Our commitment to responsibly managing and partnering with our suppliers is reflected in our [global vendor code of conduct](#) (GVCC), which applies to all suppliers of products or services to Elastic. It requires suppliers to operate with honesty and integrity and adhere to all applicable laws and regulations. In particular, the GVCC obligates our suppliers to comply with labor, wage, benefits, and health and safety laws and regulations. We also expect our suppliers to uphold human rights, respect freedom of association, ensure nondiscriminatory hiring and employment practices, and treat all workers with dignity and respect. In addition, we expect our suppliers to comply with environmental laws and operate in a way that minimizes negative environmental impacts. Because we believe that these business conduct principles are truly universal, we ask our suppliers to ensure that their third-party suppliers also comply with the standards outlined in our GVCC.

To advance our sustainability goals and better understand the impact of our supply chain, we have added sustainability-related questions to our templates for requests for proposal (RFP). These questions aim to assess the maturity level of our suppliers' environmental practices, social inclusion efforts, and labor and human rights standards — both within their own operations and across their supply chains.

Human rights

Elastic is committed to ensuring fair treatment, dignity, and respect for all members of our workforce, supply chain workers, and our customers and users — while upholding strong protections for their rights and well-being. We stand against negative human rights impacts and are committed to preventing forced or involuntary labor of any kind. We work to prevent instances of human rights abuses in our business operations and supply chain, complying with applicable labor laws and regulations and requiring the same of our suppliers.

To support the protection of internationally proclaimed human rights in our operations, Elastic issued a [Modern Slavery and Human Trafficking Statement](#) covering FY24, pursuant to the UK Modern Slavery Act and Australian Modern Slavery Act. This statement, together with the Human Rights, Employment, and Labor section of our [Code of Conduct](#), demonstrates our commitment to support and respect the protection of internationally proclaimed human rights.

As a company that produces only digital products, we generally consider our business model and supply chains to have a low risk of slavery, forced labor, and human trafficking issues. We have integrated targeted questions on human rights and modern slavery into our RFP templates to gain deeper insight into how suppliers address these risks within their supply chains. Looking ahead, we will regularly evaluate our human rights approach and monitor emerging best practices to further strengthen our commitments.

Data Privacy and Security

Privacy and security are foundational elements of our data governance practices. Safeguarding confidentiality, integrity, and availability of personal data is essential to earning and preserving stakeholder and employee trust, while also ensuring compliance with global data protection regulations.

Elastic's Search AI Platform supports privacy and security and facilitates our customers' compliance with privacy and data protection laws and regulations. To provide customers and the public with the privacy and security assurances they need and expect from Elastic, we continuously maintain and enrich the [Elastic Trust Center](#) — our public-facing one-stop-shop for information on security, compliance, privacy, and resiliency at Elastic and on Elastic Cloud.

Data privacy

We aim to adhere to the highest privacy standards, aligning our data privacy program with stringent privacy and data protection regulations, including the General Data Protection Regulation (GDPR). In December 2024, we successfully self-certified under the US Data Privacy Framework both for employee and customer data, a voluntary initiative that demonstrates excellence in international data protection.

Our context-specific privacy notices detail our practices regarding the collection, use, sharing, retention, and deletion of the personal data of our customers and users; inform users of their privacy rights regarding personal information; and provide guidance on how to exercise those rights with us.

Our data management practices emphasize the principles of data minimization, purpose limitation, and storage limitation to promote healthy data governance. This means we collect only the personal data we need, use it solely for its intended purpose, and strive to retain it only for as long as necessary.

Regular audits of our practices and systematic privacy impact assessments of new or evolving business processes help us to identify and mitigate privacy risks. We are also continuously seeking to enhance a privacy-by-design and by-default culture at Elastic by embedding privacy controls and advice from the outset and throughout the entire lifecycle of product and process development through market implementation. In FY25, we expanded the Privacy team's integration with our Human Resources and Recruiting teams to include our engineering and go-to-market functions.



Information Security

We have an experienced team of information security practitioners who work across a range of disciplines, including security engineering, threat detection and incident response, security assurance, risk, and compliance. Our Information Security team evaluates emerging security trends and maintains robust security controls that protect our company, products, and services. Elastic has appointed a chief information security officer (CISO) to lead our information security team, who has over two decades of experience in the industry.

Our risk management standard defines the process we use to identify and manage risk associated with information security and data governance. We conduct risk assessments at least annually, and through this process we identify and evaluate threats (environmental, regulatory, and technological) and changes to service commitments.

Elastic's Information Security program employs a risk-based approach to protect the data of our customers, partners, and employees. The audit committee of the board of directors provides oversight to ensure the program aligns with Elastic's business goals and priorities, including our commitment to responsible data stewardship. The committee receives regular updates on program performance across all domains, including risk management, threat intelligence, incident response, internal control operation, and corporate security culture.

We test and practice our response protocols through cross-functional incident response tabletop exercises with relevant stakeholder groups ranging from leadership to operational staff. Additionally, we conduct annual functional incident response and red team exercises. As an example of our response to the changing threat landscape, Elastic requires [phishing-resistant multifactor authentication](#) (PMFA) for all users within the organization. PMFA protects against the latest highly scalable techniques that attackers are using to compromise authentication processes.

We understand that the cornerstone of customer trust is transparency, and in 2024, we began publishing our data compliance certifications and reports along with detailed control statements directly to the [Elastic Trust Center](#).

Data compliance

Elastic complies with key information security standards and regulations relevant to our customers, users, and operating environment. Independent auditors assess our services and confirm that they meet compliance standards for data security and privacy, as reflected in our certifications and attestations. In FY25, Elastic successfully completed the transition to the PCI-DSS 4.0 standard and achieved IRAP and Cyber Essentials Plus certifications.

Data security certifications and attestations

Audits for our services pursuant to the following standards are performed according to their certification requirements:

- SOC 2 Type 2
- ISO/IEC 27001, 27017, and 27018
- CSA CCM
- FedRAMP Moderate
- IRAP
- Cyber Essentials Plus
- PCI-DSS 4.0
- HIPAA
- CyberGRX
- TISAX
- TruSight
- Microsoft Supplier Security & Privacy Assurance Program (SSPA)

We also introduced Elastic Cloud Serverless on AWS in FY25 and have successfully audited the service against SOC 2, ISO 27001, ISO 27017, ISO 27018, PCI-DSS, HIPAA, and CSA STAR. For the most up-to-date listing of our compliance portfolio, visit the [Elastic Trust Center](#).



Incident response

We prioritize the rapid resolution of privacy and security vulnerabilities that affect our customers and provide clear guidance on impact, severity, and mitigation. Our dedicated Threat Detection and Response team is trained in incident handling and response. We also maintain an incident response policy and incident response plan that covers all phases of an incident — from preparation, detection, and analysis to containment, eradication, recovery, and post-incident activity.

At least annually, we test our incident response plan and business continuity plans. Any identified deficiencies and areas for improvement are documented and incorporated into our policies and procedures. To improve organizational readiness and resiliency, the Threat Detection and Response team also supports the preparedness efforts of other corporate functions through initiatives such as regular incident response tabletop exercises.

If a successful data breach should occur notwithstanding our many safety protocols and systems, we will notify affected organizations, individuals, and regulatory authorities in accordance with our legal and contractual obligations, striving to minimize harm while reinforcing our principles of transparency and accountability.

Security awareness and privacy training

All Elastic employees and contractors are required to complete security awareness and data privacy training upon hire and annually thereafter. We assign additional training, such as secure code development, to specified users based on their role. These trainings are delivered through an electronic learning management system, and we actively monitor compliance across the company with these training requirements.

Fundamentally, everyone is responsible for keeping Elastic secure. We educate all Elasticians on the behaviors necessary to maintain good data hygiene when it comes to our data privacy and security practices, such as identifying phishing attempts or malware, or our responsibilities when handling personal data. To stay ahead of evolving threats from real-world attack vectors, we continually update our training content. In addition, we also conduct targeted cyber literacy programs tailored to the specific roles and risk profiles of particular functions and user groups, such as Finance, Legal, Investor Relations, or Communications.

Product security

Elastic engages independent third parties to conduct security assessments against our code on a routine basis as well as prior to major software releases, which include penetration testing, secure code review, and vulnerability scanning.

To ensure transparency and support effective feedback mechanisms, we publicize Elastic's software open source code on GitHub, promote a public Bug Bounty program on [HackerOne](#), and publish clear processes for reporting vulnerabilities and security-related issues. In 2024, Elastic engaged with over 500 researchers and received over 600 corresponding reports. After a thorough evaluation, some reports were confirmed valid, resulting in bounty payments to those reporters. This incentive strategy reflects our dedication to open source, digital security, and the promotion of ethical hacking to build trust in the integrity of our products.

We also track the use of open source and third-party software libraries in our own products and services, using automated dependency and vulnerability detection tools to identify, classify, and remediate vulnerabilities according to severity. Under the principles of coordinated vulnerability disclosure (CVE), we analyze potential security vulnerabilities to identify any recommended mitigations or product updates and coordinate disclosures via Elastic Security Advisories (ESA) and the CVE program. We also conduct compliance audits to ensure that uses of third party dependencies are kept up to date and properly licensed as determined for optimal performance of our platform.

Commitment to open source

Elastic has always been deeply committed to open source, beginning with the release of Elasticsearch under the Apache 2.0 license. Our support for the open source community remains strong. In 2024, we expanded our licensing options by adding the OSI-approved AGPLv3 open source license, alongside the existing free and open SSPL and Elastic License v2, for the free components of Elasticsearch and Kibana. This additional open source license allows for greater community use, modification, and collaboration on Elastic technology.

To ensure that our customers and the broader community can benefit from standardization through open standards development, Elastic is also dedicated to developing a [common schema](#) for metrics, logs, traces, and security events based on the Elastic Common Schema (ECS) and OpenTelemetry (OTel), an open source observability framework. Elastic is one of the major open source contributors to the OTel initiative.

Our [Open Source Community Code of Conduct](#) exists to provide guidance to the members of our community when interacting with other users, both online and in person. The Community Code encourages behaviors that contribute to creating a positive experience for all users and establishes a mechanism where users can make concerns or incidents known to Elastic.



Responsible Use of AI

Generative AI (GenAI) tools have quickly become critically important in helping us meet the evolving needs of our customers and user community with greater efficiency. To ensure their responsible integration, we have developed internal GenAI use guidelines to safeguard critical data — both the information entered into these tools and the output they generate.

All Elasticians are required to understand and follow our GenAI use guidelines. We recognize that GenAI tools must be used thoughtfully and responsibly to maintain trust and integrity in our products and services. In addition to our GenAI use guidelines, Elastic is implementing complementary measures to help ensure the responsible use of GenAI, including employee training, and the publication of learning materials for our Elasticians and community of users on our AI implementations and use.

We adapt to technological advances and evolving business practices while also preparing for emerging regulatory mandates.





Sustainability Oversight

We continue to make strides in formalizing and expanding the governance of sustainability at Elastic through refined oversight structures and practices.

At the board of directors level, our nominating and corporate governance committee oversees our sustainability and ESG activities, programs, and disclosures — a responsibility outlined in the committee’s charter. Sustainability and ESG-related updates are discussed at every committee meeting. In parallel, the audit committee provides oversight of sustainability compliance, with a focus on emerging regulatory reporting requirements such as California’s climate disclosure rules and the EU Corporate Sustainability Reporting Directive (CSRD).

At the management level, ESG oversight is shared across various functions. Our ESG Steering Committee — comprising our chief financial officer, chief legal officer, chief marketing officer, and chief human resources officer — provides strategic direction and key approvals to the cross-functional Sustainability Operating Committee and ESG Working Group.

These groups drive the implementation of sustainability initiatives across Elastic and support the development of sustainability-related disclosures, while providing updates to the board. In FY25, we established a Legal ESG Working Group, where members of our Legal and Business Integrity team collaborate closely with the Sustainability team to monitor emerging regulatory requirements and prepare for compliance across our operating jurisdictions.



Corporate Governance

The following information describes board composition and corporate governance practices as of April 30, 2025:

Board composition

Metric	FY2025
Average age	55.41 years
Average tenure	6.27 years
Women	33.3%

Board independence

Metric	FY2025
Independent	78% (all non-executive directors)
Standing board committee independence	100%
Lead director	Independent
CEO & board chair roles	Separate



Corporate governance best practices

- Comprehensive onboarding program for new directors
- Ongoing education for directors
- Board committees composed entirely of independent directors
- Authority for the board and its committees to hire external advisors independent of management
- ESG oversight by the nominating and corporate governance committee
- Formal shareholder engagement program
- Cross-functional ESG Steering Committee
- Training and regular communications on the Company Code of Business Conduct and related company policies, such as Trade Compliance, Data Privacy, and Insider Trading, which are regularly reviewed
- Robust Data Protection and Cybersecurity policies and programs, including an incident response plan, regular incident response tabletop exercises, and a cybersecurity literacy program

Board accountability and shareholder rights

- Annual board and committee self-evaluations
- Annual evaluation of the executive directors by independent directors
- Cash and equity clawback policy for the board of directors, pursuant to our board remuneration policy and Dutch corporate law, as well as a clawback policy for executive officers, pursuant to NYSE rules
- Insider trading policy with anti-hedging and anti-pledging provisions
- Share ownership guidelines for directors and members of senior management
- No shareholder rights plan (poison pill)
- Shareholder right to call special meetings and to submit proposals for consideration at the Annual General Meeting
- Voting rights of one-share, one-vote



Introduction

Environment

Social

Governance

Framework index

Framework index



Sustainability Accounting Standards Board (SASB) index

We continue to review our progress against the IFRS Foundation SASB standards for the Software and IT Services industry.

SASB code	Metric	Location or description
TC-SI-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	(1) Total energy consumed: 2,289 MWh (2) Percentage grid electricity: 93.67% (3) Percentage renewable: 6.33% Please refer to the Energy management in offices section of this report for additional information.
TC-SI-130a.2	(1) Total water withdrawn (2) Total water consumed (3) Percentage of each in regions with high or extremely high baseline water stress	Elastic has limited information on water usage under lease arrangements with our building operators and landlords. We are working to identify solutions that will give us an active monitoring capacity on our enterprise-wide environmental impact and enable us to disclose progress year-over-year. Please refer to the Office water management section of this report and our CDP Water response for additional information.
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Elastic does not have its own data centers. Please refer to the Sustainable supplier engagement section of this report for additional information.
TC-SI-330a.2	Employee engagement expressed as a percentage	The engagement score in the November 2024 survey was 77, with more than 80% of employees participating.



SASB code	Metric	Location or description
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for: (1) Management (2) Technical staff (3) All other employees	Please refer to pg. 59 within the Inclusion at Elastic section of this report for our workforce diversity metrics.
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	We have several privacy policies, including our Global Privacy Statement . In this policy, we detail our practices regarding the collection, use, sharing, and retention of the personal data of our users, in addition to the privacy rights our users have regarding the way we process that information. Elastic's Cookie Privacy Statement addresses our practices and data subject rights relating to behavioral advertising. Our behavioral advertising practices include the use of cookies, web beacons, and other similar technologies when a person visits, interacts with, or uses our websites, social media pages, marketing communications, and online advertisements. The policy describes the types of cookies and automation technologies we use and the options for users to control Elastic's use of cookies and tools. We carefully manage data protection compliance throughout all of our behavioral advertising practices, including using third-party compliance tools and maintaining cookie banners where required.
TC-SI-220a.2	Number of users whose information is used for secondary purposes	Our policy is that personal data may not be used for anything other than the clearly stated lawful and compatible purposes for which it is collected.
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Elastic discloses material information regarding material legal proceedings in our SEC reports.
TC-SI-220a.4	(1) Number of law enforcement requests for user information (2) Number of users whose information was requested (3) Number resulting in disclosure	See Elastic's Form 10-K and Form 10-Q filings with the SEC for a description of requests from law enforcement, if any occurred in the reporting period.



SASB code	Metric	Location or description
TC-SI-220a.5	List of countries where core products and services are subject to government required monitoring, blocking, content filtering, or censoring	Our products and services are subject to applicable export controls and trade sanctions, including those of the United States. Beyond these export controls and trade sanctions, we are not aware of any countries that require monitoring, blocking, content filtering, or censoring of our core products or services.
TC-SI-230a.1	(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of users affected	Elastic does not publicly disclose this information.
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Please refer to the Data Security section of the report.
TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti competitive behavior regulations	Elastic discloses material information regarding material data breaches in our SEC reports.
TC-SI-550a.1	(1) Number of performance issues (2) Number of service disruptions (3) Total customer downtime	Elastic Cloud clusters are globally available across major cloud service providers to meet our customers' hosting and data sovereignty needs. Customers can enable high availability for their clusters through availability zone or region failover. Elastic has a status page for communicating service issues. Availability is heavily dependent on how a customer configures their environment, which is discussed in our Docs .
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	See our program overview and more specifics for Elastic Cloud .



Climate-related financial disclosures

We align our climate-related financial disclosures with the standard set by the IFRS Foundation International Sustainability Standards Board S2 sustainability disclosure standard, building on our legacy alignment to the Task Force on Climate-Related Financial Disclosures (TCFD). This disclosure demonstrates our commitment to integrate climate considerations into our corporate strategy and risk management processes.

Governance

IFRS Sustainability Disclosure Standard

Governance bodies responsible for oversight of climate-related risks and opportunities

Role of management in the governance processes, controls and procedures used to monitor, manage, and oversee climate-related risks and opportunities

Elastic Disclosure

At the board of directors level, our Nominating and Corporate Governance Committee is tasked with oversight for our sustainability and ESG activities, programs, and disclosures.

This responsibility is enshrined in the Nominating and Corporate Governance Committee’s charter. A sustainability and ESG-related update is provided or discussed at every meeting of the Nominating and Corporate Governance Committee.

At the management level, the responsibility of oversight is conducted at various levels. We established an ESG and Sustainability Steering Committee consisting of our chief financial officer and chief operating officer, chief legal officer, chief marketing officer, and chief human resources officer.

Their responsibility is to provide applicable approvals and strategic direction to our cross-functional ESG working group, which implements ESG initiatives throughout Elastic and contributes to developing ESG disclosures while providing updates to the Board. Elastic has established the foundational elements required to execute on our corporate-wide sustainability strategy. In November 2022, we hired a director of sustainability and ESG, our first dedicated, internal functional leader for our sustainability efforts. With this role we have established a centralized function to oversee company-wide sustainability initiatives, including climate change strategy and alignment with regulatory bodies, such as the EU Corporate Sustainability Reporting Directive (CSRD) and the U.S. Securities and Exchange Commission.

The director of sustainability and ESG reports to the vice president, total rewards, who in turn reports to the chief human resources officer.



Strategy

IFRS Sustainability Disclosure Standard

Elastic Disclosure

Climate-related risks and opportunities that could reasonably be expected to affect the company's prospects

We evaluated both physical (acute and chronic) and transition risks. We evaluated a list of potential risks and opportunities which included the following risk types and criteria.

Physical risks

Transition risks

Acute - Wildfires

Policy - Carbon pricing mechanisms

Acute - Heat waves

Market - Changing customer behavior

Acute - Cold wave/frost

Market - Increased supplier cost

Acute - Cyclones, hurricanes, typhoons

Reputation - Increased partner and stakeholder concern and partner and stakeholder negative feedback

Acute - Heavy precipitation (rain, hail, snow/ice)

Reputation - Negative press coverage related to support of projects or activities with negative impacts on the environment

Acute - Flooding

Liability - Exposure to litigation

Chronic - Heat stress

Liability - Non-compliance with regulations

Chronic - Water stress

Increased severity of extreme weather events

Water availability at a basin/catchment level

Changing temperature (air, freshwater, marine water)

Changing precipitation patterns and types (rain, hail, snow/ice)



Strategy

IFRS Sustainability Disclosure Standard

Elastic Disclosure

Opportunities

Shift in consumer preferences

We defined our time horizons as:

- Short-term: 0–7 years
- Medium-term: 7–17 years
- Long-term: 17–27 years

After our assessment process, we determined one risk and one opportunity to be material.

Market risk – Carbon pricing mechanism

Own operations | direct costs | short-term

Description: Increasing carbon tax regulation is expected to be implemented across the globe, therefore impacting Elastic's operating expenses. This has been estimated based on Elastic's Scope 1 & 2 emissions, which consist of electricity and consumption of natural gas for heating in our offices.

Management: Elastic will keep abreast of regulatory changes to ensure it meets all regulatory compliance requirements in our operations and reporting. This will require additional internal and external support for reporting and management of sustainability-related data and implementation of Elastic's sustainability strategy to build a reduction pathway and reporting support. In addition, our Workplaces team runs several initiatives to positively impact our environmental efforts, including efficient lighting, selecting sites with environmental accreditation to ensure efficient design, and ongoing monitoring of energy consumption.



Strategy

IFRS Sustainability Disclosure Standard

Elastic Disclosure

Opportunities

Customer opportunity – Shifting customer preferences

Downstream value chain | revenue increase | short-term

Description: The need for energy-efficient software is becoming increasingly significant, mirroring the well-established practice of certifying hardware for energy efficiency. The process of certifying software as energy efficient is complicated by the lack of any reliable methods to measure how code efficiency relates to carbon emissions.

Management: Our recently launched product, Elastic Universal Profiling, is addressing this gap by estimating the CO2 emission associated with every line of code in our entire infrastructure, supporting the software team to engineer greener and more cost-effective software. It helps organizations run efficient services by minimizing computational wastage by measuring the code efficiency in three dimensions: CPU utilization, carbon emission, and cloud cost. This approach resonates with the sustainability objectives of our customers — ensuring that Elastic Universal Profiling aligns seamlessly with their strategic ESG goals. Energy-efficient software has a positive impact on climate change and water. Since the cooling systems in data centers are designed to dissipate the heat generated by electrical equipment, lower energy consumption translates to less heat produced, subsequently resulting in less water consumption for cooling. Therefore, our service offering that is energy and carbon-efficient has potential to also reduce demand on water used in the third-party data centers in our upstream value chain.

Products and services

A significant natural disaster in areas where we have our employees located (e.g., executive officers in the San Francisco Bay Area, a region known for seismic activity and wildfires). In the event our or our partners' operations are hindered by any of the events discussed above, sales could be delayed, resulting in missed financial targets for a particular quarter. As Elastic does not own or operate any data centers, we have a lower emissions intensity than the majority of our peers, providing us with a competitive advantage in selling our products and services.

Current and anticipated effects of those climate-related risks and opportunities on the company's business model and value chain



Strategy

IFRS Sustainability Disclosure Standard

Elastic Disclosure

Current and anticipated effects of those climate-related risks and opportunities on the company's business model and value chain

Opportunities

Upstream/downstream value chain

A significant natural disaster in areas where we or our suppliers conduct business. Elastic is dependent on cloud providers in order for customers to run our SaaS product. If the cloud providers are heavily affected by an event, the impacts could lead to increased downtime of our cloud product. Elastic mitigates these risks by collaborating with multiple cloud providers to increase resilience. Similarly, we work with local hardware providers to ensure we meet the hardware demand of our employees, required to develop and maintain our product. In case of an extreme event in one of our regions, the hardware demand could be met using a supplier elsewhere.

Investment in R&D

There is increasing pressure from governments, customers, and investors on businesses to be more sustainable. Therefore, it is imperative that Elastic comply with upcoming regulations, capture sustainability-focused customers, and gain access to "green" finance. Investment in R&D may be required to ensure Elastic can continue to enhance our products and services, implementing an innovative approach to our software lifecycle to develop carbon-efficient products.

Operations

Disaster recovery costs and the associated downtime percentages of Elastic's cloud products, which refers to the time that Elastic cloud products and services are unavailable to customers due to a server outage, which could pose a substantive financial risk to Elastic's operations. Elastic prepares to mitigate these risks by ensuring our workforce has the ability to work remotely, which enables us to continue critical business operations and serve our customers and vendor partners. We also work with local hardware providers to ensure we are continuously able to meet the hardware demand of our employees.



Strategy

IFRS Sustainability Disclosure Standard

Elastic Disclosure

Opportunities

Effects of those climate-related risks and opportunities on the company's strategy and decision-making

Effects of those climate-related risks and opportunities on the company's financial position, financial performance, and cash flows for the reporting period and in the short-, medium-, and long-term

Climate resilience of the company's strategy and its business model to climate-related changes, developments, and uncertainties

Elastic continually strives to reduce our impact on the environment. We will continue to incorporate Elastic's sustainability ambitions into our long-term business vision and purpose to drive transformation across the business and our key supply partners. For companies within our industry, the greatest environmental impacts occur within the supply chain. A cornerstone of our sustainability strategy will be supplier engagement and ensuring that our major partners share in our aspirations for preserving our environment and water supply. We are working closely with our supply chain partners to ensure they fulfil their commitment to delivering climate-resilient data centers. By collaborating with our partners, we are actively aiming to verify that they have robust resiliency plans in place to maintain secure and reliable services. Our ongoing engagement includes regular assessments and support to help them implement best practices, ensuring the stability and sustainability of their data centers in the face of climate challenges.

Elastic conducts a Climate Scenario Analysis to model future climate changes and their potential impacts based on various assumptions about economic, policy, and technological developments. This process follows the TCFD guidance for Non-Financial Companies to identify relevant climate scenarios and assess associated risks and opportunities, taking into account our dependencies on and impacts on natural resources. Our operations, personnel, and supply chain have dependencies on critical ecosystem services such as temperate climate and weather patterns for a safe working environment, access to water for cooling data centers, and fossil fuels for energy. These dependencies are key to determining the financial and operational impacts of our physical and transition risks and opportunities. Our environmental impacts serve as inputs to assess the magnitude of these risks and opportunities, including financial impacts. This involves evaluating our emissions and their broader effects on society and the environment to determine risks related to carbon taxes and opportunities related to developing low-emission products. These factors also influence our reputation, affecting our ability to attract customers, talent, and investors. These assessments are based on projected physical and transitional outcomes, including IPCC climate projections.



Risk management

IFRS Sustainability Disclosure Standard

Processes and related policies the company uses to identify, assess, prioritize, and monitor climate-related risks

Processes the company uses to identify, assess, prioritize, and monitor climate-related opportunities

Extent to which, and how, processes for identifying, assessing, prioritizing, and monitoring climate-related risks and opportunities are integrated into and inform the company's overall risk management process

Elastic Disclosure

Substantive financial and/or strategic impacts on the business are defined as part of our Enterprise Risk Management system, considering risks and assessments based on proprietary criteria. Such risk categories considered include climate-related risks and opportunities. To understand the impact on our business, we have reviewed the frequency, likelihood, and time horizon over which effects occur to screen and prioritize the list of identified climate risks. We have defined the risks as having a substantive impact arising from climate change if the percentage change is greater than 3% of revenue.

The Climate Scenario Analysis process and its results have informed our enterprise risk management and operational strategy. Climate and environmental assessments have been integrated into key decision-making frameworks and processes, such as disaster recovery, procurement and supply chain engagement strategies; portfolio site selection criteria; and product design, to minimize risks and optimize opportunities. We use financial indicators, such as revenue, costs, and net cash flow, to quantify the effects of dependencies, impacts, risks, and opportunities.

These are rated as Low, Medium, or High based on the percentage impact (3%, respectively) to evaluate climate-related risks and opportunities. These assessments are based on projected physical and transitional outcomes, including IPCC climate projections.



Metrics and targets

IFRS Sustainability Disclosure Standard

Elastic Disclosure

Climate-related metrics

Please refer to the [Climate change](#) section for our GHG emissions and the [Energy management in offices](#) section of this report for our energy metrics.

Climate-related targets

We have submitted our SBTi goals and are awaiting verification. We have four goals:

Near-term targets (by FY34, from an FY24 base year):

- Reduce absolute Scope 1 and 2 GHG emissions by 59%
- Reduce Scope 3 GHG emissions by 64% per USD value added

Long-term targets (by FY50, from an FY24 base year):

- Reduce absolute Scope 1, 2, and 3 GHG emissions by 90%
- Reach net-zero GHG emissions across the value chain

Please refer to the [Science-based targets](#) section of this report for more information.



Key Sustainability Data Index

Environmental data

Metric	FY2023	FY2024	FY2025
Scope 1 GHG emissions (MTCO ₂ e)	95	65	241
Scope 2 GHG emissions (MTCO ₂ e), location-based	231	290	494
Scope 2 GHG emissions (MTCO ₂ e), market-based	238	243	504
Scope 3 GHG emissions (MTCO ₂ e)	44,100	56,100	59,400
· Scope 3, Category 1: Purchased goods and services	34,200	35,000	29,200
· Scope 3, Category 2: Capital goods	1,030	1,600	1,300
· Scope 3, Category 3: Fuel- and energy-related emissions	30	100	200
· Scope 3, Category 5: Waste generated in operations	2	70	80
· Scope 3, Category 6: Business travel	8,300	17,800	20,100
· Scope 3, Category 7: Commuting	200	700	730



Key Sustainability Data Index

Environmental data

Metric	FY2023	FY2024	FY2025
· Scope 3, Category 8: Upstream leased assets	260	1,000	170
· Scope 3, Category 11: Use of sold product	-	-	7,430
· Scope 3, Category 13: Downstream leased assets	140	9	200
Total GHG emissions (MTCO2e), location-based	44,400	56,500	60,200
Optional Category 7 (Homeworking)	2,440	1,300	1,450
Optional Category 11 (Emissions from Locally Hosted Product Usage)	-	24,000	21,800
GHG emissions intensity by revenue (MTCO2e Scope 1 & Scope 2 location-based per \$MM revenue)	0.30	0.28	0.49
GHG emissions intensity per employee (MTCO2e Scope 1 & Scope 2 location-based per full-time employee)	0.11	0.11	0.24
GHG emissions intensity by revenue (MTCO2e Scope 1–3 location-based per \$MM revenue)	41	44	41
GHG emissions intensity per employee (MTCO2e Scope 1–3 location-based per full-time employee)	15	18	17



Key Sustainability Data Index

Social data 1/3

Metric	FY2023	FY2024	FY2025
Percentage identifying as women: C-suite	22.2%	22.2%	22.2%
Percentage identifying as men: C-suite	77.8%	77.8%	77.8%
Percentage identifying as women: Senior management	26.8%	28.5%	27.6%
Percentage identifying as men: Senior management	73.2%	71.9%	72.8%
Percentage identifying as women: Technical employees	19.9%	20.2%	21.4%
Percentage identifying as men: Technical employees	79.5%	78.8%	77.8%
Percentage identifying as non-binary: Technical employees	0.4%	0.6%	0.5%
Percentage declining to state gender: Technical employees	0.2%	0.4%	0.4%
Percentage identifying as women: Overall company	30.8%	30.9%	30.6%



Key Sustainability Data Index

Social data 1/3

Metric	FY2023	FY2024	FY2025
Percentage identifying as men: Overall company	68.7%	68.5%	68.9%
Percentage identifying as non-binary: Overall company	0.3%	0.3%	0.3%
Percentage declining to state gender: Overall company	0.1%	0.2%	0.3%
C-suite racial/ethnic diversity (US): White	78.0%	78.0%	78.0%
C-suite racial/ethnic diversity (US): Asian	22.0%	22.0%	22.0%
C-suite racial/ethnic diversity (US): Hispanic or Latino	0.0%	0.0%	0.0%
C-suite racial/ethnic diversity (US): Black or African American	0.0%	0.0%	0.0%
C-suite racial/ethnic diversity (US): American Indian or Alaska Native	0.0%	0.0%	0.0%
C-suite racial/ethnic diversity (US): Native Hawaiian or Pacific Islander	0.0%	0.0%	0.0%
C-suite racial/ethnic diversity (US): Two or more races	0.0%	0.0%	0.0%



Key Sustainability Data Index

Social data 2/3

Metric	FY2023	FY2024	FY2025
Senior management racial/ethnic diversity (US): White	74.2%	71.6%	70.9%
Senior management racial/ethnic diversity (US): Asian	14.0%	18.3%	19.4%
Senior management racial/ethnic diversity (US): Hispanic or Latino	6.4%	4.8%	4.0%
Senior management racial/ethnic diversity (US): Black or African American	2.3%	3.1%	2.7%
Senior management racial/ethnic diversity (US): American Indian or Alaska Native	0.8%	0.3%	0.3%
Senior management racial/ethnic diversity (US): Native Hawaiian or Pacific Islander	0.0%	0.0%	0.0%
Senior management racial/ethnic diversity (US): Two or more races	2.3%	1.7%	2.7%
Technical employees racial/ethnic diversity (US): White	67.5%	68.1%	68.3%
Technical employees racial/ethnic diversity (US): Asian	16.2%	16.9%	16.1%



Key Sustainability Data Index

Social data 2/3

Metric	FY2023	FY2024	FY2025
Technical employees racial/ethnic diversity (US): Hispanic or Latino	7.0%	6.8%	7.4%
Technical employees racial/ethnic diversity (US): Black or African American	4.4%	4.2%	4.2%
Technical employees racial/ethnic diversity (US): American Indian or Alaska Native	0.3%	0.3%	0.3%
Technical employees racial/ethnic diversity (US): Native Hawaiian or Pacific Islander	0.5%	0.5%	0.5%
Technical employees racial/ethnic diversity (US): Two or more races	4.2%	3.7%	3.6%



Key Sustainability Data Index

Social data 3/3

Metric	FY2023	FY2024	FY2025
Overall US racial/ethnic diversity (US): White	68.8%	68.5%	67.5%
Overall US racial/ethnic diversity (US): Asian	14.1%	14.7%	15.0%
Overall US racial/ethnic diversity (US): Hispanic or Latino	7.9%	7.5%	8.6%
Overall US racial/ethnic diversity (US): Black or African American	4.3%	4.9%	4.6%
Overall US racial/ethnic diversity (US): American Indian or Alaska Native	0.4%	0.3%	0.4%
Overall US racial/ethnic diversity (US): Native Hawaiian or Pacific Islander	0.4%	0.4%	0.4%
Overall US racial/ethnic diversity (US): Two or more races	4.2%	3.7%	3.5%
Overall US URG	31.2%	31.5%	32.5%
Overall non-URG	68.8%	68.5%	67.5%

Forward-looking statements

This report includes predictions, estimates, or other information that might be considered forward-looking statements within the safe harbor provisions of the US federal securities laws. While these forward-looking statements represent our current judgments on what the future holds, they are subject to risks and uncertainties that could cause actual results to differ materially from those stated or implied in such statements.

These risks and uncertainties include those described in our filings with the SEC, including our Forms 10-K, 10-Q, and 8-K, and other filings we make with the SEC from time to time. You are cautioned not to place undue reliance on these forward-looking statements, which reflect our judgements only as of the date of publication of this document. We are not obligating ourselves to update any of these forward-looking statements in light of new information or future events.



