

FINASTRA

FINASTRA SUSTAINABILITY REPORT

Financial Year 2025 (FY25)

**INNOVATING
FINANCE
TOGETHER**

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INTRODUCTION

CEO Letter



When I became CEO at Finastra earlier this year, I brought with me a deep appreciation for the transformative power of financial technology.

Having worked across the industry, I've seen firsthand how our solutions help financial institutions serve their customers, navigate complexity, and drive positive change.

Finastra sits at the heart of the global financial ecosystem. Our technology powers over 8,000 financial institutions, facilitates millions of consumer loans annually in the US, supports syndicated lending worldwide and helps move money across borders. But our impact goes beyond financial transactions. We are committed to building a future where finance is resilient, inclusive and sustainable. This year's Sustainability Report reflects that commitment.

We've made significant strides in reducing our operational footprint between 2019 and 2024. We've exited 28 data centers, expanding our cloud infrastructure across 25 Microsoft Azure regions. We've streamlined our office footprint around fewer hubs, closing 37 offices and we've reduced our emissions from business travel by 75%¹. Our near-term greenhouse gas (GHG) reduction targets have been validated by the Science Based Targets initiative, and our CDP² score improved to a B.

We've also deepened our social impact. In FY25, Finastra employees raised over \$132,000 through charitable events, matched by the company – bringing our total donations to more than \$623,000. More than 1,100 children participated in our Hour of Code and FinED programs, which teach young people coding and financial education.

Sustainability is deeply embedded in our corporate strategy. Whether it's enabling sustainable lending, supporting inclusive trade finance, or helping our customers meet their own sustainability goals, we are focused on delivering long-term value through responsible co-innovation.

We are proud of our progress, but we know there is more to do. As we look ahead, we remain committed to the triple bottom line of Planet, Prosperity and People – and to helping financial institutions thrive in a world that demands transparency, accountability and purpose.

Thank you to our employees, partners and customers for your commitment and trust. Together, we are building a financial ecosystem that works for everyone, drives opportunity, and leaves a lasting, positive impact on our world.

A handwritten signature in white ink, appearing to read 'Chris Walters'.

Chris Walters
Chief Executive Officer

About Finastra

Our mission is simple: To be the partner of choice for mission-critical financial services software, underpinning the availability and affordability of financial services for all. Our purpose goes beyond software – it's about helping people, businesses and communities everywhere to thrive. That can only happen if our products are secure, reliable, and trusted.

Serving approximately 8,000 financial institutions, Finastra facilitates workflows across the front, middle and back offices of financial institutions. Our applications power financial institutions and marketplaces worldwide, creating an innovation platform for banks. We also provide analytical tools that support more effective decision-making, risk management and regulatory compliance.

Our strategy

Finastra focuses on four strategic themes, supported by 10 priorities to drive sustainable growth:

1. Strengthen and extend the core:

Enhance core products and services by improving reliability, security, and user experience, while aligning with evolving customer needs.

2. Expand into new markets and customers:

Help customers diversify revenue streams through technology that promotes accessible and inclusive finance, reaching unbanked and underbanked communities.

3. Deliver business outcomes and steadily increase efficiency:

Provide measurable results that drive positive customer value, support green finance and promote digitization for a resilient, sustainable and inclusive financial ecosystem.

4. Accelerate performance through Gen AI:

Embed Gen AI into internal processes and product offerings to enhance automation, productivity and effectiveness for both Finastra and our customers.



About Finastra

Our technology foundation

Powering the future of finance requires a technology foundation designed to scale, adapt, and evolve with our customers' needs.

We are committed to building and delivering technology that is secure, reliable, and continuously improving – ensuring every innovation is grounded in operational excellence and impact.

Our solutions

We support mission-critical operations across four solution areas:

Lending

Our lending solutions offer cloud-based agility and compliance, helping to streamline loans and working capital management, so financial institutions can deliver inclusive, sustainable and efficient finance across diverse global markets.

Payments

Our payments and financial messaging solutions make cross-border payments more accessible, transparent and cost-effective by enabling more efficient cross-border providers to serve our banks' end customers. Additionally, our SaaS offering, Payments To Go, enables smaller banks to offer the same high levels of progressive payment hub services as market leaders, opening up accessibility and creating a more inclusive ecosystem.

Treasury and Capital Markets

Our Treasury solutions support inclusivity by providing smaller banks with better access to world-class support and capabilities, including strong balance sheet analytics and reporting.

Our investment management platform delivers the analytics and open architecture that aid investment managers to align strategies with societal goals. We help ensure managerial decision-making is compliant and aligned to trade processing and social impact or sustainability goals.

Universal Banking

Our core banking solutions help unlock greater access for previously unbanked and underbanked groups, broadening the delivery of banking products and services to people who need them. Our solutions also drive out biases from both automated and human-led decisions, helping financial institutions to make more responsible and data-informed decisions.



Our Approach to Sustainability

Sustainability is embedded in how Finastra operates, innovates, and partners with customers – driving positive impact for people, the environment, and long-term business performance.

We believe that developing programs and policies to address material sustainability risks and opportunities is an integral component of creating long-term value for our investors, employees and customers. In FY25 alone, we received more than 130 requests for sustainability information from over 100 institutions, including many of our largest global customers, who have their own sustainable procurement programs.

Through this work, we can protect and drive revenue, reduce operating expenses, improve employee retention and comply with applicable regulations.

In FY25, we completed our second sustainability materiality assessment, guided by the double materiality principles set out in the EU Corporate Sustainability Reporting Directive (CSRD). This process pinpointed the sustainability topics that have the most significant impact on people, the environment, and our financial performance.

The table on the right outlines these topics, along with why they are important to Finastra and its stakeholders.

Topic	Description
Climate change	Our business activities throughout our value chain generate GHG emissions which contribute to global climate-related challenges. Reducing our GHG emissions footprint and enabling our customers in the financial sector to become more sustainable is an important element of our business.
Energy	Our business activities require energy as an input for both direct operations and for the third-party cloud services and data centers we use to support our customers. Managing our energy consumption, including from our data processing activities, is an important aspect of our business.
Equal opportunities	Our employees play a vital role in the day-to-day operations of our business. Addressing disparities in employee pay and skills gaps, and maintaining an inclusive work environment is key to retaining employees and maintaining a positive reputation.
Business conduct	Our company culture contributes to employee experience and engagement. Fostering a strong corporate culture that maintains a zero-tolerance approach towards bribery and corruption can help build trust and integrity within the organization, encouraging ethical decision making, promoting transparency and improving employee experience and engagement.
Cybersecurity	Our clients depend on us to run mission-critical operations that keep the financial system moving. Protecting our clients from cybersecurity threats and continually taking measures to enhance our cybersecurity capabilities is critical to maintaining customer trust.
Data privacy	Our business activities may, at times, involve receiving, storing, processing and transmitting sensitive data from our employees and customers. Maintaining robust data privacy is crucial to retaining employee and customer trust and staying compliant with data privacy requirements in the regions where we operate.

For the first time, we have aligned our sustainability reporting year with our financial year to prepare for the transition from voluntary reporting to regulated reporting requirements such as the EU CSRD. We are closely monitoring regulatory developments in every jurisdiction where we operate. As the regulatory landscape continues to evolve, we may also need to continue to evolve our approach to sustainability reporting to ensure compliance.

As part of our sustainability efforts, Finastra participates in the [United Nations Global Compact \(UNGC\)](#), tracking and reporting against several of the Sustainable Development Goals (see Appendix for details), supports the [World Economic Forum – International Business Council World Economic Forum Stakeholder Metrics Initiative](#) (see Appendix for details), participates in [EcoVadis](#) and discloses to the [CDP](#).

Awards and Recognition

Select industry awards



The Financial Technology Report

2nd place in Top 100
Financial Technology
Companies of 2024



The Software Report

Top 100 Software
Companies of 2024



CNBC world's top 250 fintech companies 2024

Top 100 Software
Companies of 2024



Navex

(Risk & compliance management
software leader)
2024 Excellence Award for
compliance and ethics



Great Place to Work

Certified as a Great Place
to Work in India for 5th
straight year



Institute of Leadership

Most Innovative
Leadership Program

Sustainability reporting



CDP

CDP score of 'B'



EcoVadis

Silver medal (90th percentile)

PEOPLE AND COMMUNITY

Finastra aims to unlock the potential of people and communities by providing an environment where employees can develop and grow their careers while positively impacting their communities.

Specifically, Finastra engages in a comprehensive program to maintain a positive employee experience spanning talent attraction and development, employee experience, benefits, wellbeing and compensation.

Finastra also empowers its employees to deliver social impact through fundraising and volunteering time. Employees work towards improving local communities via our financial inclusion, youth and social mobility, environmental volunteering, and community impact programs.



Talent Attraction

Onboarding experience

Our approach to employee onboarding ensures new hires are engaged from day one. Our onboarding toolkit helps hiring managers create a positive and consistent onboarding experience for all new joiners globally. It also helps foster line manager accountability and leads to better oversight and management of new hires. The toolkit requires all managers to provide an overview of the new hires' department, structure and roles, as well as key policies such as our hybrid working policy, record retention, and privacy policies.

Early career programs

Our early career program, FinStart, is a two-year rotational development program that helps participants with learning, networking, and growth opportunities within Finastra. Each year, we hire a cohort of graduates at the start of their career and rotate them through different areas of the business. After completing the rotations, participants secure a permanent role. The program offers accelerated learning, professional growth opportunities, LinkedIn learning courses, ongoing technical training and Executive Leadership Team exposure. It also creates a pipeline of talent for our business. Since launching in FY23, we have hired around 360 FinStarters from Bucharest, Bengaluru, Pune, Manila, Austin and Mexico.

Talent Development

Career management

At Finastra, we are committed to offering employees growth opportunities and an environment in which they can learn, be challenged and steer the course of their own careers.

All employees set goals that are linked to their roles and career development, as well as Finastra's objective of delivering for our customers. These goals provide clarity and direction, set the tone for excellence, and drive growth and development. All employees review their progress against their goals with their managers at least annually.

Employees can access a refreshed Skills & Career Navigator, which offers valuable insights into the specific industry skills required for different roles within Finastra. It enables employees to compare skill gaps across roles and provides guidance on developing the critical skills necessary to achieve our shared goals. Employees used this tool to help set their goals for FY25.

Employee training

Finastra's FinTalent initiative includes performance coaching and a talent identification program. It also provides guidance on the skills that teams will need in the future and encourages employees to put themselves forward for new opportunities. Several examples of the training offered are discussed in this report, including leadership development and financial services domain expertise.

Deep financial services knowledge is a key enabler for our strategy. Our employees need to understand the industry we work in to deliver better solutions for our customers and support them. We offer a learning portal to enhance employee training on financial services.

Finastra invests in tools such as LinkedIn Learning as well as external courses at top-tier academic institutions for employees. In FY25, 80% of employees completed at least one skills-related course, with an average of seven learning hours among those employees.

Boosting Financial Services Knowledge with Intuition KHX

In FY25, Finastra offered all employees access to the Intuition KHX platform to help improve their financial services knowledge. The platform has over 650 hours of online self-paced learning modules, covering a wide range of topics from basic financial principles to advanced industry-specific knowledge (e.g. banking, risk management, regulation and compliance). These resources help our team better understand our customers' needs.

Leadership development

We are committed to developing our peoples' leadership capabilities so that current and future leaders can grow and support their teams. Examples of our leadership programs and learning opportunities include:

- **Mandatory Leadership Fundamentals:** A training program for all new leaders, aimed at enhancing their ability to lead their teams.
- **License to Lead:** Our flagship leadership development program, designed to elevate leadership capabilities through practical, real-world tools.
- **Leadership Library:** A collection of resources and tools covering various leadership topics, such as coaching and leading through change.
- **Curated LinkedIn Learning Courses:** A selection of learning opportunities designed to help aspiring leaders develop specific skills.

License to Lead

License to Lead is designed to equip Finastra leaders with tools that help their teams thrive and deliver results. The program is accredited by the Institute of Leadership – a global organization that ensures the content meets high standards for leadership development.

The program runs monthly over four months, with each module paired with challenges that encourage real-world application. Participants gain access to proven models, practical strategies, and actionable tools to strengthen their leadership impact, foster collaboration and accountability, and build a thriving team environment.

In FY25, License to Lead received the prestigious "Most Innovative Leadership Development Program" award, standing out among more than 120 programs from leading global companies, as recognized by the Institute of Leadership.





Employee Experience

Employee health and safety

Finastra takes the health and safety of our colleagues extremely seriously. All sites undergo assessments by our risk team. We have established, or are establishing, health and safety committees at each site and have policies and procedures in place for those working from home as well as for subcontractors. We provide health and safety and first aid training for representatives on our site committees and ensure that all employees have access to ergonomic workstation assessments.

Employee Engagement

Engagement surveys and employee feedback

Each year we carry out a confidential employee engagement survey called FinSights. It's a valuable opportunity for employees to tell us their thoughts about working at Finastra. Leadership actively reviews feedback to better understand the employee voice in the organization and take actions to improve our strategy and culture. In FY25, 77% of employees made their voice heard.

We also listened to employees throughout FY25, with quarterly Pulse checks through our feedback platform. In doing so, we created a workplace where our colleagues felt highly engaged and happy with their experience at Finastra, with 74% of employees recommending Finastra as a great place to work.

Finastra's commitment to fairness and opportunity

We believe in fostering a respectful, high-performing workplace where all employees are supported and empowered to succeed based on their individual merit. We promote open dialogue, continuous learning, and the removal of barriers to advancement, ensuring that opportunity is based on qualifications, performance, and initiative.

Our hiring and development practices are grounded in fairness and consistency. Teams apply merit-based criteria throughout recruitment, onboarding, and career progression.

Employees have access to tools and resources that support growth, and we regularly gather feedback to refine our policies and practices, including through our Count Me In self-identification initiative. This initiative is crucial for understanding the full employee experience and addressing barriers. In FY25, 60% of

our workforce participated, offering valuable insights to guide our efforts.

All of our employees complete awareness training on discrimination and harassment issues as part of our annual training (see "Business Ethics" within the Governance section of this report for additional details).

Employee Resource Groups (ERGs)

To help foster an inclusive culture, Finastra supports a range of Employee Resource Groups (ERGs), also known as Finastra Inclusion Networks (FINs). These are voluntary groups, which are open to all, consisting of passionate employees who come together to support each other, foster inclusion and raise awareness of issues that matter to our communities both internally and externally. Sponsored by leadership team members, they include Proud@Finastra, Women@Finastra, Disabilities@Finastra and Culture@Finastra.

Benefits, Compensation and Wellbeing

Benefits

Our approach to benefits aligns with our total rewards philosophy, while adapting to the needs and expectations of our employees in different regions.

Our Flexibility Framework includes our flexible vacation policy which imposes no limit on days taken throughout the year and our inclusive people policies which encourage activities that matter, such as paid time off to vote, bereavement leave and sick leave. Our Flexibility Framework also offers options for where and how we work through our Global Mobility policy, encouraging flexibility while still reaping the benefits of a collaborative and cohesive work environment.

We also offer incentives such as private medical and dental insurance, life and disability insurance, group pension plans, leave for life events such as maternity and paternity, study, reserve forces and emergencies.

Compensation

We have a clear set of policies in place to ensure employees are paid fairly. Our incentive programs play a key role in building a high-performance culture. They offer fair and competitive rewards based on both Finastra's success and each employee's individual impact. We have defined a total rewards philosophy, created a framework for pay decisions, and set up processes to monitor overall compensation data. We conduct annual reviews to determine salary increases and bonuses. Salaries are also reviewed for select promotions.

Employee wellbeing

Finastra provides resources to support the mental and physical wellbeing of our colleagues across concerns as varied as parenting, illness and grief.

In FY25, Finastra continued to provide free access for all employees to TaskHuman, an app offering one-on-one video sessions with wellness coaches. We appointed Wellbeing Champions, who are passionate about wellbeing and who volunteer to support employees. We also continued to offer our Employee Assistance Program – Finastra Supports - which allows employees

can connect with a counsellor who provides relevant guidance and advice.

Finastra has a number of Gather Groups, peer-to-peer support groups that meet monthly to offer a safe space for colleagues to discuss their life experiences on a range of topics such as menopause, parenting, and topics relevant to young professionals.

As part of our commitment to employee wellbeing, Finastra had one company-wide Out of Office day in FY25. This day off is a gesture of appreciation for the extraordinary efforts of our employees, allowing them to completely disconnect from work.

Celebrating our people

Finastra Celebrates is our global recognition program, empowering all employees and leaders to acknowledge each other's successes, celebrate key contributions, express gratitude, and say thanks. In FY25, 67% of employees received recognition for their outstanding work from their peers.

Product Responsibility

Our approach to responsible product development and use extends to how products are intended for use by individuals and communities, considering specific needs such as accessibility, as well as considering inclusivity, risk of bias and discrimination.

An example of this is how we are considering usage of Gen AI in some of our core banking products to support users through personalized communication, simplifying documents and text, and integrating vision assistants.



Local Community Impact

Local approach, worldwide impact

Finastra and its colleagues support their local communities with volunteering and charitable donations focused on four themes: 1) youth and social mobility, 2) financial inclusion, 3) environmental volunteering and 4) community impact.

Finastra encourages employees to volunteer by allowing them to take up to 22.5 hours a year of paid volunteering time for either Finastra-facilitated events or causes that are close to their hearts.

Through the [Benevity](#) platform, employees can donate to over two million charities worldwide, while ensuring our efforts and fundraising are used by certified and well-governed charities.

Our colleagues delivered real impact in their communities in FY25 by raising over \$132,000, which was matched by Finastra according to our matching policy, and by volunteering 9,923 hours to support 287 charities globally. Causes supported included global organizations such as United Way and organizations near our sites, such as the Oregon Food Bank.

Theme 1: Youth and social mobility

Finastra actively participates in programs that promote youth development and social mobility. We invest in these areas by preparing young individuals for a future where finance, computer science, and AI will be integral to their lives.

Hour of Code

Our Hour of Code initiative aims to support social mobility through education on software development. This program, in partnership with Code.org, is part of Finastra's broader strategy to empower individuals and communities by providing access to essential financial services and education. This is a worldwide effort for Finastra, with Hour of Code sessions in the United States, Canada, the United Kingdom, Poland, Romania, India, Philippines and Singapore.

Theme 2: Financial inclusion

As a financial services software company, we see financial inclusion as a core focus for both our community impact and our employees. We support financial inclusion by promoting financial literacy in our local communities, many times in partnership with organizations such as Action for Agricultural Renewal in Maharashtra (AFARM) in India.

Our FinED program is one of the ways in which we deliver on this initiative. FinED is a financial literacy curriculum designed to help children understand and manage money. It is taught directly in classrooms at partnering schools or by trained Finastra volunteers in our offices. It features topics such as why the concept of money exists, the history of money and the importance of saving and investing money, as well as concepts such as credit scores and currency. Following their first class, children can use FinED to complete the curriculum at their own pace through engaging games.

In FY25, Finastra held 36 FinED and Hour of Code sessions involving over 1,100 student participants.

Project E-Shaale: The digital classroom

Finastra's Bangalore team visited Kadugodi Government School and PU College to support Project E-Shaale, which promotes financial inclusion through digital education in rural India. We funded a sustainable digital classroom, equipped with a solar-powered backup and a digital touchscreen to ensure uninterrupted, interactive learning. The team engaged with educators and students to understand the impact of digital tools in education and encouraged students to embrace these opportunities and strive for excellence.

Theme 3: Environmental volunteering

In FY25, our teams contributed 860 volunteer hours across seven sites through tree planting activities – one of our most popular initiatives. These efforts support local communities by improving biodiversity, soil health, and climate resilience. Additional highlights include a zero-waste workshop in Paris, two beach clean-ups in Dubai, and a forest clean-up in Zurich.

Million Trees Foundation Inc.

In FY25, our colleagues in Manila teamed up with the Million Trees Foundation to support environmental renewal and climate resilience. Volunteers re-bagged saplings – an essential step in preparing native trees for future planting. This hands-on activity helped restore the soil, protect biodiversity, and build community spirit. Volunteers learned practical conservation techniques while actively contributing to a greener future.

Theme 4: Community impact

We support several causes that our employees are passionate about and help to strengthen local communities. For example, our Canadian offices participate in an annual donation campaign in support of United Way, a charity that combats local poverty by supporting affected individuals and their neighborhoods. They achieve this by building and reinforcing a network of community agencies that form Toronto's social safety net.

Another example is our 'WishTree' initiative. This program allows Finastra employees to anonymously fulfil Christmas wishes for children, creating cherished memories. In FY25, we granted over 300 wishes in our Bangalore and Trivandrum offices.

Banco Alimentar Contra a Fome

Our colleagues from the Lisbon office partnered with Banco Alimentar Contra a Fome for a half-day initiative focused on community support. Volunteers helped unpack boxes and prepare trolleys filled with essential household items, including approximately 100 liters of laundry detergent and 50 kilograms of soap, destined for local charities and individuals in need. This initiative reflects Finastra's ongoing commitment to social impact and community engagement, helping to strengthen local support networks.

GOVERNANCE

Governance and risk management are integral to Finastra's operations and strategic direction. Our governance framework ensures robust oversight, accountability and ethical conduct, complemented by comprehensive risk management practices to safeguard our assets and reputation.

These practices collectively support Finastra's commitment to our customers, sustainable growth, and long-term value creation.



Corporate Governance

Board structure and composition

Finastra's Board of Directors has overall responsibility for the governance of the business and affairs of Finastra. It is dedicated to ensuring the company's strategic objectives are achieved within a framework of prudent risk-taking and effective controls. It is also accountable for setting and securing a governance framework to conduct due diligence, manage risks appropriately, and comply with applicable laws and regulations. Additionally, the Board makes recommendations on how Finastra's policies, practices, and disclosures can address or adjust to stakeholder needs.

Finastra's Board of Directors has 11 members, including a minimum of one independent director and one independent consultant present at all meetings. The Board convenes quarterly and conducts an executive review session before each meeting. Annual performance evaluations are carried out for all executive directors, alongside yearly succession planning reviews to ensure the Executive Leadership

Team's continuity. The chairperson of the Board is responsible for the annual appraisal of Finastra's CEO.

Majority voting is carried out by the Board of Directors, with limited matters reserved for Vista Equity Partners as the sole shareholder.

The Board has established an Audit and Risk Committee (ARC) consisting of a minimum of three Board Directors, all three being non-executives. The ARC holds monthly touchpoints and a full meeting every quarter with Finastra's Chief Risk & Compliance Officer, General Counsel, Chief Information Security Officer, Chief Audit Executive and their executive leaders.

The primary function of the ARC is to assist the Board in obtaining independent assurance of the adequacy and effectiveness of governance, risk management and internal controls. It also oversees how well the organization is carrying out responsibilities to achieve its stated goals and objectives.

Board composition

As of 31 May 2025, Finastra's Board comprised of six women and five men, making Finastra's Board composition 55% women.



Andrew Bateman
EVP Lending



Lynne Biggar
Board Member



Clifford Chiu
Board Member,
Vista Equity
Partners



Helen Cook
Chief People and
Communications
Officer



Clare Courtney
Deputy CPO, People
Operations and
Organizational
Excellence



Simon Dowler
General Counsel



Betty Hung
Board Member,
Vista Equity
Partners



Carissa Kell
Chief Financial
Officer



Maneet Saroya
Board Member,
Vista Equity
Partners



Chris Walters
Chief Executive
Officer



Ines Zucchini
SVP of Strategy
& Sustainability

Sustainability Governance

Board oversight

Finastra's Board of Directors has overall accountability for setting the strategic direction for sustainability performance, risk management, and compliance with stakeholder commitments and obligations. The Board considers current and emerging sustainability matters that may affect business performance or the public image of the company that are pertinent to our stakeholders. Additionally, the Board makes recommendations on how Finastra's policies, practices and disclosures can adjust to address current trends.

Sustainability Executive Committee

At the executive management level, Finastra's Sustainability Executive Committee (SEC) comprises key executive and functional leaders and is co-chaired by the CEO and the SVP of Strategy and Sustainability. The SEC sets the direction, oversees sustainability efforts, manages climate risk, supports environmental activities and promotes sustainability awareness. In addition, it assesses progress on key sustainability initiatives across the organization and reports to the Board each quarter on the status of the Sustainability program.

Because of their knowledge and proficiency, our Board and SEC members are well-informed about sustainability topics in the industry and the latest sustainability regulations and developments. For example, Finastra's SVP of Strategy and Sustainability completed London Business School's [Sustainability Leadership and Corporate Responsibility Executive Education](#) program.

Working Groups

Members of the SEC sponsor cross-functional Working Groups on different sustainability topics. The sponsors meet with the Working Groups at least quarterly, to provide strategic guidance on priorities, and monitor and measure progress.

The Climate Working Group is tasked with the measurement of Finastra's GHG emissions footprint, the development of Finastra's net zero roadmap, and the sustained engagement of employees on environmental topics.

Finastra's Sustainability team supports this Working Group in the delivery of climate initiatives, while the Global Risk Management team advises on and monitors climate-related risks, as part of Finastra's broader risk management framework described in the following section.

Sustainability program governance



Risk Management and Risk Culture

Risk management framework

Finastra's risk appetite and tolerance are set by the Executive Leadership Team and approved by the Enterprise Risk Oversight Committee and the ARC of the Board. Global Risk Management establishes the Key Risk Indicators (KRIs), thresholds, and scorecards that govern risk appetite and tolerance.

To govern risk, we use a three "Lines of Defense" (LOD) structure, which includes mechanisms to communicate and hold individuals accountable for performance of internal control responsibilities across the entity and to implement corrective actions as necessary. The first LOD places risk ownership accountability with business functions and personnel, the second LOD incorporates control and oversight functions such as compliance, Enterprise Risk Management (ERM) and legal, and the third LOD is internal audit.

Once risks are assessed and identified as findings or control gaps, they are documented in Finastra's Enterprise Governance Risk and Compliance (eGRC) tool and monitored by the Risk team.

Risk culture and training

The company's risk culture is supported by a robust risk awareness program providing training, resources and information on risk, privacy and information security, which improves risk understanding and accountability to identify, report, and manage risk. Additionally, we have dedicated Business Risk Champions (BRCs) embedded in the first line of defense, who act as change agents in the risk management process.

Operational Risk and Resiliency

Finastra is committed to building, sustaining and optimizing our organizational capability to prepare for, respond to, and recover from all hazards. Under the leadership of our Chief Risk and Compliance Officer, Finastra's enterprise-wide operational risk and resilience program supports this commitment with a focus on readiness and preparedness activities for our people, business functions, and critical third parties. This program includes Business Continuity Management, Crisis Management, Third-Party Risk Management and Information Security activities.

The Technology Resilience and Disaster Recovery programs are under the leadership of our Chief Technology and Innovation Officer. The objective of the Disaster Recovery governance and management framework is to protect the company's technology and critical infrastructure from unexpected events such as natural or human-made disasters and minimize business interruption resulting from such events.

Cybersecurity

The Information Security department is responsible for safeguarding Finastra's data and systems by implementing policies, procedures, and technologies to prevent unauthorized access, mitigate risks, and ensure compliance with required regulations, best practices, and customer requirements.

Executed by the Chief Information Security Officer under the leadership of the Chief Risk and Compliance Officer and with oversight from the Board of Directors, the Information Security Program establishes robust information security governance closely aligned with the National Institute of Standards and Technology (NIST) Cyber Security Framework.

Data Privacy

Finastra prioritizes data privacy and security as key factors in maintaining our reputation as a trusted financial services partner. We adhere to applicable data protection laws globally, update processes in response to legislative changes and security risks and maintain a detailed external privacy policy.

Finastra's legal team includes a network of privacy professionals and champions who oversee data governance. We conduct regular privacy training, emphasize the importance of privacy champions, and assess data handling by third parties to maintain our data privacy program.

Responsible AI

We place a particular emphasis on the governance of Gen AI, ensuring responsible and ethical use of AI technologies. We have developed a framework for how to promote awareness and mitigate risks of AI in the development of our products and services and in operational tasks. The framework includes:

- **Engagement Roadmap:** From ideation to production, all AI-driven use cases follow a structured blueprint ensuring compliance, ethics, and responsible development practices. The main elements of the engagement roadmap are also summarized in our Gen AI Roadmap Checklist.
- **AI SteerCo:** A diverse set of representatives collectively assess the direction of AI across the enterprise.
- **Secure Zone:** A secure data and AI development environment provides our engineers with responsible AI development tooling.
- **Threat Modeling:** Supports evolving risk assessments and threat models related to AI risk.
- **Enterprise Education:** Lays out foundational learning paths for Finastra's engineering and non-engineering communities in order to upskill and train our teams on the usage of AI in a responsible manner.

Gen AI Roadmap Checklist

Step 1. Ideation

- Identify the problem and opportunity
- Define the use case and target audience
- Model research
- AI workspace provisioning
- Data relevance
- Project proposal
- Proposal review
- Legal, governance, privacy and security review

Step 2. Prototyping

- Secure zone access
- Prototype scope
- Model and prototype development
- Model validation
- Model refinement
- Documentation

Step 3. Validation

- Validation scope
- Model validation

Step 4. Production

- Production scope
- Model transitioning
- Monitoring
- Model security
- Legal, governance, privacy and security update
- Maintenance
- Documentation update

Gen AI (X)Po 2.0

Gen AI (X)Po FY25 was the second time we ran a global three-day in-person and virtual event to boost our employees' engagement and skills with generative AI. Partners and industry experts presented their perspectives on how generative AI is transforming their businesses. We held over 70 different sessions covering topics including security and responsible use of AI. The (X)Po 2.0 was run alongside a hackathon where nearly 50 teams competed to showcase innovative GenAI use cases.



Business Ethics

Finastra recognizes the importance of demonstrating strong oversight and commitment to conducting our business in full compliance with all applicable obligations.

Our Compliance Policy and integrated Compliance Program embody this commitment. Finastra's commitment to ethical conduct is embedded in our Code of Conduct and Business Ethics (the "Code of Conduct"). It serves as a guide to protect and enhance our reputation by setting a universal standard for employee behavior and the expected treatment of customers, partners, and stakeholders.

To help hold ourselves accountable to the high standards we set out in the Code of Conduct, we encourage everyone to speak up and raise concerns without fear of retaliation, if they are aware of something that doesn't seem right in our organization or that may impact our integrity and/or reputation. The Speak Up program provides various communication channels, including a dedicated web portal, annual training, and regular surveys to ensure an open, ethical workplace.

Compliance training

Our compliance training helps strengthen our risk culture and ensures that all employees are aware of what is required by the law and our policies. It helps to protect Finastra and employees from possible legal, regulatory, and even corporate violations that could result in heavy fines and civil and/or criminal penalties.

All employees must complete an annual compliance training, covering topics including anti-bribery and corruption, our Code of Conduct, global privacy, risk management, security awareness, anti-harassment and inclusion and environmental awareness.

New joiners must complete their assigned compliance training within 30 days of their start date. Contingent workers also complete their compliance training upon joining and every 12 months thereafter.

Certain employees, depending on their role at Finastra, must also complete additional modules such as UK Corporate Criminal Offence training.

Financial Crime Compliance

Fraud, anti-money laundering, and sanctions

Finastra maintains a strong internal governance framework to prevent fraud, money laundering, and sanctions breaches. We enforce strict internal controls, conduct regular employee training, and uphold a zero-tolerance policy as outlined in our Code of Conduct. Our compliance teams monitor adherence to these policies and investigate any suspicious activity.

Finastra also offers solutions, such as our Total Screening solution, to help our customers tackle these risks.

Anti-bribery and corruption

At Finastra, we maintain a strict zero-tolerance policy towards bribery and corruption. As an international business, we are dedicated to adhering to all relevant anti-bribery laws and ensuring that our employees and representatives are well-informed about these regulations to prevent any infractions.

The Anti-Bribery and Corruption (ABC) Committee at Finastra is tasked with evaluating and overseeing the risks of bribery and corruption across our global operations. This committee also provides governance, oversight, and reports on the adherence to our ABC Policy within the Code of Conduct.

Anti-competitive behaviour

Finastra is committed to fair competition and complies with all applicable competition laws, including Section 5 of the Federal Trade Commission Act, the Sherman Act, and the Clayton Act. We aim to ensure that our business practices reflect integrity and legal compliance wherever we operate.

As part of our broader governance efforts, we monitor risks related to anti-competitive behaviour and integrate safeguards into our internal policies. This includes the annual training that all employees are required to complete, as well as our Code of Conduct, which sets out our commitment to fair competition. These measures support our goal of maintaining trust with stakeholders and complying with all applicable laws.

Helping customers meet sanctions and anti-money laundering laws

Our Total Screening solution – part of our Financial Messaging offering – helps financial institutions comply with global regulatory requirements. Total Screening screens financial transactions against

international sanctions lists – such as those issued by the Office of Foreign Assets Control (OFAC), His Majesty's Treasury (HMT), and other authorities – enabling our customers to detect and respond to potential compliance risks in real time. It is also able to scan customer files against sanction and

Politically Exposed Person lists. Through these features, customers are able to maintain regulatory alignment across jurisdictions and reduce their operational risk.

Human Rights

Finastra publishes an annual Slavery and Human Trafficking Statement in compliance with the UK Modern Slavery Act 2015. Finastra is committed to ensuring that there is no modern slavery, unlawful child labor or human trafficking within our own business and that of our supply chain. Our annual statement published for the financial year ending 31 May 2025 can be found [here](#) and contains information about how we assure these outcomes through screening of our vendors before they are onboarded, as well as our Speak Up channels and Code of Conduct.

Sustainable Supply Chain

Our procurement practices place expectations upon vendors to comply with our Third Party Conduct Policy, which is posted on Finastra's website. Contract terms reference social responsibility requirements that align with the UK Modern Slavery Act 2015 and reflect our own high standards across labor rights, human rights, ethics and conflicts of interest.

Our vendor contracts also include compliance obligations regarding specific laws relating to bribery, corruption, prohibited business practices and other legal matters. Finastra runs due diligence checks on potential new vendors prior to onboarding, including OFAC and other sanctions checks, as well as privacy and security assessments where applicable, before a vendor can be authorized to work with us.

Our Sustainable and Social Responsibility Procurement Policy requires all new suppliers to disclose their sustainability, social responsibility, and human rights practices. This information is central to our supplier evaluation process. In FY25, 94% of suppliers onboarded (new or legacy) acknowledged our Third Party Conduct Policy, and 10% of our Tier 1 suppliers were assessed through the EcoVadis platform to evaluate their performance across environmental, labor and human rights, ethics, and sustainable procurement criteria.

We also train our procurement staff ("buyers") on sustainability topics, including through the EcoVadis Academy and other learning platforms. As of FY25, 73% of our buyers completed a course on sustainability.



ENVIRONMENT

Our environmental strategy aims to reduce the GHG emissions footprint of the financial services industry, starting with Finastra.

The strategy defines our GHG emissions reduction ambition and explains how we measure and offset our GHG emissions footprint, as well as how we drive environmental sustainability across the company to reduce our footprint.

We believe addressing environmental risks and opportunities makes us a more resilient company. As a software company, reducing our GHG emissions

can help drive cost savings, ensures regulatory compliance and helps us meet evolving customer demands.

Going beyond our own footprint, Finastra is committed to enabling our customers in the financial sector to become more environmentally sustainable through the development of new software solutions.

Environmental Strategy and Ambition

We are committed to reducing absolute Scope 1 and 2 GHG emissions by 70.4% and Scope 3 emissions by 63.0% by 2034, using 2019 as our baseline³. These interim targets, validated by the Science Based Targets initiative⁴ (SBTi), support our long-term ambition to achieve net zero emissions by 2050. This commitment aligns with the UN Global Compact Business Ambition for 1.5°C and the UN Climate Change Race to Zero.

To reach these targets, we developed and launched a time-bound action plan that reduces energy consumption across our operations and increases our use of renewable energy.

We have already made significant progress in reducing Scope 1 and 2 emissions. However, future reductions are likely to require improvements in green technologies which are unlikely to materialize before 2030.

We continue to accelerate efforts to reduce Scope 3 emissions, especially within our supply chain. The new GHG measurement platform we adopted in FY24 has enabled us to improve our understanding of our Scope 3.1 emissions. As part of our sustainable procurement strategy, we are actively engaging suppliers through the EcoVadis platform to assess and improve their environmental and social performance. This initiative helps us embed sustainability throughout our value chain and reduce our emissions.

While we continue to make progress, we recognize that we are still at the beginning of our journey. Achieving our climate goals will require ongoing collaboration, innovation, and commitment across our business and with our partners.

Climate Risk Management

Climate risk is embedded in our risk taxonomy and overall risk management processes. Climate risks are identified in accordance with TCFD guidance⁵, and their potential impact and mitigation are assessed according to climate scenarios SSP3-7.0, SSP2-4.5 and SSP1-2.6⁶. Finastra considers time horizons of one to three years as short-term, three to 10 years as medium-term, and 10 to 30 years as long-term.

Climate Related Risks

We regularly assess both transition and physical climate risks. There is an overlap between climate risks and broader material risk categories already considered by Finastra's Global Risk Management team, such as 'acute physical risk', which is incorporated into Finastra's 'disaster recovery' approach.

We do not currently have a precise methodology for quantifying the financial impact of climate-related risks. However, given the relatively low expected impacts from each risk on our business model, as well as the effectiveness of our controls to mitigate these risks as they may arise, climate-related risks are not expected to have a significant financial impact on our operations in the three key climate scenarios we assess against.

3. Please refer to the "GHG Emissions Management and Reporting" section of this report for details on GHG Emissions

4. Search for Finastra in Target dashboard – [Science Based Targets Initiative](#)

5. Task Force on Climate-related Financial Disclosures, 2017, 'Recommendations of the Task Force on Climate-related Financial Disclosures'

6. IPCC, 2021: Summary for Policymakers. In: Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change. IPCC, Geneva, Switzerland, pp. 14.

Climate Related Risks

In the table below we provide a qualitative assessment of climate related risks for the most relevant time horizons applicable to each risk type.

Risk Category	Time Horizon	Description of Risk	Approach to Minimize Risk
Regulation	Short to Medium term	Increased compliance and taxation burden associated with new regulations such as CSRD or carbon pricing. Additionally, risk of legal challenges resulting from non-compliance of such regulation and claims related to greenwashing.	<p>Finastra's risk management and compliance processes ensure it remains compliant with existing regulations, and is prepared for upcoming regulatory changes.</p> <p>Finastra takes a conservative approach to its reporting obligations, supplying environmental information that is evidence-based.</p>
Technology	Medium to Long term	<p>Substitution away from high-emission products and services, and towards those which enable climate transition.</p> <p>Inclusion of AI in Finastra's product roadmap will lead to higher energy usage. As customers continue to pursue GHG emissions reduction targets, failure to align may reduce the appeal of Finastra's solutions.</p>	<p>Finastra proactively identifies and manages technology trends and customer requirements, including on sustainability topics. Finastra's approach to product development in the realm of Sustainability is described in the 'Product and Services' opportunity section that follows.</p> <p>To mitigate the impact of customers substituting to lower-emission alternatives in their supply chain, Finastra is committed to reducing Scope 3 emissions by 63.0% by 2034, using 2019 as our baseline⁷, and is using technology to reduce its GHG emissions footprint. For example, technical expertise is used to optimize the computational footprint of the company's solutions across its operated data centers and cloud providers, which increasingly use renewable energy.</p>
Reputation	Short term	Reduction of perceived suitability as a partner or vendor due to our climate performance.	<p>Finastra receives a growing number of customer requests for information that include sustainability data requests. To maintain a positive reputation for climate action, Finastra publishes an annual Sustainability Report and reports annually to sustainability ratings agencies including EcoVadis and the CDP.</p> <p>Finastra considers reputational risks as they arise in relation to sustainability issues.</p>
Market	Short to Medium term	Increased cost of inputs including energy as a result of disinvestment in fossil fuels and transition to renewable energy.	Rising input costs are considered and managed as part of Finastra's budgeting processes and in negotiations with suppliers. Finastra's mitigation approach is detailed in the 'Resource Efficiency' and 'Energy Sources' opportunity sections that follow.
Acute Physical	Short to Medium term	Disruption to personnel, locations and customers caused by extreme weather events such as drought, storms etc.	<p>The potential risk to the delivery of services to customers is front of mind at Finastra, whether caused by physical climate risks or other sources.</p> <p>The biggest environmental threat for Finastra are hurricanes, typhoons and cyclones due to their frequency and impact on infrastructure. The sites that represent the biggest risk are at the south-east coast of the US, Philippines and southern India, where we have high employee concentration.</p> <p>Finastra's Business Resilience Team works with the rest of the business to prepare for possible impacts to our operations, resulting from acute physical risks to our data centers, physical offices, and employees – including those working remotely.</p> <p>Finastra operates as a global company with dispersed computing infrastructure and workforces, including many employees who work from home. This helps diversify risk from acute physical events in specific locations.</p>
Chronic Physical	Medium to Long term	Disruption to, and relocation of, operations caused by long-term changes in the environment, such as sea level rises and higher average temperatures.	Finastra manages the location of its facilities and employees considering many factors including adaptation to climate change.

7. Please refer to the "GHG Emissions Management and Reporting" section of this report for details on GHG Emissions

Climate Related Opportunities

Opportunities arising for Finastra from climate transition, such as demand for sustainable financial products and services, are also identified in accordance with TCFD guidance, and assessed using the same climate scenario analysis.

We do not currently have a precise methodology for quantifying the financial impact of climate-related opportunities. However, given the relatively low expected impacts from each opportunity on our business model, climate-related opportunities are not expected to have a significant financial impact on our operations in the three key climate scenarios we assess against.

Risk Category	Time Horizon	Description of Risk	Approach to Realize Opportunity
Products and Services	Short to Medium Term	Increased demand for sustainability-related or low-emission products and services aiming to support companies in their climate transition.	<p>Finastra monitors sustainability developments that impact customers (e.g. financial inclusion and data disclosures) to determine how it can create value for them through software solutions.</p> <p>Finastra's ESG Service is a cloud-native solution that simplifies sustainability-linked lending by integrating Sustainability Performance Targets (SPT) criteria into ESG pricing. This helps banks to deliver a better lending experience to clients with sustainable investment demand.</p>
Resource Efficiency	Short to Long Term	More efficient selection or use of business inputs, resulting in lower operating costs.	<p>The challenges and opportunities of climate change have also prompted Finastra to seek more efficient ways of working that reduce its impact on the environment, which can also have an impact on costs.</p> <p>Since 2019, Finastra has significantly reduced its use of business travel and rationalized its office footprint, by adopting digital ways of working that enable remote work and client delivery. Efficiency also comes from smarter choices in travel methods or workplace fittings. An example is our travel platform, which offers employees options that are less carbon intensive. Seven of our offices are LEED-certified. As a result of these efforts, emissions from business travel have fallen by 75%⁸ between 2019 and 2024.</p> <p>Finastra is moving its solutions to the cloud, helping to reduce energy demand through more efficient computation and infrastructure. Finastra has partnered with Microsoft Azure to expand its public cloud capacity and now operates in 25 regional Azure sites. In 2025, Finastra exited a further three of its operated data centers, bringing the total vacated to 28 since 2019.</p>
Energy Source	Short to Long Term	Adoption of less GHG emissions intensive forms of energy, including solar and wind, which reduce average costs and cost variance.	Finastra is committed to pursuing renewable energy in its workplaces and data centers. Our primary cloud partner, Microsoft Azure, states a commitment to reach 100% renewable energy by 2025 ⁹ , while Finastra operates two offices that source their energy from 100% renewable sources ¹⁰ .
Market	Short to Medium Term	Raised investment and business activity in low- and negative-carbon industries.	<p>There is a growing market and revenue opportunity for software providers who can support their customers in the climate transition. This involves R&D to offer new products that support sustainable decision-making, as well as the shift to more efficient and sustainable methods of computing, such as cloud.</p> <p>The management of green financial products is a key opportunity for Finastra to capture through its Lending and Treasury & Capital Markets solutions.</p>
Resilience	Short to Long Term	Addressing stakeholders' needs and concerns	<p>Rising expectations from stakeholders – Finastra's customers, employees, investors, regulators and communities – concerning the threat of climate change, and actions to mitigate such threats, have broadened the perspective Finastra takes with respect to its business.</p> <p>Our sustainability strategy links directly to our corporate strategy, as we consider the 'triple bottom line' of Planet, Prosperity, and People in every strategic business decision.</p>

8. Please refer to the "GHG Emissions Management and Reporting" section of this report for details on GHG Emissions.

9. Read more about Microsoft's sustainability commitments at <https://www.microsoft.com/en-gb/sustainability/>

10. Renewable energy certificates are in place from Elmy Energie and SmartestEnergy for our Paris and London offices respectively.

Scenario Analysis

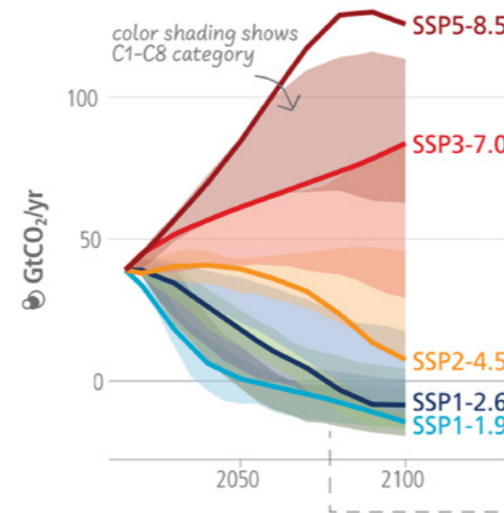
Finastra's Global Risk Management Team considers the risks to the company across a broad spectrum of outcomes. This approach provides insight into various strategic opportunities and risks that may arise as Finastra pursues its governing purpose and objectives. Our scenario planning is presented below, based on the recommended climate scenarios provided by the Intergovernmental Panel on Climate Change (IPCC), as well as the Shared Socioeconomic Pathways (SSPs) used to determine how socioeconomic factors impact responses to climate change.

Scenarios considered from the IPCC 6th Assessment Report¹¹

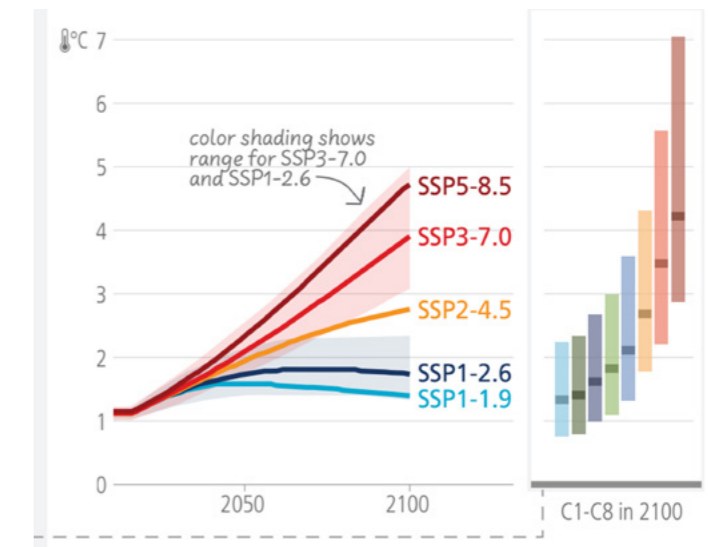
	Shared Socioeconomic Pathway (SSP)	Representative Concentration Pathway (RCP)	Degrees of warming (°C) in 2081-2100
Limited mitigation (3-7.0)	3	7.0	2.8 to 4.6
Current path (2-4.5)	2	4.5	2.1 to 3.5
Active decarbonization (1-2.6)	1	2.6	1.3 to 2.4

Emissions and temperatures under various SSP scenarios¹²

CO₂ emissions for SSP-based scenarios and C1-C8 categories



Temperature for SSP-based scenarios over the 21st century and C1-C8 at 2100



11. IPCC, 2021: Summary for Policymakers. In: Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change. IPCC, Geneva, Switzerland, pp. 14.

12. IPCC, 2023: Sections. Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, H. Lee and J. Romero (eds.)]. IPCC, Geneva, Switzerland, pp. 35-115

Limited mitigation

In this scenario, the world remains focused on short-term challenges with few, or no steps taken to limit emissions, which would be anticipated to double from their current amount by 2100. Extreme weather events may become more frequent as average temperatures drastically increase. Environmental impacts are therefore expected to be significantly more pronounced under this scenario with limited mitigation, compared to other pathways.

Without short-term action by governments, Finastra may see lower regulatory risks as the world does not react to climate change. Our technology costs may not increase due to carbon taxes, however, availability and supply chain issues may impact the costs and supply of technology. Finastra will continue to bring to market sustainability-focused software options, which may not be in significant demand until the world reaches a climate tipping point. The company may continue to protect its reputation as a sustainable software solution provider.

Current path

The world's current approach to reducing carbon persists, with governments making disparate efforts. Net zero is anticipated to be reached in 2100, with peak emissions reached in 2050. Longer-term (and potentially irreversible) shifts in climate patterns will increase over time. Carbon pricing schemes and other efforts to curb emissions will continue to vary by country.

Finastra may see regulatory developments in specific countries, and broader efforts to decarbonize will also be variable. However, a broad base of climate transitioning efforts may see a trend towards lower emissions. Both sporadic carbon tax schemes and supply chain issues caused by climate change may impact Finastra's technology, product development and market opportunities.

Active decarbonization

In this scenario, governments will strongly legislate emissions and disclosures, but not necessarily enough to meet the Paris Ambition of limiting cooling to 1.5 degrees. Net zero is anticipated to be reached globally by 2075.

Increasing regulation and heightened awareness of the climate crisis may drive greater regulatory and reputational risks for all firms, including Finastra. As carbon prices rise, particularly for high-quality and compliance-grade credits, technology supply costs may increase. On the other hand, demand for sustainable solutions may increase. From a reputational standpoint, customers may be hyper-focused on a company's sustainability position, leading to increased pressure to be more sustainable. In this scenario, physical risks are less problematic to operations, while resource and energy efficiency opportunities may remain strong following investments to substitute from current energy sources and methods of computing and travel.



GHG Emissions Management and Reporting

Finastra has measured its Scope 1, 2, and various Scope 3 emissions since 2019 adhering to the GHG Protocol Methodology. Scope 1 and 2 emissions include energy consumption, gas and refrigerant usage across our workplaces and data center portfolio. Scope 3 emissions are related to purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, and end-of-life treatment of sold products. We continuously enhance our data collection methods to ensure more accurate reporting across all emission scopes.

Validation of GHG emissions measurement

Finastra's Sustainability team conducts an internal review of the corporate GHG inventory and supporting evidence to verify the accurate upload of data into the GHG accounting software. Additionally, we conduct consistency checks to compare data to prior years' records, focusing on material areas.

In FY25, Finastra partnered with a third-party consultancy to improve how we collect data to measure greenhouse gas (GHG) emissions. This included mapping our current processes and running gap assessments across all emission categories to prepare for assurance review.

Progress Towards Net Zero

While this report covers our sustainability performance in FY25 (1 June 2024 - 31 May 2025), our SBTi commitment is on a calendar year basis. As such, we are also reporting our emissions figures on a calendar year basis. The metrics table in the Appendix includes emissions on a financial year basis, including for FY25.

Emissions by scope, tCO₂e¹³

Metric	Unit	Year					
		CY19	CY20	CY21	CY22	CY23	CY24
Scope 1 GHG emissions	tCO ₂ e	1,229	776	827	598	619	699
Scope 2 GHG emissions (location based)	tCO ₂ e	9,987	7,592	6,220	5,225	4,323	5,286
Scope 2 GHG emissions (market based)	tCO ₂ e	10,203	7,905	6,510	5,482	4,321	5,424
Scope 3 GHG emissions	tCO ₂ e	126,714	74,271	76,923	77,517	69,028	70,187
Total GHG emissions	tCO ₂ e	138,146	82,953	84,259	83,598	73,968	76,311
Change in total gross GHG Emissions vs. 2019 baseline	%		40	39	39	46	45

13. Please refer to Appendix: GHG Emission Calculation

Category breakdown of scope 3 GHG emissions:

Metric	Unit	Year					
		CY19	CY20	CY21	CY22	CY23	CY24
Scope 3.1 GHG emissions Purchased Goods and Services	tCO2e	71,309	52,731	58,854	55,792	50,078	50,386
Scope 3.2 GHG emissions Capital goods	tCO2e	447	1,072	1,812	829	812	2,021
Scope 3.3 GHG emissions Fuel and energy-related activities	tCO2e	3,945	2,829	2,379	2,154	1,801	2,020
Scope 3.4 GHG emissions Upstream transportation and distribution	tCO2e	2,453	1,721	1,918	1,682	1,295	2,162
Scope 3.5 GHG emissions Waste generated in operations	tCO2e	127	49	15	6	5	12
Scope 3.6 GHG emissions - Business travel	tCO2e	34,533	6,723	2,212	7,757	7,215	8,581
- Accommodation	tCO2e	2,662	354	89	213	366	426
- Flights	tCO2e	31,572	6,333	2,119	7,501	6,823	8,127
- Ground transportation	tCO2e	299	36	5	43	26	29
Scope 3.7 GHG emissions - Employee commuting	tCO2e	13,878	9,058	9,561	9,035	7,759	4,965
- Commute	tCO2e	12,847	3,772	3,342	3,296	2,507	558
- Home offices	tCO2e	1,030	5,285	6,219	5,739	5,252	4,407
Scope 3.8 GHG emissions - Upstream leased assets	tCO2e	-	73	158	252	54	38
Scope 3.12 GHG emissions - End-of-life treatment of sold products	tCO2e	22	16	14	10	9	2

As shown in the table on page 29, in calendar year 2024, Finastra achieved a 45% reduction in emissions compared to calendar year 2019. Our environmental corporate programs prioritize managing air travel, offering accessible audio-visual conferencing facilities, and controlling energy consumption in the workplace - all highlighted in the following sections. Finastra also has a comprehensive GHG emissions inventory management plan.

Improved measurement of our GHG emissions will enable us to create more detailed plans to reduce our emissions. We also recognize the need for more focused engagement with our supply chain to drive systemic change.



GHG Emissions Offsets

The voluntary Vista Climate Pledge¹⁴, established by Vista Equity Partners in 2022, encourages portfolio company participants including Finastra to measure, reduce, and offset GHG emissions annually. This initiative underpins Vista's goal of achieving net zero GHG emissions across its private equity and permanent capital portfolio by 2050.

Through participation in the Vista Climate Pledge, Finastra has purchased carbon credits that offset 100% of our Scope 1 and Scope 2 GHG emissions in calendar year 2024.

Our priority is to reduce emissions where practicable, rather than relying on offsetting, in pursuit of our climate goals. By being open and transparent about our challenges and dependencies, we aim to accelerate the changes needed to help our business stay on track for net zero.

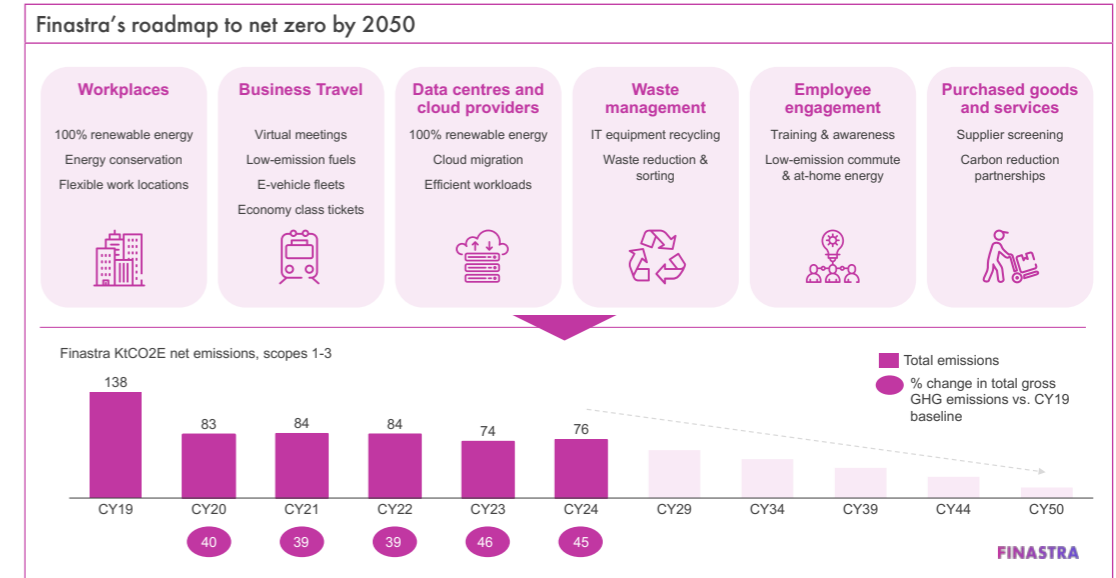
Location	Registry	Standard	Project	Project ID	tCO2E
Rajasthan, India	Gold Standard Impact Registry	Gold Standard	Bhadla 300 MW Solar PV Plant	GS7726	6,736

14. www.vistaequitypartners.com/responsibility/environmental-practices/

Transition Strategy and Roadmap

Transition strategy for net zero

Finastra has defined a strategy to reduce GHG emissions. This plan targets GHG emissions from key sources, including workplaces, travel, data centers and waste.



Workplaces

Finastra has reduced its workplace emissions as a result of:

- **OPENworking:** Finastra's hybrid working model is a digital-first approach to working and collaboration. It aims to improve work-life balance for our teams while maintaining opportunities for in-person collaboration, with six office days per quarter, plus access to shared office spaces. This has a direct impact on our GHG emissions footprint by reducing the floorspace required to support our operations. To make this model possible, we've invested in digital collaboration tools and adapted to remote implementation of our software solutions.
- **Offsite footprint rationalization:** Since 2019 we have moved out of 37 office buildings, shifting to on-demand offices where needed. In FY25, we closed 7 offices. However, we have plans to re-open offices in a small number of locations in FY26 to enhance our teams' collaboration and innovation.
- **Efficient offices:** We have moved to Leadership in Energy and Environmental Design (LEED)-certified office buildings

in London, Paris, Bucharest, Bangalore, Manila, Avebury and Portland. We work with landlords to use sustainable heating, ventilation, and air conditioning (HVAC) systems and lighting.

- **Renewable energy:** We have procured 100% renewable energy certificates for our Paris and London offices¹⁵.

Business Travel

Remote collaboration promotes the use of digital tools for virtual meetings and communication, which reduces the need for business travel and helps minimize the GHG emissions associated with flights and other modes of transport. This approach has contributed to a reduction in our business travel emissions, which are down 75%¹⁶ since 2019.

When business travel is required, Finastra promotes greener travel, encouraging land travel over air wherever possible. We operate an online travel platform that offers tips and advice on more direct transportation routes that are less carbon intensive. We also suggest more sustainable hotel options to employees visiting our London HQ, such as the LEED-certified Royal Lancaster Hotel in London. We have reduced the number

of company-owned cars by almost 90% since 2020.

Data centers and cloud providers

Finastra is moving its solutions to the cloud, partnering with Microsoft Azure to migrate Finastra's services onto Microsoft's efficient infrastructure, thereby reducing energy demand and increasing Finastra's exposure to renewable energy. Finastra now operates in 25 regional Azure sites. We have exited 28 data centers since 2019.

Waste management

Finastra generates relatively little waste given our limited office footprint and primary focus on providing financial services software. Nevertheless, we take waste management seriously within all our sites. We have improved signage at our sites for waste sorting, ensuring that recycling is the first option for all forms of waste. We actively encourage recycling, ensuring that paper, plastics, and electronic waste (e-waste) are properly sorted and processed. We are significantly reducing printing and other waste generation by embracing digital solutions for documentation and communication.

Tech for Good

The Tech for Good donation program allows us to donate, reuse or properly dispose of laptops no longer used by our employees. We work with non-profit organizations such as Camara Education that works with certified IT asset disposal companies to sell components. Camara then distributes the proceeds to charities globally. In FY25, we donated 252 laptops to local charities and 2,481 laptops to Camara Education.



15. Renewable energy certificates are in place from Elmy Energie and SmartestEnergy for our Paris and London offices respectively

16. Please refer to the "GHG Emissions Management and Reporting" section of this report for details on GHG Emissions

Employee Engagement

We encourage our employees to stay informed about environmental sustainability issues and to advocate for responsible practices. Our employees play a crucial role in driving sustainability across the business through active participation in a series of initiatives.

In FY25, employees across Finastra's global offices actively participated in a variety of volunteering and awareness initiatives to promote sustainability and environmental stewardship. Activities included sustainability quizzes, tree planting drives, walkathons, and celebrations for Earth Day and World Environment Day to raise awareness about climate action. Teams also took part in forest and beach clean-ups, contributing to the restoration of local ecosystems.

To deepen engagement, we launched a Sustainability Champions Forum which includes our facilities leads globally. This group meets on a monthly basis to discuss our progress on GHG emissions measurement and reduction. It reflects our commitment to embedding sustainability into our workplace culture and empowering employees to become sustainability champions.

In FY25, we delivered environmental training to 100% of our employees to build awareness of our sustainability commitments and empower individual action. The training covered climate

change fundamentals, water and waste management, Finastra's environmental policies, and sustainable workplace practices. The training is refreshed annually and integrated into our annual compliance training for all employees, ensuring that they understand their role in supporting Finastra's environmental and sustainability objectives.

Zero Waste Workshop in Paris

In FY25, our colleagues in Paris joined a zero-waste workshop focused on leather care. Participants learned how to make their own cleaning spray and wax using natural ingredients only: no plastic containers or harmful chemicals. This hands-on session encouraged sustainable habits and showed how everyday products can be made simply and responsibly. By choosing natural alternatives, our teams are reducing waste and taking practical steps toward a healthier planet.

Sustainable Products

Finastra's efforts to reduce the GHG footprint of the financial industry do not stop with our own footprint. Our shift to cloud computing enables more rapid product innovation and improves the underlying environmental efficiency of our products.

We are also developing software solutions that help banks finance their customers' sustainable projects. Our ESG Service is a SaaS solution designed to simplify and enhance sustainability-

linked lending. This service integrates sustainability performance target criteria into pricing, making it easier for banks to offer sustainable lending options. By automating sustainability performance evaluation and system updates, the service helps financial institutions stay compliant with emerging regulations while promoting sustainable finance.

Building more sustainable products

As part of our ongoing effort to modernize our solutions, we have made our software and operations more efficient, reducing their environmental impact. Part of these efforts include reducing our data center footprint and decommissioning servers, unused virtual machines and environments, and moving to more efficient technology architecture environments. Additionally, we provide our developers with access to a variety of small language models (SLMs) that offer more sustainable AI solutions with reduced computational requirements and energy consumption.

FSC-CoC certification for our cheque printing business

Our cheque printing business earned Forest Stewardship Council - Chain of Custody (FSC-CoC) certification in FY25, reflecting our usage of paper from responsibly managed forests. The paper we use supports environmental protection, fair labour practices, and sustainable forestry. By using FSC-certified paper and recycling unused materials through trusted partners such as Hannah Paper Fibers, we are helping to reduce our environmental impact and supporting a more sustainable future. The entire cheque printing business also uses renewable energy from Bullfrog Power.

Appendix

Metrics

Description	Unit	FY23	FY24	FY25
Workforce composition				
Global Workforce				
Employees	#	7,848	7,315	7,096
Women employees	%	39	39	41
Leadership				
Women in Senior Leadership Team	%	28	29	32
Women in the Executive Leadership Team ¹⁷	%	38	43	42
Board of Directors				
Women on the Board	%	50	64	55
Independent Board members	#	1	1	1
Compensation				
Average unadjusted gender pay gap	%	21	20	20
Employee development and training				
Performance and career management				
Employees who received annual performance and career development reviews	%	88	85	88
Training and development				
Employees who received skills-related training	%	69	93	80
Average learning hours per employee	Hours	6	11	7
Employee engagement				
Survey participation rate				
Participation in FinSights engagement survey	%	66	76	77
FinSights engagement score	%	73	73	75
Employee health and safety				
Workplace accidents				
Total workplace accidents	#	0	4	10 ¹⁸
Severity 1 workplace incidents ¹⁹	#	0 ²⁰	0	1
Risk assessments				
Operational sites assessed for employee health & safety risks	#	0	1	18

Social Impact				
Volunteering				
Total employee volunteer hours	Hours	12,244	11,119	9,923
Donations				
Employee donations to charity	\$	134,168	129,997	132,013
Corporate donations to charity	\$	589,783	622,937	623,507
Governance				
Ethics and Code of Conduct				
Employees completing annual compliance training	%	100	100	100
Bribery cases requiring investigation	#	2	0	0
Incidents Reported via Speak Up Channels (per 100 Employees)	#	0.16	0.09	0.07
Employees who reported feeling comfortable and safe speaking up	%	79	79	79
GHG footprint and climate action				
Scope 1 emissions				
Scope 1 GHG emissions	tCO2e	620	697	666
Scope 2 emissions				
Scope 2 GHG emissions (location-based)	tCO2e	4,861	4,800	4,860
Scope 2 GHG emissions (market-based)	tCO2e	4,974	4,876	4,983
Scope 3 emissions				
Scope 3 GHG emissions	tCO2e	74,707	71,034	70,433
Total GHG emissions	tCO2e	80,301	76,606	76,082
Energy management				
Energy consumption	MWh	18,164	18,386	18,934
Renewable energy consumption	MWh	602	643	1,185
Employees completing annual environmental training	%	N/A	N/A	100
Total carbon credits purchased to offset GHG emissions	#	22,758	10,376	6,736

17. Our Senior Leadership Team (SLT) is a group of around 100 senior leaders & executives in the most impactful roles in the company, who guide our strategic goals. Prior to FY24, the SLT consisted of the Executive Leadership Team (ELT), their direct reports, SVPs, VPs, selected Senior Directors and large site leaders. From FY24, the SLT consists of the ELT, SVPs, VPs and some Senior Directors by exception.

18. In FY25 we put in place a campaign to raise awareness about the appropriate channel to report workplace accidents. This led to higher reported numbers.

19. A workplace injury or illness that requires medical treatment and results in one or more lost workdays or restricted work activities.

20. Severity 1 workplace incidents were only defined from FY24

Sustainable Development Goals Progress Update

The Sustainable Development Goals (SDGs) are a set of interconnected objectives established in 2015 by the United Nations. The goals aim to promote sustainable economic and environmental practices to create a more equitable world by 2030. Achieving the goals requires a collaborative effort among businesses, society, and governments.

Finastra supports the SDGs and recognizes the significance of the goals associated with them. In previous reporting, we identified several of our material SDGs to which we believe our initiatives and actions contribute the most.

Below we have provided an update on how we are impacting the SDGs.

SDG	Impact we have made in FY25	Page number
1 No Poverty	<p>Target: 1.2 Reduce poverty by at least 50%</p> <p>By leveraging technology and championing equitable, accessible and inclusive finance, we are bridging gaps to drive economic empowerment and better reach the unbanked and underbanked.</p> <p>In FY25, Finastra donated a total of \$623,507 to various charities. Additionally, our employees used their skills and dedicated 9,923 hours to volunteer work. Many of these hours are spent teaching young people coding via our Hour of Code program and our Financial Education (FinEd) courses.</p>	Local community impact, p. 13-14
	<p>Target: 1.4 Equal rights to ownership, basic services, technology and economic resources.</p> <p>Our growth theme on expanding into new markets and customers helps accelerate equal access to economic resources by enabling our customers to provide accessibility to financial services to local communities globally. By leveraging technology and championing equitable, accessible and inclusive finance, we bridge gaps to drive economic empowerment and reach the unbanked and underbanked more effectively.</p> <p>For example, our core banking solutions help make banking more inclusive and equitable by unlocking greater access for previously unbanked and underbanked groups. Our open payments systems make cross-border payments more accessible by using Finastra Payments to Go, which allows smaller banks to have the same high levels of progressive services as market leaders.</p>	About Finastra, p. 4-5

SDG	Impact we have made in FY25	Page number
4 Quality Education	<p>Target: 4.4 Increase the number of people with relevant skills for financial success</p> <p>We held 36 Hours of Code and FinED sessions in FY25, teaching young people the basics of coding and financial education, with over 1,100 students enrolled in total. These programs are focused on children from at risk and underrepresented groups.</p> <p>Target: 4.a: Build and upgrade inclusive and safe schools</p> <p>In FY25, we donated 252 laptops to local charities and 2,481 laptops to Camara Education.</p>	Local community impact, p. 14 Transition strategy and roadmap, p. 32
8 Decent Work	<p>Target: 8.6 Promote youth employment, education and training</p> <p>Our Hour of Code and FinED programs help make young people aware of the possibilities of careers in technology, which have the power to lift young people out of poverty by finding better careers that have impact at scale.</p> <p>Target: 8.7 End modern slavery, trafficking and child labor</p> <p>Finastra is committed to ensuring that there is no modern slavery, unlawful child labor or human trafficking within our own business and that of our supply chain. In FY25, we made an annual statement in pursuance with the UK's Modern Slavery Act 2015.</p> <p>Target: 8.8 Protect labor rights and promote safe working environments</p> <p>Finastra takes the health and safety of our colleagues extremely seriously. To achieve this, all sites undergo assessments by our risk team. We provide health and safety and first aid training for representatives on our site committees and ensure that all employees have access to ergonomic workstation assessments.</p>	Local community impact, p. 14 Human rights, p. 21 Employee experience, p. 11
9 Innovation	<p>Target: 9.3 Increase access to financial services and markets</p> <p>Our Treasury solutions support inclusivity by providing smaller banks with better access to world-class support and capabilities, including strong balance sheet analytics and reporting.</p> <p>Our investment management platform delivers the analytics and open architecture that aid investment managers to align strategies with societal goals.</p> <p>Our open payments and financial messaging solutions make cross-border payments more accessible, transparent and cost-effective through our open partner ecosystem.</p> <p>Our core banking solutions help make banking more inclusive and equitable by unlocking greater access for previously unbanked and underbanked groups, broadening the delivery of banking products and services to people who need them.</p>	About Finastra, p. 4-5

Sustainable Development Goals Progress Update

SDG	Impact we have made in FY25	Page number
10 Inequalities	<p>Target: 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>We believe in fostering a respectful, high-performing workplace where all employees are supported and empowered to succeed based on their individual merit. We promote open dialogue, continuous learning, and the removal of barriers to advancement, ensuring that opportunity is based on qualifications, performance, and initiative.</p> <p>Our hiring and development practices are grounded in fairness and consistency. Teams apply merit-based criteria throughout recruitment, onboarding, and career progression.</p> <p>Employees have access to tools and resources that support growth, and we regularly gather feedback to refine our policies and practices, including through our Count Me In self-identification initiative. This initiative is crucial for understanding the full employee experience and addressing barriers. In FY25, 60% of our workforce participated, offering valuable insights to guide our efforts.</p> <p>Target: 10.c By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent</p> <p>Our open payment and financial messaging solutions make cross-border payments more accessible, transparent and cost-effective through our partner ecosystem.</p>	<p>Employee engagement, p. 11</p> <p>About Finastra, p. 4-5</p>
11 Cities and Communities	<p>Target: 11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials</p> <p>Our core banking solutions help make banking more inclusive and equitable, unlocking greater access for previously unbanked and underbanked groups, broadening banking to people who need it.</p>	About Finastra, p. 4-5
13 Climate Action	<p>Target: 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>Finastra is committed to reducing absolute Scope 1 and 2 GHG emissions by 70.4% and Scope 3 emissions by 63.0% by 2034, from a 2019 baseline, in line with our validated Science Based Targets initiative (SBTi) commitment²¹. These targets reflect our broader ambition to reach net zero by 2050, consistent with the UN Global Compact Business Ambition for 1.5°C and the UN Climate Change Race to Zero.</p> <p>We disclose in line with the Task Force on Climate-related Financial Disclosures (TCFD) framework to prepare for regulatory obligations and spread awareness of the impacts of climate change on Finastra and our value chain. See the "TCFD Content Index" in the appendix of this report for further details on our latest TCFD disclosure.</p>	Environmental strategy and ambition, p. 24

SDG	Impact we have made in FY25	Page number
17 Partnerships	<p>Target: 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries</p> <p>We partner with many organizations to share knowledge, expertise and technology resources.</p> <p>One such partnership is with Action for Agricultural Renewal in Maharashtra (AFARM), to empower around 70,000 rural people in India. This promotes financial inclusion by giving them the knowledge and confidence to conduct transactions using digital methods of payment.</p>	Local community impact, p. 14

21. Search for Finastra in Target dashboard - [Science Based Targets Initiative](#)

WEF Stakeholder Metrics Initiative

Finastra supports the WEF-IBC Stakeholder Capitalism Framework.

Theme	Core metrics and disclosures	
Governing purpose	Setting purpose	Finastra was created to be the partner of choice for mission-critical financial services software, underpinning the availability and affordability of financial services for all. Our purpose is bigger than software - it's about helping people, businesses and communities everywhere to thrive. We can only do that if our products are secure, reliable, and trusted.
Quality of governing body	Governance body composition	Finastra's leadership includes its Board, Executive Leadership Team and the extended leadership across our functions, business units and regions. Our Sustainability Executive Committee comprises key executive and functional leaders and is co-chaired by the CEO and the SVP of Strategy & Sustainability. An overview of the Board and overall governance model is provided in this report alongside metrics on their composition.
Stakeholder engagement	Material issues impacting stakeholders	Finastra conducts a materiality assessment to monitor the most important and material sustainability topics for our stakeholders on a regular basis. The findings of these assessments serve as a key reference for business strategy, goal setting, resource allocation, external disclosures and risk identification and management.
Ethical behavior	Anti-corruption Protected ethics advice and reporting mechanisms	Finastra requires all employees to take annual training on bribery and corruption. Our policy and training focus on the concepts of conducting business in compliance with both the highest professional and ethical standards and the relevant laws of the country in which we operate. The training defines bribery in detail and gives multiple real-world, interactive examples of how employees can safely navigate away from any potential bribery or corruption situations.
Risk and opportunity oversight	Integrating risk and opportunity into business processes	At Finastra, risk management is everyone's responsibility. Finastra encourages all employees to raise any concerns they have regarding wrongdoing within Finastra that may impact on our integrity and/or our reputation. Finastra enables employees to raise concerns regarding any suspected malpractice, harassment, suspected or actual fraud, and to do so without fear of retaliation, provided any such reports are made in good faith. Additionally, we have dedicated Business Risk Champions (BRCs) embedded in the first line of defense acting as change agents in the risk management process.

Theme	Core metrics and disclosures	
Climate change	GHG emissions	Finastra is committed to reducing absolute Scope 1 and 2 GHG emissions by 70.4% and Scope 3 emissions by 63.0% by 2034, from a 2019 baseline, in line with our validated Science Based Targets initiative (SBTi) commitment ²² . These targets reflect our broader ambition to reach net zero by 2050, consistent with the UN Global Compact Business Ambition for 1.5°C and the UN Climate Change Race to Zero. We measure GHG emissions in CO2e across Scope 1 and 2, as well as all relevant Scope 3 categories, including purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, and end-of-life treatment of sold products. Our methodology is aligned with the Greenhouse Gas Protocol, applying both location-based and market-based emissions factors to ensure accuracy, consistency, and transparency in our reporting ²³ .
	TCFD implementation	In 2023 and 2024 Finastra published a report for the Taskforce on Climate-Related Disclosures outlining our analysis of climate-related risks that impact us and our preparedness in addressing them. For FY25, we have incorporated the TCFD disclosures into this sustainability report. See the "TCFD Content Index" in the appendix of this report for further details on our latest TCFD disclosure.
Nature loss	Land use and ecological sensitivity	Finastra leases its site locations and seeks to work with vendors that are committed to sustainability and compliant with applicable environmental regulations.
Freshwater availability	Water consumption and withdrawal in water- stressed areas	Finastra measures the amount of water consumed across our operations in m3, including in our offices and our printing business.
Dignity and equality	Pay equality (%)	Finastra performs pay equity analyses at a country or regional level via the lens of priority groups. Finastra is committed to fair pay and has policies and supporting processes in place to focus on fair pay and compensation.
	Wage level (%)	Ratios of standard entry-level wage by gender are compared to the local minimum wage. The ratio of the annual total compensation of the CEO is compared to the median of the annual total compensation of all its employees, except the CEO. An assessment of our wages confirmed that all Finastra employees are paid above applicable minimum wages in each jurisdiction.
	Risk for incidents of child, forced or compulsory labor	Finastra is committed to ensuring that there is no modern slavery, unlawful child labor or human trafficking within our own business and that of our supply chain. In FY25, we made our latest annual statement in accordance with the UK's Modern Slavery Act 2015.

22. Search for Finastra in Target dashboard - [Science Based Targets Initiative](#)

23. Please refer to the Appendix: GHG emission calculation methodology for GHG emissions methodology notes and verification details

WEF Stakeholder Metrics Initiative

Theme	Core metrics and disclosures	
Health and well being	Health and safety (%)	<p>Finastra takes the health and safety of our colleagues extremely seriously. All sites undergo assessments by our risk team. We have established, or are establishing, health and safety committees at each site and have policies and procedures in place for those working from home as well as for subcontractors. We provide health and safety and first aid training for representatives on our site committees and ensure that all employees have access to ergonomic workstation assessments.</p> <p>Finastra tracks and reports on the number of workplace accidents and Severity 1 workplace incidents, which is a workplace injury or illness that requires medical treatment and results in one or more lost workdays or restricted work activities. See the metrics table in the appendix.</p> <p>At a local level, we offer incentives such as private medical and dental insurance, life and disability insurance, group pension plans, leave for life events such as maternity and paternity, study, reserve forces and emergencies.</p> <p>Finastra also provides resources to support the mental and physical wellbeing of our colleagues across concerns as varied as parenting, illness and grief. In FY25, Finastra continued to provide free access for all employees to TaskHuman, an app offering one-on-one video sessions with wellness coaches. We appointed Wellbeing Champions, who are passionate about wellbeing and who volunteer to support employees. We also continued to offer our Employee Assistance Program - Finastra Supports. Employees can connect with a counsellor who provides relevant guidance and advice.</p>
Skills for the future	Training provided	<p>Finastra's FinTalent initiative includes performance coaching and a talent identification program. It also provides guidance on the skills that teams will need in the future and encourages employees to put themselves forward for new opportunities. Several examples of the training offered are discussed in this report, including leadership development and financial services domain expertise.</p> <p>Deep financial services knowledge is a key enabler for our strategy. Our employees need to understand the industry we work in to deliver better solutions for our customers and support them. We offer a learning portal to enhance employee training on financial services.</p> <p>Finastra invests in tools such as LinkedIn Learning as well as external courses at top-tier academic institutions for employees. In FY25, 80% of employees completed at least one skills-related course, with an average of 7 learning hours among those employees.</p>
Employment and wealth generation	Absolute number and rate of employment	In FY25, Finastra had 718 new hires across our core businesses and 15% total attrition.

TCFD Content Index

TCFD Pillar	TCFD Category	TCFD Recommended disclosures	Page #
Governance	Board Oversight	<p>A) Describe the board's oversight of climate-related risks and opportunities. Processes and frequency by which the board and/or board committees (e.g., audit, risk, or other committees) are informed about climate-related issues.</p> <p>Whether the board and/or board committees consider climate-related issues when reviewing and guiding strategy, major plans of action, risk management policies, annual budgets, and business plans as well as setting the organization's performance objectives, monitoring implementation and performance, and overseeing major capital expenditures, acquisitions, and divestitures.</p> <p>How the board monitors and oversees progress against goals and targets for addressing climate-related issues.</p>	Sustainability governance, pp. 17
Governance	Management Involvement	<p>B) Describe management's role in assessing and managing climate-related risks and opportunities.</p> <p>How management (through specific positions and/or management committees) monitors climate-related issues.</p> <p>Whether the organization has assigned climate-related responsibilities to management-level positions or committees; and, if so, whether such management positions or committees report to the board or a committee of the board and whether those responsibilities include assessing and/or managing climate-related issues.</p> <p>Describe the associated organizational structure(s).</p> <p>Processes by which management is informed about climate-related issues.</p> <p>How management (through specific positions and/or management committees) monitors climate-related issues.</p>	Sustainability governance, p. 17
Risk Management	Identification Process	<p>A) Describe the organization's processes for identifying and assessing climate-related risks.</p> <p>Organizations should describe their risk management processes for identifying and assessing climate-related risks. An important aspect of this description is how organizations determine the relative significance of climate-related risks in relation to other risks.</p> <p>Organizations should describe whether they consider existing and emerging regulatory requirements related to climate change (e.g., limits on emissions) as well as other relevant factors considered.</p>	<p>Sustainability governance, pp. 17</p> <p>Climate risk management, p. 24</p> <p>Climate Related Risks, pp.24-25</p>

TCFD Content Index

TCFD Pillar	TCFD Category	TCFD Recommended disclosures	Page #
Risk Management	Management Process	<p>B) Describe the organization's processes for managing climate-related risks.</p> <p>Organizations should describe their processes for managing climate-related risks, including how they make decisions to mitigate, transfer, accept, or control those risks.</p> <p>Organizations should describe their processes for prioritizing climate-related risks, including how materiality determinations are made within their organizations.</p> <p>In describing their processes for managing climate-related risks, organizations should address the risks identified as appropriate.</p>	<p>Our approach to sustainability, p. 6</p> <p>Risk management and risk culture, p. 18</p> <p>Climate risk management, p. 24</p> <p>Climate Related Risks, p. 24-25</p>
	ERM Integration	<p>C) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p> <p>Organizations should describe how their processes for identifying, assessing, and managing climate-related risks are integrated into their overall risk management</p>	Climate risk management, p. 24
Strategy	Risks and Opportunities	<p>A) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p> <p>A description of what the company considers to be the relevant short-, medium-, and long-term time horizons, taking into consideration the useful life of the organization's assets or infrastructure and the fact that climate-related issues often manifest themselves over the medium and longer terms</p> <p>A description of the specific climate-related issues for each time horizon (short, medium, and long term) that could have a material financial impact on the organization</p> <p>A description of the process(es) used to determine which risks and opportunities could have a material financial impact on the organization</p>	<p>Climate risk management, p. 24</p> <p>Climate Related Risks, p. 24-25</p> <p>Climate Related Opportunities, p. 26</p>

TCFD Pillar	TCFD Category	TCFD Recommended disclosures	Page #
Strategy	Business impacts	<p>B) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p> <p>Consider including the impact on the businesses and strategy in a) Products and services b) Supply chain and/or value chain c) Adaptation and mitigation activities d) Investment in research and development e) Operations (including types of operations and location of facilities)</p> <p>Organizations should describe how climate-related issues serve as an input to their financial planning process, the time periods(s) used, and how these risks and opportunities are prioritized. Disclosures should reflect a holistic picture of the interdependencies among the factors that affect their ability to create value over time.</p> <p>Organizations should consider including in their disclosures the impact on financial planning in the following areas: a) Operating costs and revenues b) Capital expenditures and capital allocation c) Acquisitions or divestments d) Access to capital</p>	<p>We do not currently have a precise methodology for assessing financial impact of climate-related risks and opportunities</p> <p>For a high-level discussion, see the below sections:</p> <p>Climate Related Risks, p. 24-25</p> <p>Climate Related Opportunities, p. 26</p>
	Scenario Analysis	<p>C) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p> <p>Organizations should describe how resilient their strategies are to climate related risks and opportunities, taking into consideration a transition to a lower-carbon economy consistent with a 2°C or lower scenario and, where relevant to the organization, scenarios consistent with increased physical climate-related risks.</p> <p>Organizations should consider discussing a) where they believe their strategies may be affected by climate-related risks and opportunities; b) how their strategies might change to address such potential risks and opportunities; c) the climate-related scenarios and associated time horizon(s) considered.</p>	Scenario Analysis, p.27-28

TCFD Content Index

TCFD Pillar	TCFD Category	TCFD Recommended disclosures	Page #
Metrics & Targets	Risk Metrics	<p>A) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>Organizations should provide the key metrics used to measure and manage climate-related risks and opportunities.</p> <p>Organizations should consider including metrics on climate-related risks associated with water, energy, land use, and waste management where relevant and applicable</p> <p>Where relevant, organizations should provide their internal carbon prices as well as climate-related opportunity metrics such as revenue from products and services designed for a lower-carbon economy</p> <p>Metrics should be provided for historical periods to allow for trend analysis. In addition, where not apparent, organizations should provide a description of the methodologies used to calculate or estimate climate-related metrics.</p>	<p>Progress towards net zero, pp. 29-30</p> <p>Metrics, p. 34</p> <p>GHG emission calculation methodology, p. 41</p> <p>Finastra has not set an internal carbon price</p>
	GHG Emissions	<p>B) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p> <p>Organizations should provide their Scope 1 and Scope 2 GHG emissions and, if appropriate, Scope 3 GHG emissions and the related risks</p> <p>GHG emissions should be calculated in line with the GHG Protocol methodology to allow for aggregation and comparability across organizations and jurisdictions. As appropriate, organizations should consider providing related, generally accepted industry-specific GHG efficiency ratios.</p> <p>GHG emissions and associated metrics should be provided for historical periods to allow for trend analysis</p> <p>Where not apparent, organizations should provide a description of the methodologies used to calculate or estimate the metrics</p>	<p>Progress towards net zero, pp. 29-30</p> <p>GHG emission calculation methodology, p. 41</p>
	Targets	<p>C) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p> <p>Organizations should describe their key climate-related targets such as those related to GHG emissions, water usage, energy usage, etc., in line with anticipated regulatory requirements or market constraints or other goals. Other goals may include efficiency or financial goals, financial loss tolerances, avoided GHG emissions through the entire product life cycle, or net revenue goals for products and services designed for a lower-carbon economy</p> <p>In describing their targets, organizations should consider including a) whether the target is absolute or intensity based, b) time frames over which the target applies, c) base year from which progress is measured, and d) key performance indicators used to assess progress against targets</p> <p>Where not apparent, organizations should provide a description of the methodologies used to calculate targets and measures.</p>	<p>Environmental strategy and ambition, p. 24</p> <p>GHG emission calculation methodology, p. 41</p>

GHG Emission Calculation Methodology

Methodology: GHG measurement was conducted using external software provided by *Watershed* to collect, calculate, and report consumption and emissions data across relevant business sites. As part of the GHG emissions calculation, the software applies appropriate emissions factors based on international standards. Scope 1 and Scope 2 GHG emissions were prepared in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition, and the GHG Protocol Scope 2 Guidance: An Amendment to the GHG Protocol Corporate Standard, developed by the World Resources Institute and the World Business Council for Sustainable Development (collectively referred to as the "GHG Protocol"). Scope 3 GHG emissions were prepared with reference to the Corporate Value Chain (Scope 3) Accounting and Reporting Standard: Supplement to the GHG Protocol Corporate Accounting and Reporting Standard.

Greenhouse gases included in inventory: Finastra's emissions inventory accounts for the following greenhouse gases: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs). These gases are relevant to our operations and are commonly associated with energy use, refrigerants, and other business activities. Other greenhouse gases – such as nitrogen trifluoride (NF₃), perfluorocarbons (PFCs), and sulfur hexafluoride (SF₆) – are excluded from the inventory. These gases are not considered material to our overall emissions profile, as they are not typically emitted in significant quantities by enterprise software companies and fall outside our operational boundaries. All emissions are converted to carbon dioxide equivalents (CO₂e) using standardized emission factors. These factors are sourced from internationally recognized databases.

Organizational Boundary: Finastra uses the operational control approach to define its organizational boundaries for greenhouse gas (GHG) reporting. This means we include emissions from operations where we have full authority to set and enforce operating policies. Emissions from activities within our value chain that fall outside Finastra's direct control are reported under Scope 3.

Operational Boundary: Finastra reports greenhouse gas (GHG) emissions across three scopes, based on the location and nature of the emission sources. Scope 1 includes direct emissions from fuel combustion and refrigerant leaks within Finastra's operational boundary such as emissions from heating systems or cooling equipment. Scope 2 includes indirect emissions from the generation of electricity, steam, heat, or chilled water that Finastra purchases and consumes. These emissions occur outside our operational boundary but result from activities within it. Scope 3 includes indirect emissions from activities outside Finastra's operational control but within its value chain. These include: Category 1: Purchased goods and services, Category 2: Capital goods, Category 3: Fuel- and energy-related activities, Category 4: Upstream transportation and distribution, Category 5: Waste generated in operations, Category 6: Business travel (Air, rail, road, and hotel services), Category 7: Employee commuting and remote work energy use, Category 8: Upstream leased assets and Category 12: End-of-life treatment of sold products.

Use of estimates and measurement uncertainties: Preparing Finastra's Greenhouse Gas (GHG) Emissions Inventory involves estimates and assumptions that influence the reported figures. Emissions data is subject to measurement uncertainties due to limitations in the methods and tools used for data collection and calculation. Different, yet acceptable, measurement techniques may yield significantly different results, and their precision can vary. Finastra bases its estimates on historical data, available information, and reasonable assumptions. Some emissions figures rely on data provided by suppliers, value chain partners, and other third parties. While these sources are considered reliable, the design and effectiveness of their systems and controls have not been independently verified for accuracy or completeness.

Disclaimer

This report includes data for the financial year 2025 and calendar year 2024 that are non-financial and non-audited. This report has been prepared for general informational purposes only and is not intended to be relied upon as sustainability, legal or any other advice nor to constitute any form of guarantee, or to be binding in any other way.

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