

FINASTRA

FINASTRA ESG  
Purpose & Impact

# Finastra ESG Report

Sustainable value creation in the world  
of financial services

October 2022



# Table of contents

CEO letter.....	4
ESG origin story .....	6
Our ESG approach .....	9
The E in ESG: Environment.....	15
The S in ESG: Social.....	27
The G in ESG: Governance .....	47
Our 2021 ESG performance metrics .....	65



## Our vision, mission and values

At Finastra we believe that **Finance is open**. This vision for financial services was created in line with our core **values**. This has empowered our teams to create an open platform for innovation in financial services. The journey to this platform, FusionFabric. cloud, was completed during Mission 2021, a three-year strategy we began in 2018.

## Doing well by doing good

In 2022, we set out on the next phase of our growth and impact with our corporate strategy – **Reach Beyond**. This is centered around building relevance and value into our platform with Banking as a Service (BaaS), using modern and efficient technologies hosted on environmentally sustainable cloud platforms for high security and accessibility.

## ESG embedded into our purpose

Finastra was created to provide the mission-critical enterprise software to underpin the quality, availability and affordability of financial services for all. Our governing purpose has not wavered since then, as we seek to **unlock the potential of people, businesses and communities through open, inclusive and sustainable finance**.



## Letter from our CEO

# Sustainable value creation in the world of financial services

Since Finastra was founded, we have believed in 'doing well by doing good.' This belief and purpose has never been stronger and more necessary as we collectively navigate unprecedented challenges together – such as the climate crisis, COVID-19, the ever-increasing cyber threat landscape and the fight for racial equality and social equity, as well as the military conflict we are seeing unfold in Eastern Europe.

As CEO, I am humbled to lead a team that actively helps to address these and many other challenges. The past four years that we have dedicated to our Environmental, Social and Governance (ESG) strategy have enabled us to build an open platform and culture that is equipped to manage these challenges and to be resilient to them. What we are most proud of, however, is the range of software solutions we have created through our technology, talent and ecosystem.

Examples include our investment in youth programs that have provided both financial and computer science education to thousands of children across our offices during the pandemic or our contribution to the US Paycheck Protection Program (PPP).

My journey at Finastra started with Misys, one of the legacy companies of the Finastra Group, where I served as President. It was immediately apparent that there was a great deal of 'good' going on within the business, but we needed to take it one step further. The same was true of D+H, the other major legacy company that merged with Misys to create Finastra in 2017.

Together with several ESG visionaries from our businesses and with the overwhelming support from our Board of Directors, we funded, resourced and launched a Corporate Social Responsibility (CSR) agenda as we created Finastra.

We worked to embed purpose as a key component of our culture and value proposition.

Together with Finastra's robust governance structure and practices, the philanthropic work our teams delivered through employee volunteering and fundraising provided the foundation for what we call Finastra ESG, Purpose & Impact today.

---

**//**  
***Finance is open. Open accelerates Finance for Good."***

---

Our social impact achievements have already directly impacted over 1.7 million people but our ambition for Finastra ESG is bolder. In June 2021, we launched our new Reach Beyond strategy, adding three important aspects to how we think about sustainable value creation:

1. To hold ourselves accountable to the highest standards in corporate governance and sustainability as a proud member of the United Nations Global Compact (UNGC) and to continue to adhere to the Ten UNGC Principles throughout Finastra's operations.
2. To align the objectives of our new corporate strategy to the ESG performance metrics defined by the World Economic Forum – International Business Council (WEF-IBC) Stakeholder Capitalism Framework, by leveraging a strategic decision-making methodology governed by our 'Triple Bottom Line' of planet, people and prosperity for all and our principles of governance.

3. Drive ESG innovation across our portfolio of solutions and services, using the power of our open platform and BaaS to:
  - a. Help finance the transition to a global net-zero economy by 2050
  - b. Bring the financially excluded into banking to drive greater social equity

My Executive Leadership Team (ELT), with the support of our Board of Directors in 2020, committed to Finastra becoming a net-zero business by 2030. We have already made great strides towards reducing the carbon footprint of our operations, while making significant investments into accredited nature-based carbon offsetting programs in line with the Vista Climate Pledge I have signed.

2030 will also be the year when Finastra will be 50:50 with regards to gender equality across our operations. We have always believed Diversity, Equity and Inclusion (DEI) to be one of our major differentiators given we work across sectors that are historically male-dominated.

We have made good progress towards this objective since Finastra was founded: we now have an ELT that is 50% female. However, gender equality is just the beginning. Welcoming the uniqueness of our people across the full spectrum of diversity and embracing inclusivity is how we will elevate the future of finance and build a more profitable and purpose-driven organization.

With our vision for Finastra ESG now clearly defined and enabled, we look forward to playing our part in creating a better future for the planet and our people through the power of OPEN finance in collaboration with our stakeholders.

Thank you for your interest in our inaugural annual ESG report and continued trust and partnership as we embark on this journey together.



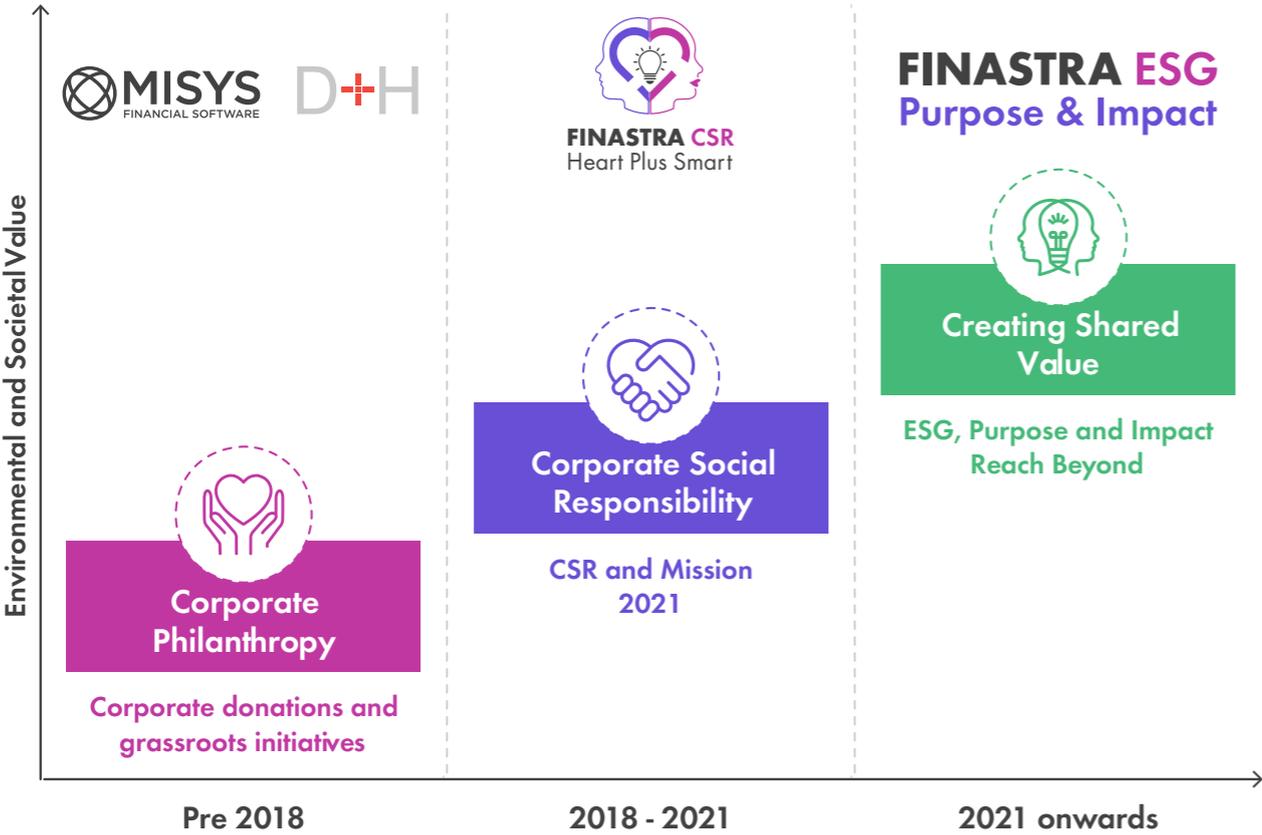
**Simon Paris**  
Chief Executive Officer,  
Finastra



# A global fintech with an ESG-aligned purpose and a track record of creating shared value

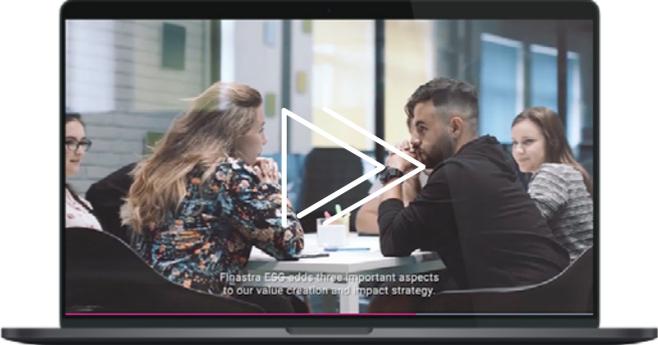
## Growing the Finastra Environmental and Social Value Proposition

Our journey from Corporate Philanthropy to CSR and ESG, Purpose and Impact



Finastra was born in 2017 from the merger of Misys and D+H, two fintech powerhouses that were actively engaged in corporate philanthropy throughout their existence. Year after year, these companies made sizeable donations to charities to contribute to both environmental conservation and social impact.

Even in the absence of a formal ESG program, employees of both companies were encouraged to give their time to support the causes they cared about most across their communities. As a result, our ESG DNA was woven into the culture of the two companies that came together to form Finastra.



Watch this video to learn about our journey to Finastra ESG, Purpose and Impact



**“ We want to create new paths to economic growth, prosperity and opportunity that currently do not exist, and walk those paths together with all our stakeholders. ”**

Jay Mukhey  
Senior Director, ESG, Finastra

# Doing well by doing good

The impetus to create Finastra came from US-based private equity firm Vista Equity Partners and its Founder, Chairman and CEO, Robert F. Smith, the American philanthropist known worldwide for his passion for both technology and people. Mr. Smith's philanthropic journey has mirrored Finastra's with generous donations to charities supporting education, social equity and many other worthy causes.

In 2019, Mr. Smith made an investment into the creation of social mobility charity internX, of which Finastra was an early supporter and adopter.

In 2020 he further invested in strategic value creation through Vista's portfolio companies by creating a dedicated ESG team within the Vista Consulting Group.

Today, through the Vista Sustainability Leadership Council, all Vista portfolio companies, including Finastra, have an ESG mandate facilitated through Vista's ESG team that both advises on and enables ESG best practices amongst executive leaders across the businesses in which they have invested.

Robert F. Smith and Finastra CEO Simon Paris share a vision of stakeholder capitalism, where companies have a greater role to play for their communities and the planet than simply job creation and tax contributions. Our combined belief is that what's best for the planet, our people and prosperity for all should always take priority and that business growth will follow as a result. It was, therefore, only natural that when Finastra formed, it would be a purpose-led business.

We took the very best philanthropic work and cultural elements from our legacy companies to create our CSR agenda, which we ran from 2018 to 2021 as we delivered our Mission 2021 strategy goal to create a world of OPEN finance through our fintech platform innovation strategy, FusionFabric.cloud.

During this period, volunteering, corporate matching of donations and fundraising efforts helped us positively impact over 1.7 million people across the world with more than 10 million people indirectly impacted through \$5.26m of philanthropic grants to Finastra's charity partners.

## Finastra Corporate Social Responsibility (CSR)

Three CSR pillars and nine programs we launched at the inception of Finastra



### Financial Inclusion

- Financial Literacy
- Banking the unbanked
- MSME Funding



### Social Equity

- Investment in youth
- DEI
- Tech for good



### Environment Mission

- Carbon Net Zero by 2030
- Sustainability agenda
- Customer carbon reduction



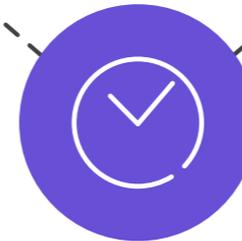
**\$745k**  
employee giving



**37**  
collaborative CSR initiatives with customers



**\$5.26m**  
philanthropic grants and donations given to charities by Finastra



**32,752**  
employee hours volunteered to support CSR activities

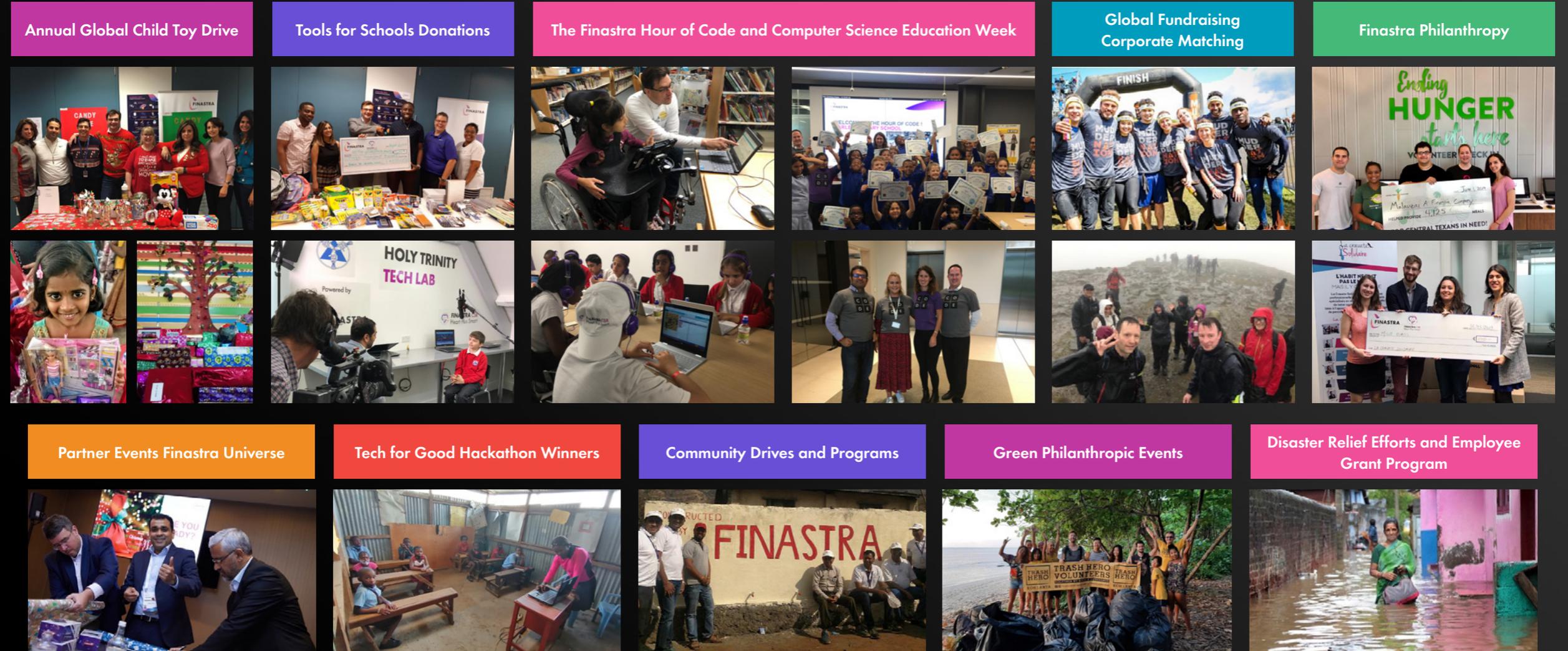


**17,486**  
Finastra Hour of Code participants

## Finastra CSR impact and performance, 2018-2021

# A global strategy impacting local communities

Unlocking the potential of people, businesses and communities worldwide



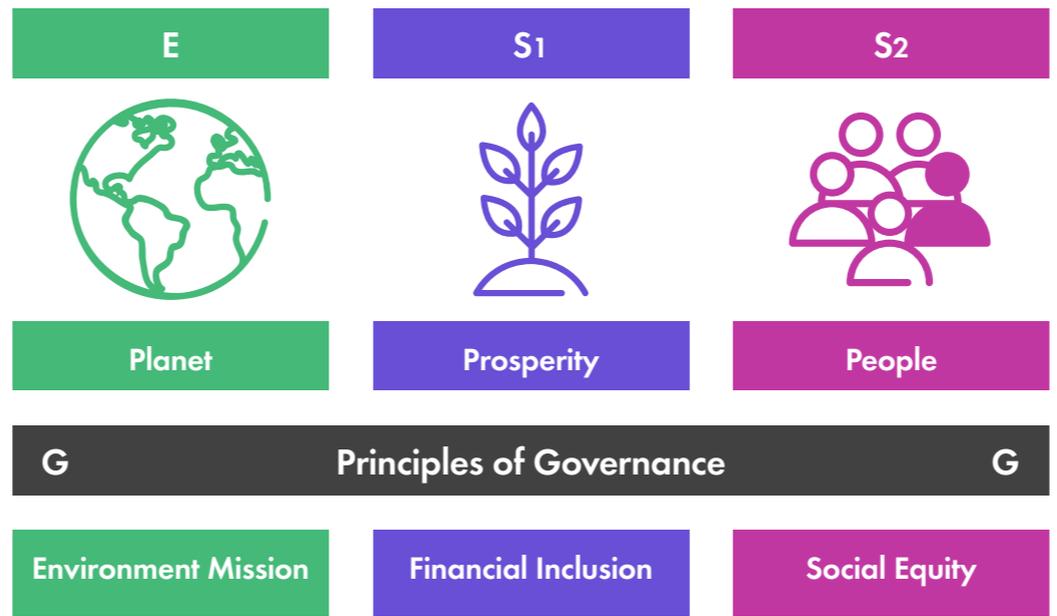
# Finastra ESG, Purpose & Impact: our vision and ambition to help solve our largest planetary and societal challenges

As Finastra transitioned from CSR to ESG, Purpose & Impact with our Reach Beyond corporate strategy, we added two new imperatives to our ESG value creation strategy: to be a high-performing company in ESG and to embed ESG value creation into our solutions.

## Ensuring Finastra remains a sector leader in ESG performance.

ESG is a collective responsibility at Finastra. We have defined ambitious ESG goals and made significant ESG-related investments across our business. For example, we have already committed to switching to renewable energy in our workplaces, maintain sustainable waste management and travel policies, offer fair and equal pay benchmarked against industry averages for all employees, and invest in employee diversity, well-being and skills development. We require all employees to complete a regular suite of training on topics such as Anti-Bribery and Corruption (ABC), privacy and cyber security, and we also provide access to a whistleblowing service. These principles also extend to our sustainable procurement criteria as we consider our vendor relationships.

## Transition to Finastra ESG, Purpose and Impact The triple bottom line and 4Ps: WEF-IBC Stakeholder Capitalism framework



**'Triple Bottom Line'** of planet, prosperity and people to be considered in every strategic business decision with consideration to the following stakeholders:

- One Finastra
- Our Customers
- Our Partners
- Our Communities
- Our Planet

**Finastra External ESG Impact** aligns to the Triple Bottom Line through our three 'Impact' pillars.

## Finastra External ESG Impact: Our 3 Pillars

# The power of an open finance ecosystem, innovating with our stakeholders to create environmental and social value through fintech

To solve complex challenges such as financial exclusion and climate change, Finastra acts as an ecosystem orchestrator, using technology to connect financial institutions with the best solutions, services and data providers.

The solar panel marketplace is a great example of how Finastra can create a positive impact. The need to transition to renewable energy by 2050, if not sooner, is imperative and the true cost of fossil fuels is rapidly becoming unaffordable for all. However, consumers often lack essential information prior to transitioning to solar.

1. The size of solar panel system or battery storage units needed to meet our electricity requirements
2. Whether our roof will get enough light and is suitable for retrofitting solar panels
3. The cost of electricity and whether it is more or less expensive than going to the grid
4. What tax credits we are entitled to from the government, and if we can return unused energy back to the grid and be compensated for it
5. What financing is available to support this investment.

[Watch the Fusion Mortgagebot solar demo video via this link](#)

To respond to these challenges, we are working with early adopter customers and partners to develop Fusion Solar, an independent solution that will:

1. Provide training to a bank's staff and consumer videos to educate them on the financial and environmental benefits of solar
2. Deliver API connectivity to our partners that shows a bank and its customers the usable sunlight on that customer's roof, what size system is required and the carbon emissions avoided by switching to solar
3. Use BaaS to connect to government portals to apply for tax credits and subsidies, and to utility providers to calculate the value of energy returned to the grid
4. Find a local certified solar installer and electrician to survey the consumer's roof and electrical system before scheduling a date to fit the panels
5. Integrate with the lending solution within a bank to provide a loan to the customer, with embedded loan servicing.

## Finastra collaborates with AIO

In February 2021, Finastra and Israeli fintech AIO received a grant from the Israel-US Binational Industrial Research and Development (BIRD) Foundation to co-develop a digital customer onboarding solution.

Developed by AIO and available on Finastra's FusionFabric.cloud platform, the solution automates the process of establishing a loan applicant's financial identity for Know Your Customer (KYC) / Know Your Business (KYB) regulations.

The solution, which is easy for financial institutions to access, speeds up customer onboarding by up to 80%. Providing customers with open access to innovation while supporting startup companies such as AIO is a perfect illustration of Finastra's Collaborate to Innovate core value.

As we collaborate to innovate, we are doing so with a clear ESG and United Nations (UN) Sustainable Development Goals (SDG) aligned purpose that creates value for all our stakeholders. This is why we believe the Finance is open, sustainable and inclusive.

**//**  
***The AIO solution speeds up customer onboarding by 80%, which is a win for Finastra and our customers.***

**Siobhan Byron**  
EVP, Universal Banking, Finastra

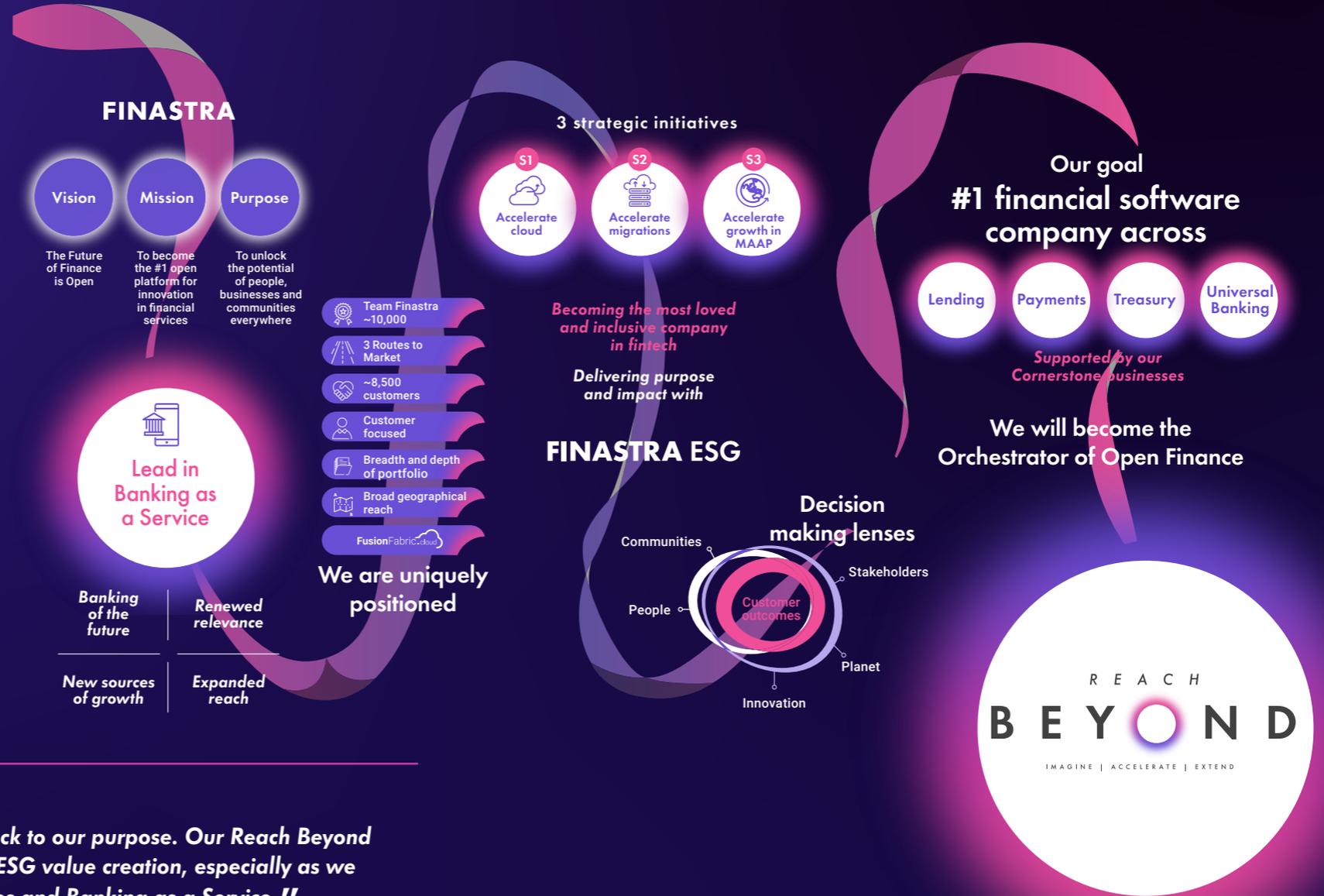


# ESG alignment to our Reach Beyond corporate strategy

As Finastra completed its Mission 2021 corporate strategy and pivoted to Reach Beyond, the principles of ESG were our North Star. Our first two strategic initiatives focused on accelerating cloud adoption and migrations to our latest technologies will help the financial services sector significantly reduce the carbon footprint associated with running our solutions.

Our third strategic initiative to accelerate growth in the Middle East, Africa and Asia Pacific (MAAP) and our BaaS strategy is focused on creating economic growth via greater accessibility to affordable financial services for all. Our geographical focus on MAAP and strategic investment into BaaS allows us to improve financial inclusion across regions of the world where the majority of the 1.7bn financially excluded people live.

The MAAP region is also where we see the biggest opportunity to improve job creation, gender equality, youth empowerment and financial inclusion for underrepresented groups as both financial literacy and accessibility to financial services are proven ways to tackle poverty and foster economic growth.



**“ Everything we do at Finastra comes back to our purpose. Our Reach Beyond corporate strategy is centered around ESG value creation, especially as we think about our three strategic initiatives and Banking as a Service. ”**

**Ines Zucchini**  
SVP of Strategy and Chief of Staff, Finastra

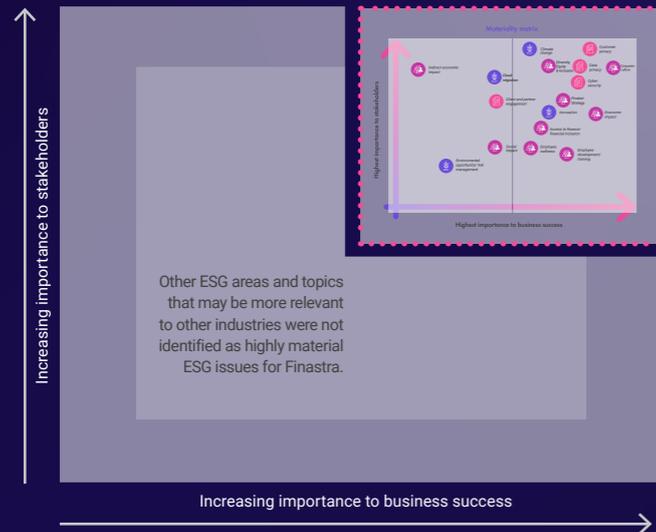
# Our ESG materiality matrix

Finastra integrates ESG principles into our business by understanding the issues that matter most to our stakeholders. These are our material issues, and they guide not only our ESG strategy, but our strategic business decisions.

To initially establish our baseline, we surveyed key stakeholders and ESG experts. Issues were weighted, prioritized and plotted on the following *ESG Materiality Assessment Matrix* according to their relative degree of importance. The Materiality Matrix was then reviewed by the company's ESG Executive Committee, senior leadership, ESG experts and finally approved by Finastra's Board of Directors.

We carried out our first materiality assessments to define these topics and identify the value, risks and opportunities they present for our business. This informs our sustainability commitments and activities and strengthens Finastra's engagement with external stakeholders.

## ESG Materiality Map



Highest importance to stakeholders

## Materiality matrix



Environment Social Governance

# Finastra and the UN Sustainable Development Goals



Finastra is a proud participant of the UN Global Compact



CEO letter	ESG origin story	<b>Our ESG approach</b>	The E in ESG	The S in ESG	The G in ESG	Our 2021 ESG performance metrics
------------	------------------	-------------------------	--------------	--------------	--------------	----------------------------------

# Joining forces with our customers and partners to Reach Beyond with our combined ESG impact

## Collaborative ESG program

At Finastra, we believe that collaboration is the key to driving greater change and amplifying our impact. In 2020 and inspired by Sustainable Development Goal (SDG) 17 “partnership for the goals,” we launched our Collaborative ESG program, opening the doors to customers and partners for joint ventures to enable environmental and social value creation. Customers and partners can learn about Finastra’s ESG strategy and select from ESG initiatives across our three impact pillars: Financial Inclusion, Social Equity and our Environment Mission.

Finastra’s Collaborative ESG program enables customers and partners to build on one another’s strengths, combine resources, expand outreach, and have a greater impact on both local communities and the planet. Since the launch of the program, Finastra has successfully collaborated with over 37 customers and partners on ESG engagements.



In 2020, Pakistan’s largest bank HBL partnered with Finastra to introduce local children to the world of coding as part of its overall Science, Technology, Engineering and Mathematics (STEM) program. Delivered just before the pandemic for students at The Education Bay School, the “Hour of Code” sessions helped local children learn important computer science skills. [Learn more here.](#)



In 2020, HSBC, Finastra and non-profit Mosaic partnered to deliver our investment in youth program for HSBC’s IT graduate and work experience program in London.

**“*HSBC was delighted to collaborate with Finastra on our ESG programs. The local schoolchildren we hosted at our London offices over the various Finastra sessions all commented that they found the fintech presentations, coding classes and life skills training interesting, informative and inspiring.*”**

**Selina Chilcott**  
HSBC Bank



The International Finance Investment and Commerce Bank (IFIC), one of the largest banks based in Bangladesh and a long-standing partner of Finastra, used Fusion Digital Channels to bring financial services to its unbanked population. IFIC Bank is onboarding 3,000 new customers each month, bringing digital banking to those that didn’t previously have access. To ensure adoption, IFIC Bank has also introduced a financial literacy program in collaboration with Finastra, enabling 12,000 school banking accounts to be created. [Read the full case study here.](#)



**MEDIOBANCA**

Italian bank Mediobanca reduced carbon emissions associated with travel during implementation of the project by 57%, compared to a completely on-premises delivery, by opting for remote delivery during its Fusion Loan IQ upgrade. The fact that the Finastra team only needed to travel to Mediobanca’s offices during crucial stages helped to reduce the overall carbon footprint of the project. [Read the full case study here.](#)



In 2021, Climate First Bank, the first climate-focused bank in the US, selected Finastra as a partner on the strength of our ESG commitments, which aligned with the bank’s corporate mission and values. From the start of the partnership, Climate First Bank has played a key part in supporting Finastra’s ESG initiatives. [Find out more here.](#)



**Royal Bank of Canada**

Finastra partnered with the RBC Royal Bank (RBC), the Prince’s Trust and KPMG to deliver financial and digital literacy workshops to dozens of graduates represented by Youth Unemployment Services in Toronto. One of the outcomes of the workshops was the participants’ insights into how technology can be used to better equip youth in money matters, which we use in our FinED programs today.



## Environment

Locations powered by renewable energy



4 offices & 1 data center



Trees planted to offset carbon emissions

31,720



Items donated or recycled in 2021

1,625 laptops

1,504 other hardware items

# ESG Environment

Our environmental strategy is focused on reducing the carbon footprint of the financial services industry, starting with Finastra.

**// Modernizing from less efficient legacy software helps the planet, reduces the total cost of ownership for our clients and provides access to our latest capabilities. It's a win-win-win."**

Neil Blagden  
EVP, Chief Operating Officer, Finastra



## Strategic approach

Finastra is acutely aware of its responsibility to minimize our impact on the environment, together with our ability to reduce emissions in the financial services sector as an established fintech.

We have a three-phase approach to this mission: becoming net zero by 2030, driving a sustainability agenda across the company and reducing our customers' carbon footprints through our products and services.

This approach is guided by the WEF-IBC Stakeholder Capitalism Model Planet Pillar. This incorporated a focus on Greenhouse Gas (GHG) emission management with a future focus on Task Force on Climate-Related Financial Disclosures (TCFD), commencing our reporting in 2023.



# Changing finance to finance change: playing our part to help the transition to a global net zero economy



## Net zero by 2030

**“ Finastra is a company that punches above its weight. We’re always at the forefront in terms of mitigating impact not just on the planet but on our wider communities. ”**

Margaret Franco  
SVP, Chief Marketing Officer, Finastra



Finastra is developing a carbon reduction strategy aligned to a 1.5°C warming scenario. Having assessed our carbon emissions under Scope 1, 2 and 3, we have pledged to achieve net zero by 2030.

In the short term, we are working towards completely offsetting the carbon footprint associated with our operations across Scopes 1, 2 and 3 during 2021, becoming carbon neutral by 2023.

To achieve net zero by 2030, we aim to reduce our emissions from our baseline by 30% by 2025.

We will submit our commitment letter to the Science-Based Targets initiative (SBTi), and sign up for the UN Global Compact ‘Business Ambition for 1.5°C’ and the UN Climate Change ‘Race to Zero’.



## Carbon reporting

Finastra has been measuring all its Scope 1, 2 and various Scope 3 emissions since its baseline year of 2019. Following the GHG Protocol methodology, Finastra has tracked its energy consumption, gas usage and any refrigerant loss across its workplace and data center portfolio for its Scope 1 and 2 emissions.

Similarly, it has measured waste production, water and paper consumption and travel globally to measure its Scope 3 emissions. Since 2020, we have used Greenstone Plus as a data repository and a tool to calculate emissions, using both location and market-based methodologies to capture our carbon footprint.

Throughout this project, Finastra has continued to improve its data collection methods to gather more accurate data across our Scope 1, 2 and 3 emissions. We aim to continue to do this with a focus on Scope 3 emissions, for example working with our suppliers to capture our supply chain emission data.

Finastra’s current baseline figure for Scope 1 and 2 emissions is 15,074 tonnes of Carbon Dioxide equivalent (tCO2e). Scope 3 emissions for 2019 are 31,253 tCO2e, bringing total emissions to 46,327 tCO2e. The impact of the pandemic and implementation of Finastra’s OPENWorking strategy are demonstrated in its carbon footprint for the following year, with Scope 1 and 2 emissions falling to 9,791 tCO2e and Scope 3 emissions to 6,760 tCO2e, with overall emissions for 2020 at 16,551 tCO2e. Finastra’s carbon reduction strategies, outlined on the next page, aim to use the learnings from 2020 to maintain reduced emissions levels compared to pre-COVID levels.

We recognize that as we continue to improve methods for collecting this data and broaden data capture within its scopes, we may need to re-baseline it to achieve net zero targets. This data is not currently externally verified, which is something that Finastra aims to achieve in 2023 via SBTi compliance as part of its roadmap to net zero.



## Carbon reduction strategies

We have set ambitious goals to address our environmental impact as well as making it easier for our customers and partners to do the same. To reach our goal, we intend to commit to the SBTi which requires us to clearly define the roadmap to reduce our emissions. We have also joined the Race to Zero by signing up to the UN Global Compact Business Ambition for 1.5°C Pathway. Finastra is committed to making a difference by adopting carbon emission reduction strategies across our global operations. Our strategic goals of accelerating cloud adoption and migrations to our latest, more efficient software versions will directly reduce the carbon emissions associated with our data centers.

Finastra aims to reduce our 2019 baseline GHG emissions by 30% by 2025. We have put in place strategies involving our Workplace, Travel and Information Technology (IT) teams to achieve this.



## OPENworking and workplaces

OPENworking, our hybrid working model launched in 2020, is a digital-first approach that integrates work-life balance for our teams. It includes a 2+ days in the office proposition, a reduction in the number of operating sites and a move to more collaborative spaces in shared office locations. This has a direct impact on our carbon footprint. To make it possible, we invested in digital collaborations tools, implemented DocuSign and adapted to remote implementation of our solutions.

In line with Finastra's Environmental and Sustainability Policy, our Workplaces Team has put together a Carbon Net Zero Roadmap, that shows the impact of our buildings on carbon reduction.

It includes moving to Leadership in Energy and Environmental Design (LEED)-certified renewably powered office buildings. Finastra currently leases buildings in London, UK, and in Paris, France and Mississauga, Canada with 100% renewably sourced power.

During our financial year 2023, Finastra's strategic Bangalore and Manila sites will be powered by 100% renewable energy.

In Canada, Finastra has partnered with Bullfrog Energy for over 15 years. Its Green Energy Certificates fund renewable energy projects that power the Canadian grid. Finastra's Energy Certificate is equivalent to the energy used by our operations in Markham, where Finastra has cheque-printing operations. This partnership has extended to Finastra's Avebury site in Mississauga, Ontario from June 2022.





## Travel

Our digital-first approach has enabled Finastra to maintain travel at 50% of our pre-COVID-19 baseline year (2019), supporting our target to reduce our carbon footprint by 30% by 2025. For example, our services teams used remote implementation for clients, reducing emissions and giving more time to our respective employees by removing the need to travel.

Our work with SPD Bank (SPDB) was awarded 'Most Impactful Project' by IBS Intelligence (IBSi) Award for its environmental highlights.

We realize that travel in some scenarios is still necessary. To achieve our carbon reduction strategy, our travel team promotes greener travel, encouraging land travel over air where possible, and more direct routes.

Our online travel platform offers tips and advice on the routes and transportation that are less carbon intensive.

In addition to this, in line with our Sustainable Procurement strategy, our Procurement team request information from our travel vendors on their carbon footprint and other ESG metrics.

Through our travel consultant, Advito, Finastra identifies more sustainable car hire vendors to partner with. For example, National Enterprise have been identified for their Electric Vehicle (EV) options. Similarly, we promote more sustainable hotel options, such as the Royal Lancaster in London for employees visiting our UK HQ, which is LEED certified.



## Fleet

In line with our OPEN working and carbon reduction strategies, Finastra's Travel team has been taking actions to scale down the number of vehicles in our fleet.

Overall, we have reduced the number of cars leased between 2014 and 2022 by 80%, apart from Israel and the UK, where we offer a flexible monthly payment as part of our rewards package, achieving a carbon reduction of ~ 267 tCO2e per annum.

Where possible, the Travel team has transitioned our cars from vehicle lease to vehicle allowance, with a specific focus on incentivizing greener, EVs and charging points at our offices in specific locations, with an intention to roll this out globally.



## Reducing paper use

The ESG team worked in collaboration with IT to reduce the number of printers in our offices and educate our colleagues on printing best practices to reduce our emissions associated with paper consumption and electricity.

Examples included setting printer default settings to double-sided with black and white printing together with 'digital first' training and 'think before you print' notifications.

By analyzing the emissions and printing data, we were able to achieve estimated savings of one million sheets per year.



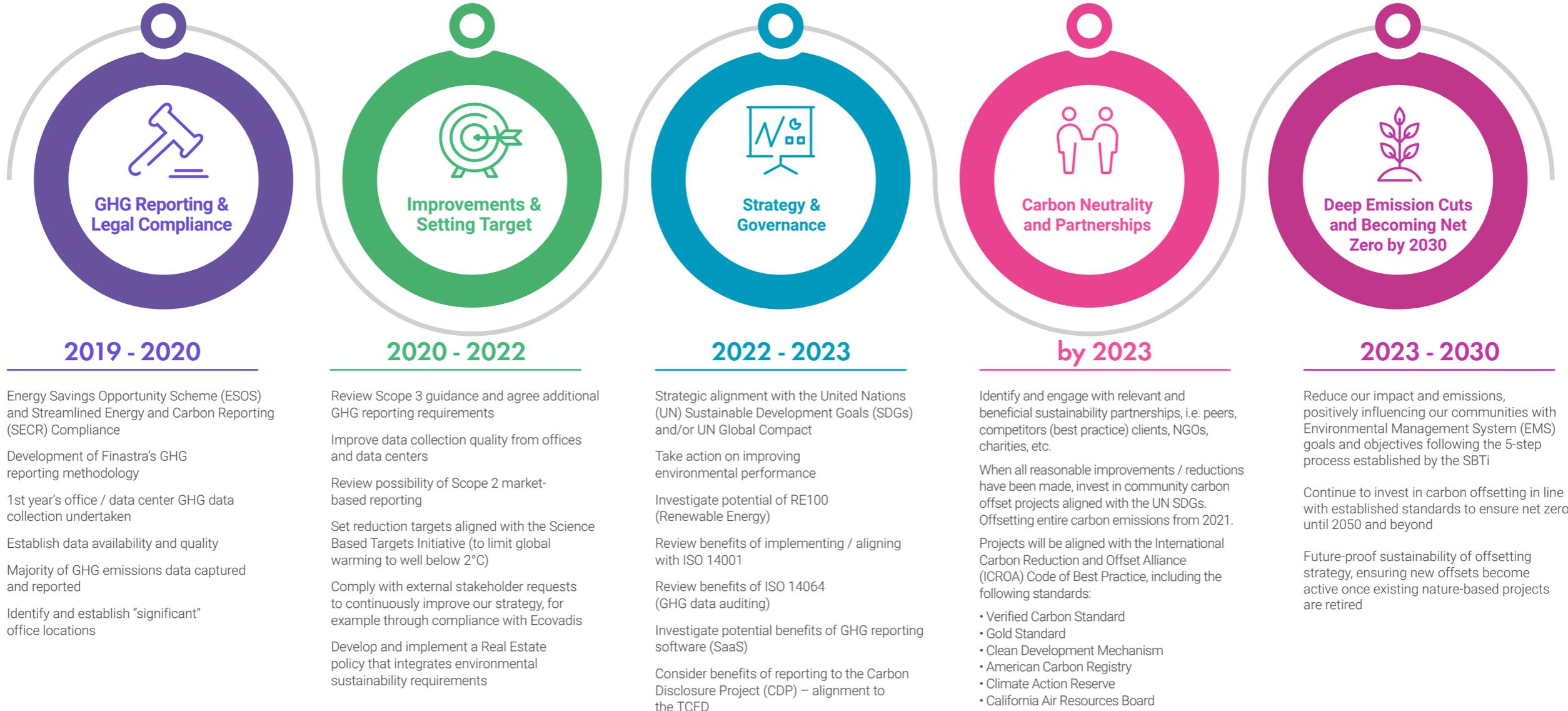
## Waste training

Finastra has hosted training sessions on waste management for employees in the office and at home. In 2020, waste management company Veolia provided a training session in the office to our London-based UK employees, which covered how to recycle in our Paddington office with advice on recycling at home.

Later in 2021, the charity Zero Waste Singapore delivered a virtual session to our employees across our Asia-Pacific.

# Environmental Sustainability

## Our 2030 roadmap to net zero





## Carbon neutral 2023

In addition to reducing its carbon emissions, Finastra intends to offset its entire operational emissions from 2021 with accredited carbon offsets to achieve carbon neutrality by 2023. This program, which is in line with the Vista Climate Pledge, has already commenced with Finastra investing in a carbon-accredited forestry plantation in Bangalore through our partnerships with Say Trees.

### Say Trees

[www.saytrees.org](http://www.saytrees.org)

Finastra has funded the planting of 4,095 native saplings in a Miyawaki Forest, a method used by the charity to create forests that are carbon efficient and generate rich biodiversity, covering 56 species of plant. Over the next 15 years, this forest - covering 1 acre - will sequester 778.71 metric tons of Carbon Dioxide equivalent (CO<sub>2</sub>e). The Centre for Environmental Research & Education (CERE), Bangalore, conducted the carbon sequestration assessment, geotagging 3,860 of the planted saplings on 28 September 2021.



## Environment partners

Finastra works with a variety of different environmental partners, ranging from charities to Non-Governmental Organizations (NGOs).

The partners we work with have a track record of providing effective support and delivering measurable impact. Through these partnerships, we aim to engage our colleagues, customers and partners to give back to their local communities, focusing on impactful and innovative ways to make a difference.

### Charity partners

#### IDEAS For Us

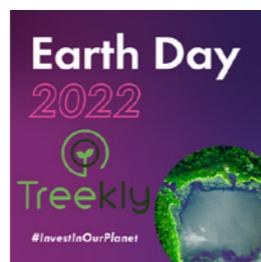
Finastra funds SDG-aligned projects for UN-accredited NGO IDEAS For Us. In Orlando, Florida, we fund Fleet Farming projects which convert underused lawn space into micro-farms maintained with zero-emission transportation. Excess produce is sold at local farmers' markets.

#### Nottingham City Council

Finastra's local team in Nottingham partnered with the local council to support its ambitious goal to become the United Kingdom's first carbon-neutral city by 2028. Finastra has supported the council's environmental programs, for example funding prizes through its Environmental Rewards program.

#### Treekly

In 2020, our team ran a global campaign with Treekly, a Software as a Service (SaaS) organization that offer an app for tracking steps, which in turn funded mangrove trees in Madagascar through their partner Eden Reforestation Project. Across the globe, 320 Finastra employees participated in the challenge, walking a combined 70 million steps and planted over 9,000 trees in a program that has championed both Finastra's stewardship to the planet, and also employee well-being.



[Read our case study on the Treekly website](#)

### Strategic partners

#### Travel

##### BCD

Finastra's strategic partner is a leader in sustainable travel. Its consulting division, Advito, has helped to shape and develop our travel strategy in line with our net zero target, focusing on three areas:

- Reducing the amount of first and business class travel for Finastra employees – this can significantly reduce carbon emissions as well as generate cost savings that can be invested into offsetting
- Educating employees via the Concur Online Booking tool, for example with pop ups and merchandising elements that raise awareness of sustainable travel options. These are also communicated outside of Concur, via Finastra's internal communication channels
- Promoting greener travel, such as choosing land over air transport, and using direct flights where possible, limiting the number of hotel and airline options, and choosing environmentally friendly vendors

Finastra promotes United Airlines and Delta internally as both organizations have invested in options such as Sustainable Aviation Fuel (SAF), carbon capture and sequestration (CCS) and decarbonization of their operations.

Finastra plans to continue to strengthen its travel sustainability, for example through offsetting all its travel via SDG-aligned projects promoting health, electricity access and education.

#### Cloud

##### Microsoft

Finastra uses Microsoft Azure, which has been a carbon neutral cloud platform since 2012, and will be net zero by 2025. Accelerating cloud adoption is one of the company's key strategic goals under our Reach Beyond strategy.

By hosting our solutions on Microsoft Azure, Finastra reduces our own carbon footprint and helps our customers to lower their Scope 3 emissions and overall carbon footprint.

 **100%**

Microsoft Azure has been carbon neutral since 2012 and will be net zero by 2025

# Our environmental programs

## FinCycle

We responsibly dispose of any electronic waste and electrical equipment. This includes employee-issued hardware devices such as laptops, monitors, mobile phones and other hardware accessories, as well as any larger items that are disposed of during the decommissioning of a Finastra office, including desktop computers and servers.



**Technology is an elevating mechanism to rise up, especially for schools who need it the most."**

**Ravi Metta**  
EVP, Chief Technology Officer,  
Finastra



The FinCycle donation program ensures that these electronic items are disposed of following waste hierarchy and circular economy principles, preferably reused or otherwise recycled.

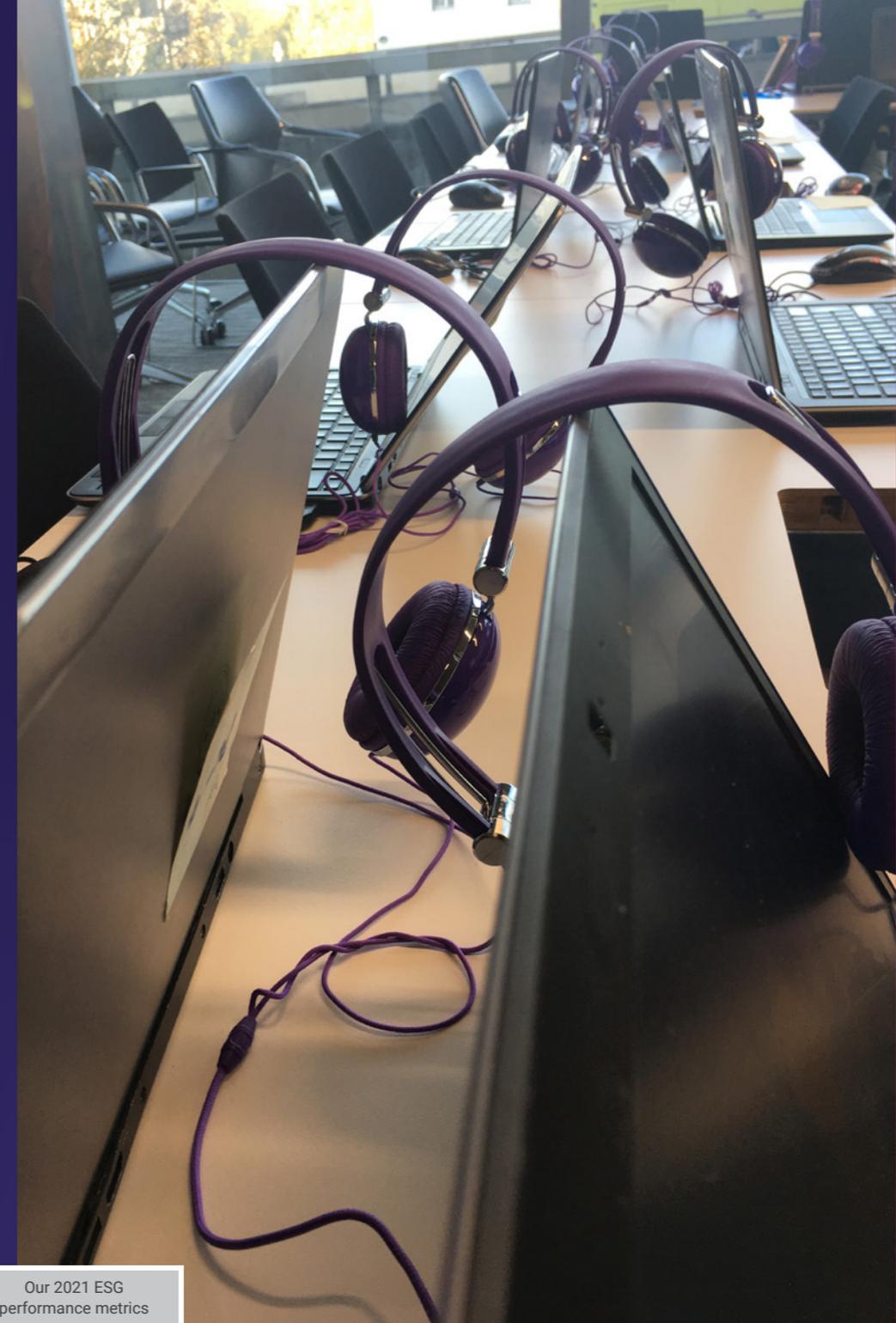
Finastra engages different partners to facilitate this, and where possible, our partners will donate usable hardware to those without access to the internet or technology, for example through schools in areas of socio-economic deprivation. Finastra also directly donates used employee-issued devices to school partners.

Employees can also bring their own personal technology equipment into the office for proper disposal via our partners.

## Sustainable IT disposal

CircleIT is a Certified B Corporation focused on sustainable IT asset disposition and creating opportunity out of e-waste. Their mission is to repurpose devices and keep them in circulation to create beneficial environmental and social outcomes.

Circle IT oversees the end-of-life use for Finastra's hardware in certain locations. In 2021 it re-used 1,038 items of Finastra hardware and recycled 3,053 items, equating to 5,790 kg of recycled materials.



//

*You can't do anything bigger than impacting someone's life. That is why we donate our IT equipment to those who need it."*

Russ Soper  
SVP, Chief Information Officer,  
Finastra



### Environmental benefits of sustainable IT disposal

		Products reused	Products recycled
Computer		29	30
Laptop & tablets		780	5
Mobile phones & handhelds		1	41
Servers		31	175
LCD monitors & TVs		111	117
CRT monitors & TVs		-	6
Printers		2	43
Other assets		84	2636
<b>Total assets</b>		<b>1038</b>	<b>3053</b>
<b>Misc. Recycled KG</b>		-	<b>5790.26808</b>

**Solid waste equivalent to**

Keeping **41** NYC subway cars from entering landfills



**Hazardous waste equivalent to**

Eliminating **15** 55-gallon drums of hazardous materials



**GHGs equivalent to**

Removing **53** cars from the road for a year



**Energy savings equivalent to**

Saving electricity to power **124** homes for a year



**Water pollution equivalent to**

Removing **1.71** dump trucks of materials from a river



## Re-purposing our hardware for good

Finastra's partnership with Camara Education enables us to set up computer labs in schools across Africa (in Ethiopia, Kenya, Lesotho, Tanzania and Zambia), and train teachers and local staff to use and maintain them.

To date, we have recycled 1,800 pieces of equipment and benefitted 10 schools in the Mathare slum in Nairobi, Kenya, impacting around 10,000 African children. We share Camara's mission to transform education using technology to empower disadvantaged students. Our vision is a world-class, technology-enabled education accessible to all.

This is achieved by recycling Finastra's surplus or end-of-life computers and other IT equipment across various locations. This partnership's impact is two-fold, ensuring re-use and recycling of Finastra's surplus or end-of-life computers whilst delivering transformative digital education.

 **1,800**  
recycled pieces of equipment

 **10,000**  
African children beneficiaries through Camara

## Employee volunteerism on environmental issues

Finastra aims to engage our employees through volunteerism in nature to instill a corporate culture of positive environmental behavior. This can also have a direct impact on our carbon footprint – from growing vegetables and other plants at home, our cycle to work schemes and the reduction in the amount of air travel to reduced printing and better recycling rates at our offices.

 **100+**

Varieties of vegetables grown by Finastra employees in their homes after being sent 'seed kits'



## Planting trees with purpose

Tree planting is one of our most popular forms of volunteerism under our Environment Mission pillar. Globally, employees plant trees under our 'Planting Trees with Purpose' program, which ensures that these activities follow guidance on alignment with multiple Sustainable Development Goals (SDGs) to ensure both social and environmental benefits.

For example, we focus on SDG 13, Climate Action, through outlining species selection based on carbon sequestration and SDG 15, Life on Land, with biodiversity criteria. On the social side, we align with SDG 11, Sustainable Cities and Communities, by creating accessible green spaces close to our offices that are open to the local community.

We are also aligned with SDG 8, Decent Work and Economic Growth, creating long-term projects that employ local people. In our fiscal year 2021, over 10,750 trees were planted under our Planting Trees with Purpose program in Romania, Israel, India, Singapore and France.

 **10,750**

Planted under our Planting Trees with Purpose program



# Environmental case study

## Carbon neutral zone in Trivandrum

In November and December 2020, our Impact Team in Trivandrum, India, collaborated with a local charity partner Helping Hands Organization (H2O), which provides care to young people with autism in the community. Together we planted over 5,400 oxy-bamboo shoots, creating a garden for H2O's beneficiaries on their grounds.

These shoots are genetically engineered species that were chosen specifically for their large biomass and growth speed, ensuring the plantation had high carbon sequestration and good air quality, which was important to H2O and its beneficiaries.

Due to the nature of H2O's work, the garden was designed to be completely accessible to all with wide paths built to ensure wheelchair access.

This project was of high significance to the local community with endorsement from local media and government figures who have provided support through ongoing mentorship. The garden is now used as a peaceful spot for beneficiaries of the charity and has opened to local residents in June 2022.

In June and September 2021, the garden was even used as a location to administer Covax vaccines to vulnerable groups, an initiative that was funded by Finastra in partnership with H2O.



[Watch the video on this project from our local team here.](#)



# Environmental volunteering

## Waste awareness volunteering

Another focus of our environmental volunteerism projects is on waste management, both in raising awareness around recycling and also going out into the local community to clean up waste through volunteerism.

## Clean-up activities: Singapore

Employees have taken part in clean-up activities in the communities where we operate. Our Singapore team organized two beach clean-up volunteer days in 2020 as a way to engage employees during the pandemic in a safe activity outside of the office. The activities involved over 72 hours of volunteer time from our colleagues.





## Social



Lives directly impacted

**1.79m**

through Finastra ESG programs



Corporate giving

**USD 5.4m**

donated to charities by Finastra



Training and development

**54 hours**

per employee in 2021

# ESG Social

Our social strategy focuses on supporting our corporate purpose of unlocking the potential of people, businesses, and communities across the globe to help make them more successful, resilient, and adaptable to change.

The social equity and financial inclusion ESG pillars and programs create a positive social impact through philanthropy, education, job creation, economic growth and innovation, starting at Finastra.

## Social equity for a fairer society

The objectives of our Social Equity pillar are delivered through various investment in youth initiatives such as our Hour of Code and Financial Education (FinEd) programs as well as youth mentorship and internship programs. Our Tech for Good program enables internal Research & Development (R&D) teams at Finastra, our customers, partners, fintechs and academic institutions to create solutions together.

We do this through hackathons, innovation days and ESG-themed early adopter programs in collaboration with our customers. In addition, all our external philanthropy and community development work has a DEI lens, which reflects our internal DEI strategy and objectives.

Internally, Finastra aims to create positive social impact for our employees through DEI, health and safety, social, mental and physical well-being. Our Social Equity pillar also extends to the way we think about reward, equitable remuneration as well as our investments in training, development and reskilling of our staff to ensure their long-term financial well-being.



## Finastra corporate philanthropy

Finastra's corporate philanthropy promotes the welfare of others through charitable donations and employee volunteering. Every Finastra employee is entitled to three paid days of volunteering every year. We also match donations made by employees to charities whose missions are aligned with Finastra's ESG objectives.

Finastra has invested over USD 10 million since 2017 on CSR and ESG, which includes the allocation of philanthropic grants to charities and impactful projects focused on education, healthcare, rural development, destitute care, arts and culture and supporting national governments in disaster relief programs.

//

**We are proud to have positively impacted over 1.7 million peoples' lives directly since 2017 and more than 10m people through our philanthropic grants. Much of the impact comes from the 79,000 plus hours volunteered by our teams."**

**Dorothe Blake**  
Social Specialist, ESG, Finastra



# Investment in youth

## Hour of Code program

Finastra ESG works with the charity Code.org to give schoolchildren computer science and coding skills via the “Hour of Code.” It has directly impacted over 20,000 students since 2018.

The Hour of Code is a global movement reaching tens of millions of students in 180+ countries. It started as a one-hour introduction to computer science, designed to demystify “code,” to show that anybody can learn the basics, and to broaden participation in the field of computer science.

It has since become a worldwide effort to celebrate computer science, starting with one-hour coding activities but expanding to all sorts of community efforts. This grassroots campaign is already supported by over 200,000 educators worldwide.

 **20,000+**

Students impacted worldwide through the Finastra Hour of Code



### Why computer science?

Every student should have the opportunity to learn computer science. It helps nurture problem-solving skills, logic and creativity. By helping them to start early, Finastra provides young students with a foundation for success in most modern career paths, as pretty much every sector in the world today uses technology in some form.

Our future will be heavily influenced by Artificial Intelligence (AI), Machine Learning (ML) and robotics. A basic understanding of these technologies and their potential, therefore, is of paramount importance to today's youth.



According to Code.org, over 90% of parents want their children to study computer science, but only 20% of high-income countries have mandatory computer science education at both primary and secondary levels. Analysis in the Brookings report shows a correlation between a country's economic position and implementation of computer science in schools: no low-income countries have implemented it at all.

There are 500,000 new computing job openings annually in the US but only 43,000 computer science graduates, according to Code.org.

**// Computer science is already a huge part of our lives and will play an even bigger part of our future. Every child deserves the right to understand how code works so they can all play a part in creating their future together. //**

Jay Mukhey  
Senior Director, ESG, Finastra

//

*The most enjoyable part of the day was learning about presenting business ideas and marketing strategies."*

SEO mentee



## Mentorship program

Finastra offers young adults between the ages of 16-21 the opportunity to be mentored and gain valuable work experience through our intern and graduate programs.

//

*Sharing our stories is key to inspiring the next generation – you can achieve what you set your mind to when you focus on them."*

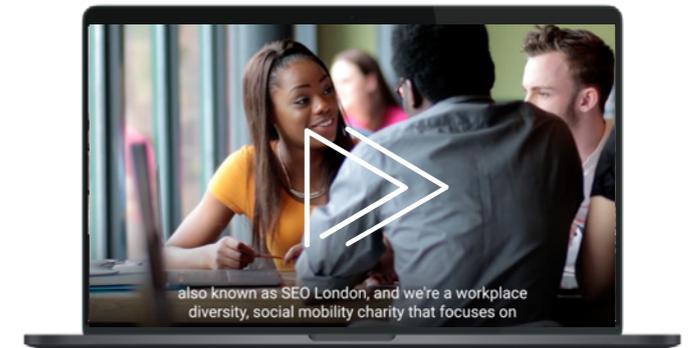
Siobhan Byron  
EVP, Universal Banking, Finastra



We have dedicated programs for undergraduates and younger students and always prioritize providing opportunities to disadvantaged candidates. Finastra employees globally are all entitled to take paid volunteering time to dedicate to mentorship, which often results in candidates being offered work experience in the form of an internship.

Finastra partners with social mobility charities globally such as SEO London, upReach, Konexio and internX to ensure preference is given to candidates who typically do not get the opportunity to work in large corporate enterprises.

Candidates who come through our ESG program will meet various DEI criteria and will often be the first person in their family to attend university or gain acceptance based on their socioeconomic circumstances.



Watch this video with social mobility charity partner SEO London to discover our approach to mentoring and internships

## Tech for good

Finastra has created tech labs in Romania, India, the Philippines, the US, Africa and the UK to help children at schools that lack a dedicated computer room to develop a passion for Science, Technology, Engineering, and Math (STEM). These learning spaces feature robots, projectors, wall art and Dell computers. Finastra has donated hardware, furniture and other peripherals to create spaces that help to engage and inspire the next generation of scientists.

In partnership with non-profit Camara Education, Finastra is also transforming young lives in Africa with technology. We donate end-of-life computer equipment to Camara, which ensures they are securely wiped and remarketed or sustainably recycled to fund the purchase of PCs and Information and Communications Technology (ICT) training for schools across Africa.

Finastra employees are also able to donate their personal PCs, laptops and mobile phones to recycle old devices and help provide transformative digital education for children in Africa at the same time.

Finastra delivered laptops, projectors, MiFi portable internet dongles, data and stationery packs to eight schools in the Mathare area of Nairobi, Kenya, to enable students to join our “Hack to the Future” hackathon.

Over the last three years, we have delivered these events, which include our Youth Hackathon, where Finastra has partnered with nonprofits including HowNWhy and Startup for Kids as well as school partners and corporates such as Accenture. Hack to the Future enables thousands of children around the world to participate in open innovation in the world of financial services.

These events welcome entrants from all walks of life, regardless of expertise, as we believe everyone can play a role in redefining finance for good.

//

**More than 100 Finastra employees mentored 1,000 students from 55 schools in 15 countries during Hack to the Future 4."**

**Shulki Licht**  
SVP, Chief Innovation Officer, Finastra



# Diversity, Equity and Inclusion (DEI)

## Our ambition for DEI



//

*Being OPEN to Diversity, Equity and Inclusion is our competitive advantage and moral obligation. At Finastra we aim to be the most loved and inclusive company in fintech. We continually challenge ourselves and our peers, clients and partners to do better."*

Helen Cook  
Chief People Officer, Finastra

## Creating a common core language

One of the foundational components of any strategy is creating a common core language that everyone understands. This starts by defining what DEI means to us at Finastra.



### Diversity

Going beyond demographics, we focus on the ways people identify and how these unique attributes, experiences and perspectives show up in the workplace.



### Equity

At the center of our efforts, we prioritize fair treatment, access, opportunity and advancement for all, while identifying and eliminating barriers.



### Inclusion

We embrace the feeling of the heart-centered workplace where everyone belongs, aiming to create an environment where everyone can bring their whole selves to work.



At the center of our Reach Beyond corporate strategy is our ambition *to be the most loved and inclusive company in Fintech*, and our commitment to being OPEN by {Default}. At Finastra, our *Open by {Default}* philosophy starts with us being intentional in:

- The way we think, by being **Open Minded**
- The way we speak, by using **Inclusive Language**
- The way we act, by each of us championing our **COMMITMENT Behaviors**

## Our 10 COMMITMENT Behaviors

We as a company commit to these values, and our employees do the same. This is the culture we uphold at Finastra, and we believe that this is part of what makes us different.

- Collaborate to innovate
- Obsess about success
- Make data-informed judgements
- Make tough choices
- Inclusion for all
- Team (ONE) Finastra
- Mindset growth
- Embrace living and working agile
- Need for speed
- Time for leadership

## Our DEI strategy

At Finastra, we dream big, light fires and create a movement to inspire action to create an inclusive work environment where everyone belongs.



### Dream big

#### We want to achieve

We are aiming to Dream Big! We want to be recognized as the most loved, inclusive, and diverse company in fintech. Research shows that companies with more diverse workforces perform better financially. We want to create a worldwide company movement - a movement that is led by everyone at Finastra.



### Create a movement

#### Why we want to achieve this

There is a commitment in Finastra to create an environment where everyone feels safe, motivated and inspired to be themselves at work. We want Finastra to be a place where everyone has a sense of belonging, and when we are at our best, we give our best!

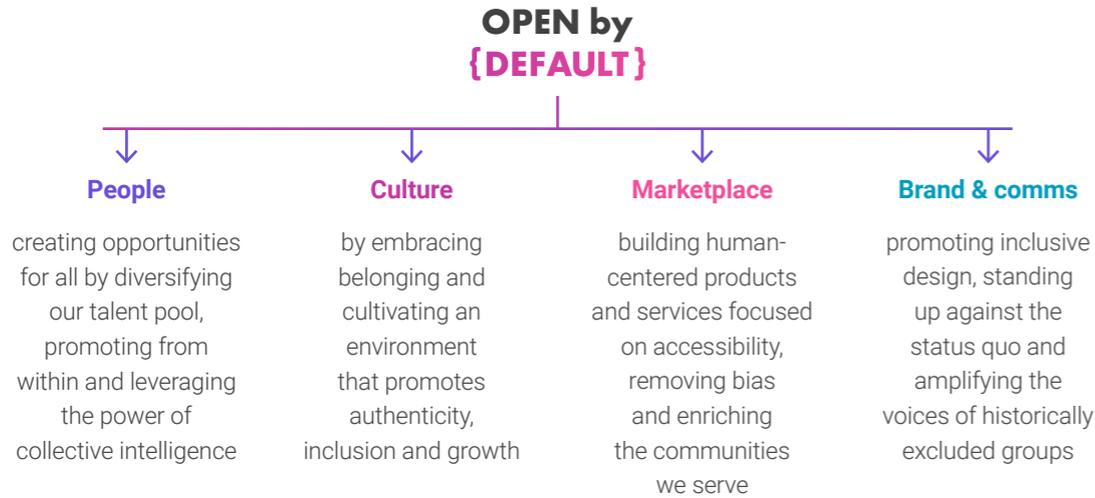


### Light fires

#### How we will achieve this

The most important currencies required to achieve our inclusion goal are "investment" and "discretionary effort." When employees can understand and relate to our inclusion strategy, they are more likely to get involved and go over and above minimum requirement.

## Open by Default is at the core of everything we do



Isabel Fernandez  
EVP, Lending, Finastra

**//**  
*We all want to work for a company that has a purpose, empowers us to drive change and deeply values different points of view. Purpose, empowerment and diversity of thought can make magic as we shape the future of financial services."*

## Our areas of focus

Finastra advocates respect for human rights and equitable opportunities for all employees. We follow UN SDG 5, Gender Equality. We are on a journey and are steadfast in measuring our progress against our DEI commitments.

- **Inclusive Behaviors:** Ensuring all of our employees demonstrate inclusive behaviors
- **Recruit & Develop:** Expand how we attract, develop and retain people from diverse backgrounds
- **Culture:** Achieve a positive shift in employee engagement and workplace culture
- **Impact:** Strengthen external partnerships, sharing our story and being a thought leader on DEI in the fintech industry

## Activities

### Inclusive Behaviors

- **DEI Learning Series** – Employee resources that explain what DEI means at Finastra and equips them with actions to take
- **Inclusive Leadership Masterclass** – Interactive session to help our leaders recognize and feel moments of exclusion for others and take personal ownership to enhance inclusion

### Recruit & Develop

- **FinTalent Accelerate Program** – Program to develop and grow our top talent and ready them for future career moves
- **Women@Finastra Leadership Program** – Development program for women with learning, mentorship and social tracks
- **Open4Inclusion Mentorship Program** – Program to encourage mentoring as a two-way relationship between colleagues, built on trust with a clear purpose

## Workplace Culture

- **Employee Resource Groups (ERGs)** – Our special abilities, cultural and generational inclusion networks, together with our Women@Finastra and Proud@Finastra groups, create an open culture and sense of belonging for all our people across Finastra ([learn more about Finastra ERGs on page 37](#))
- **Hidden Realities Series** – As events around the murder of George Floyd, Asian hate crimes and other racial issues affected our people and their communities, Finastra ran sessions led by our senior leaders to address these themes head-on, listen to how our people were feeling and gave them an opportunity to share how they were impacted
- **Women Empowerment Policies** – These include our equal opportunity policy, safe leave for domestic abuse victims, medical coverage and time off for maternity-related issues, as well as events run by the Women@Finastra employee network run, such as menopause coffee conversations
- **“Be Yourself” dress code policy** – We encourage all our staff to dress as they wish at Finastra so that they can truly be themselves while in our workplaces and when working from home or remotely

- **FinSight Surveys** – We run two employee surveys each year to understand how our people are feeling and put forward their suggestions so that we can understand how to better serve them in the future. Results from 2021 include:



86%

believe Finastra is committed to diversity and inclusion



71%

love working at Finastra



77%

feel they can bring their whole selves to work everyday



82%

believe their manager fosters a diverse and inclusive environment through their day-to-day actions

## Impact

- **Building inclusive products and services focused on accessibility and usability** – We are leading the way in tackling topics around bias, fairness in AI and ethical ML technology. For example: our Loan Document Insights technology is based on FinEqual Algorithms, a digital tool that helps institutions understand and spot potentially biased lending within their business such as higher rates of interest for commercial loans to women-owned businesses or minorities who apply for a mortgage
- **Hacking for Good** – Finastra commits to all future hacks having a focus on inclusion. To support this, we will be launching a global hacking competition as part of our Hack to the Future series to shine a light on female and non-binary talent in the industry. It will find and celebrate balanced, female and non-binary-led teams pushing the boundaries of AI and ML
- **Enabling Financial Inclusion Everywhere** – Finastra is fully committed to tackling AI bias. As a technology leader, we are calling on the financial services industry to take note of the threats posed to society by the wealth gap, lack of financial education and algorithmic bias

//

*When people feel seen, heard and valued, they will collaborate and perform better. They are going to make sure that their customers are happy. They will uplift others and improve bottom line performance."*

Sirita Donaldson  
Head of Diversity, Equity & Inclusion, Finastra



//

*Data sets are so diverse that it makes ESG a beautiful problem for a problem solver to work on. It is part of our DNA to embed fairness in all we do. We push customers to work with us."*

Adam Lieberman  
Head of AI & ML, Finastra



## Workplace equality

### Inclusive and OPENworking

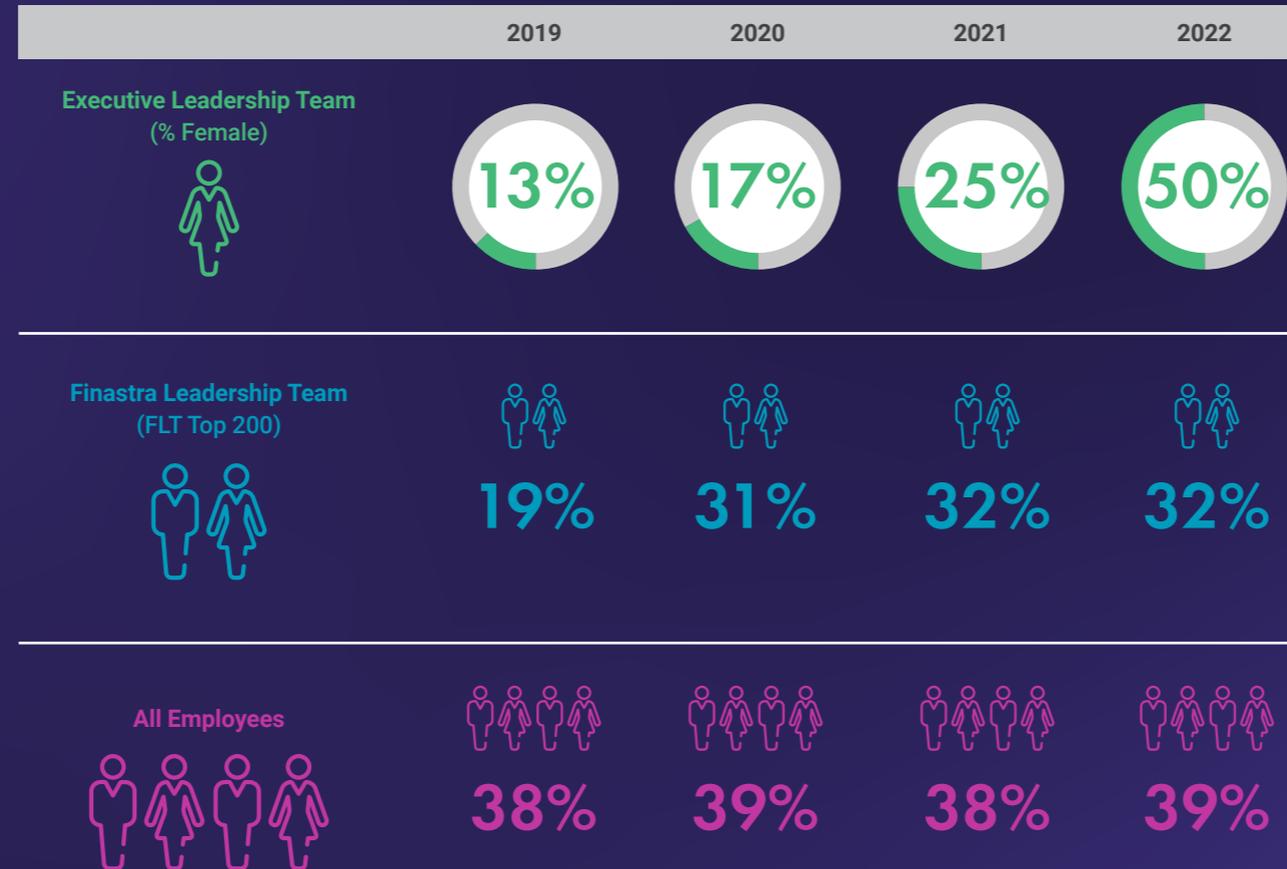
At Finastra, we embrace being OPEN in every way and this extends to how we work with each other. OPENworking is our evolved employee value proposition.

- Flexible hours and flex vacation: We enable all our employees to manage their own workload and objectives as they see fit, which includes a flexible leave policy for employees to achieve an effective work/life balance
- Hybrid working: Our policy allows for two days at home for focused, individual work; one day in the office for "collaboration, coaching and community" and two flex days for the individual to decide
- Digital balance: This is a toolkit full of practical tips and tricks to help employees build better digital balance into their everyday lives

Finastra is continuing its journey to 50:50 male-to-female ratios across all its teams. This includes increasing women in the Top 200 leaders and engineers from 30% to 40% by 2025 and to 50% across all our teams by 2030.

We continue to work to represent the full spectrum of diversity, foster a unique culture and create a pipeline of future leaders that represent all our people, communities and customers. Through our *Count Me In* self-identification campaign we will continue to see progress in our diversity tracking and reporting.

### Female representation across Finastra



### Celebrating our progress and staying true to our commitment

We are proud of the progress we have made since we began our journey in 2019. We have reached our ambition of 50/50 gender parity at the executive leadership level, as well as appointing 55% women to our Board, providing senior female role models for our young talent to aspire to. That said, we recognize there is still much more work to be done.

Over the last two years, we have remained stagnant on gender diversity across our leadership team and general employee population. Many factors have contributed to this, from organizational changes to negative impacts to our hiring and attrition data due to the 'great resignation' linked to the COVID-19 pandemic and increased competition for diverse talent in the market. To address this we are targeting 40% or more female hires across the organization this year, and continue to expand our partnerships, benefits and policies to improve retention. We are continuing the work to embed DE&I into everything we do and building a culture of inclusion and belonging where everyone can thrive.



*I'm proud of our diversity and the culture of this company. Without diversity, you can never become more than the sum of your parts."*

Eric Duffaut  
 President & Global Head of Customer Operations,  
 Finastra



## Employee Resource Groups

Our five ERGs create a working environment where everyone feels a sense of belonging and are motivated to be their best selves.

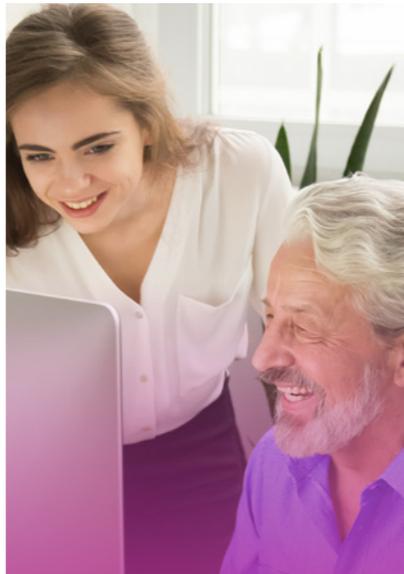
### Cultural Inclusion

Enabling and empowering all cultures to feel welcomed through a spirit of Cultural Curiosity



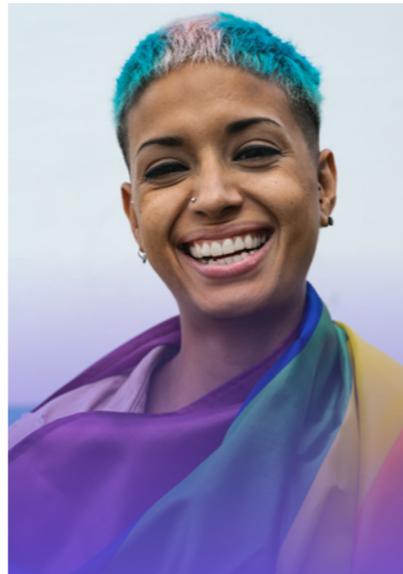
### Generational Inclusion

To create a more attractive and compelling brand for younger people, while leveraging the knowledge and expertise of more mature colleagues



### Proud@Finastra

Challenge hearts and minds by creating brave environments of inclusivity where employees feel safer to be their authentic selves and release their biases



### Special Abilities

Promoting inclusion and employability of people with special abilities by driving organizational readiness and creating awareness at Finastra



### Women@Finastra

To support Finastra's mission of becoming the most loved, inclusive and diverse company in fintech, by enabling and empowering women to achieve their professional and personal aspirations



## Resilience Champions

Resilience Champions are a diverse group of people from across the organization, who have each gone through professional training with Mind, the mental health charity. In this role, they are responsible for driving awareness, promoting activities in local sites and engaging colleagues to access the relevant health and wellbeing opportunities being provided through this program.

Champions are here to facilitate sessions related to mental health and resilience, while also acting as a liaison to signpost the mental health and resilience resources at Finastra.



***We are 100% a safety-first company."***

**Elizabeth Linden**  
Senior Director, Global Workplaces,  
Finastra



## Employee well-being

**Finastra's well-being strategy is to build a safe and supportive environment for all of us to thrive.**

We have always prioritized well-being at Finastra as we are primarily a people business: our people look after our customers, build and run our software and deliver the innovation that helps us to be successful both today and in the future. Employee well-being covers many areas and, at Finastra, we are invested in all of them.

We see the health and safety of our employees as the minimum requirement and believe the holistic well-being of our people is not only the right thing to do; it is also essential to creating and maintaining a high-performing organization.



**Finastra's well-being program includes:**

- **Mental well-being - Mind Care:** Finastra delivers regular mindfulness, yoga and Qi-Gong sessions to support mental wellness
- **Physical well-being - Body Care:** We offer regular HIIT workouts, partyrobics and Pilates sessions to support physical wellness
- **Social well-being - Colleague Connect:** We empower our network of site leaders and their teams to deliver social events for all employees. Many of these events both include and support our charity partners
- **Financial well-being - Money Matters:** In collaboration with our customer HSBC, we deliver financial literacy sessions where our employees can learn how financial services can support their life goals and ensure they have the correct financial planning in place

## TaskHuman

Finastra offers TaskHuman, a mobile app that offers one-on-one sessions with wellness coaches via video call. Employees can search for a topic and get instant support in all areas of well-being.

Coaches cover topics in 1,000 categories including physical fitness, mental well-being, leadership coaching, ERG support and diversity & inclusion. More than 1,500 employees have used TaskHuman to date and have given an average score of 4.7/5 for the sessions they receive.



***It is up to business leaders to meet people where they are by effectively investing in them, both in their work and personal lives, at every stage in their career path, and we are thrilled to be partnering with Finastra to support their employee well-being by offering TaskHuman to them."***

**Ravi Swaminathan**  
co-founder and CEO of TaskHuman

---



## Investment in training, development and reskilling

---

Our FinTalent program includes performance coaching, talent identification and invests in the development and growth of our people to drive a high-performance culture. To complement it, our organizational effectiveness team has developed a skills bank to identify the skills our teams will need in the future and allow employees to put themselves forward for it.

Finastra also invests in tools such as LinkedIn Learning, where employees are encouraged to spend time learning new skills and knowledge, and we invest in external courses for employees, including programs at top-tier academic institutions.

In 2021, employees invested an average of 57 hours in Finastra learning and development programs.

---



## Finastra supports program

---

If employees have any issues that interfere with their overall health, happiness and well-being, and they need someone to talk to confidentially, they can reach out to Finastra's Employee Assistance Program, "Finastra Supports." This provides access to trained professionals who can offer free advice on health, financial, legal and various other personal matters and can even refer colleagues to specialists as needed.

---

**//**  
**Maximizing employee benefits ensures that Finastra staff can focus on their lives, while reducing concerns about unexpected costs."**

**Chuck Farmer**  
Governance Specialist,  
ESG, Finastra



# Prosperity through financial inclusion

Our financial inclusion pillar and programs endeavor to help all people everywhere to gain affordable access to financial services to help them unlock their potential and achieve financial independence. This mission is delivered through three initiatives: financial literacy for all, banking the unbanked and micro-, small- and medium-sized enterprise (MSME) funding.

## Financial literacy for all

Financial education empowers people to understand how financial services work and how they can help them lead better lives. Finastra is dedicated to improving financial literacy rates globally for people of all ages through our programs, particularly for unbanked and underserved populations.

Our aim is to expand our reach globally and deliver financial literacy content to 10 million people by 2024.

### Financial education for children through FinEd

Understanding and managing money are essential skills for everyone, especially children. Our FinEd financial literacy curriculum features topics such as why the concept of money exists, the history of money, the importance of saving and investing the money you earn, and concepts such as credit scores and currency.

It is taught directly in classrooms at partnering schools or our offices through locally trained Finastra volunteers. After their first class, children can use FinEd to complete the curriculum at their own pace through engaging games.

### Financial literacy for university students

Finastra works with governments in Canada to provide technological and administrative support for their student lending programs. Students have the option to complete a financial literacy course and receive communications through the loan life cycle to ensure they are aware of how the student loan works, interest rates, as well as how and when they will repay their loan.

This basic knowledge helps students to understand the financial service they are consuming, what to expect and the planning they need to put in place to meet the requirements of the loan that will fund their education.

### Financial literacy for the unbanked

Finastra funds various philanthropic programs globally that provide financial education to unbanked and underbanked people. Much of the impact we have had has been in India, where we work with charities such as RangDe, AFARM and Unnati. Our work in this area has enabled thousands of unbanked individuals to open their first bank account, get their first loan to manage financial hardship, start their first business or consolidate high-interest debt into a lower-cost product with a reputable financial services provider.

### Financial literacy for micro-, small and medium-sized enterprise (MSME) owners

Through our various financial inclusion programs across the globe, we learned that when borrowers understand a credit score, they are less likely to miss or delay payments. We have also learned that providing business coaching and mentoring to borrowers also contributed to lower default rates.

We have therefore invested with Greenpoint Global to deliver financial literacy content and certifications to MSMEs at scale via Greenpoint's Tomorrow's Genius platform. Our co-created content has been translated from English into both Spanish and Swahili to reach MSME owners in the southern US and Kenya.



*In interactions with our stakeholders, ESG has moved from a footnote to a headline. "*

Lekshmi Nair  
Head of Global Strategic Accounts, Finastra



## Banking the unbanked

 ~1.7bn

people globally are financially excluded and a greater proportion of the unbanked are women

Approximately 1.7bn people are unbanked globally. To address this, Finastra collaborates with our customers worldwide to provide affordable access to financial services for the unbanked and underbanked such as payments and loans to improve people's lives.

This can be achieved by simply opening their first bank account, sending money securely and avoiding the need, risk and cost of carrying cash, as well as being able to buy their own home or gaining access to capital to start new business ventures via our solutions.

Discover how IFIC bank in collaboration with Finastra is bringing 10,000+ new people into digital banking every month



### Financial inclusion innovation with S-BOB – a digital credit union in Kenya

Finastra sponsors S-BOB, a digital Savings and Credit Cooperative Society (SACCO) for the unbanked. The idea for the S-BOB SACCO came from a Finastra youth hackathon proposal in 2021 from children at MUMO, a local education center and orphanage.

The app is enabled by proprietary software co-developed by Finastra with local tech firm Aqila, whose CEO acts as S-BOB's CTO.

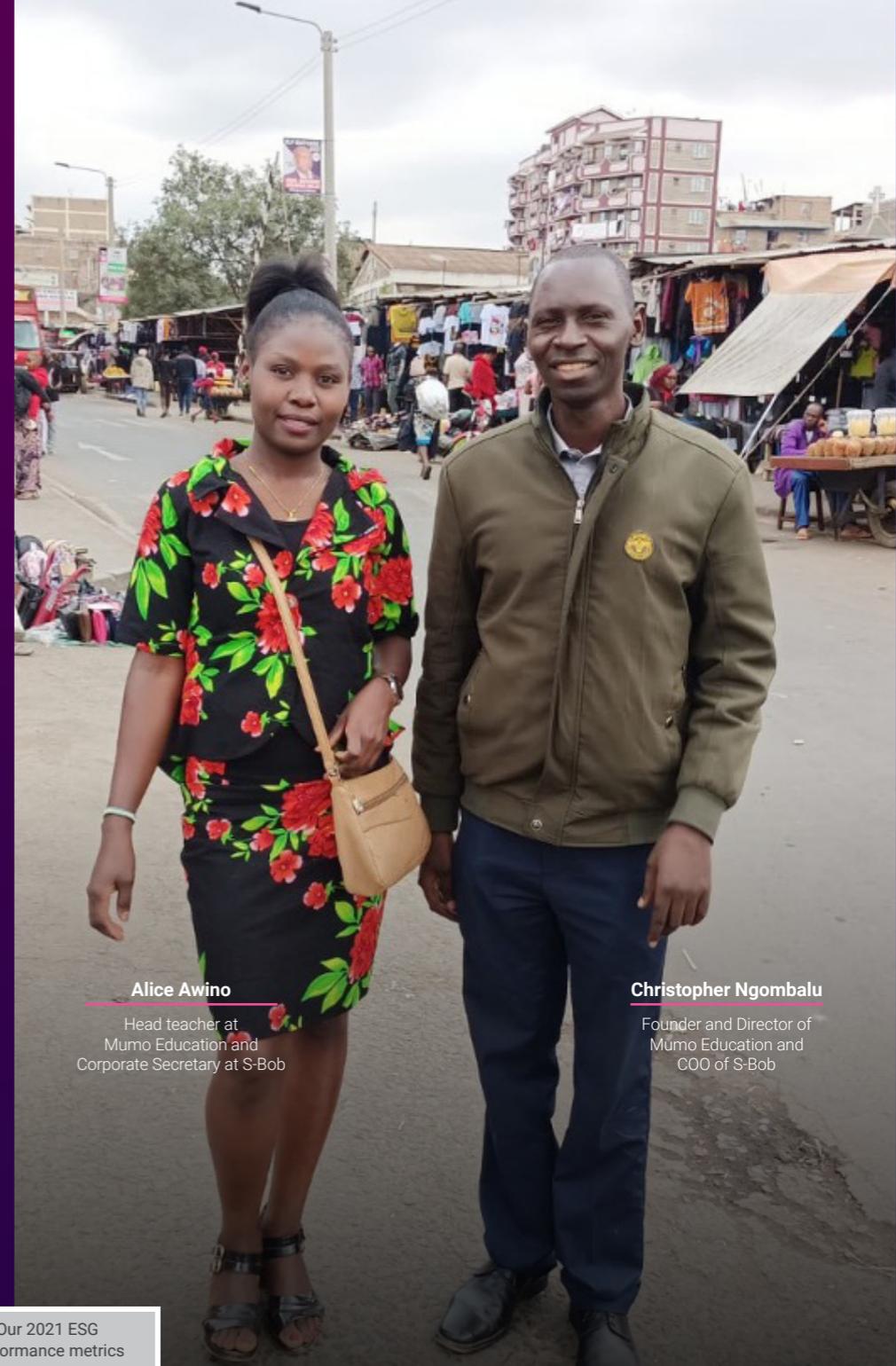
Our ambition is to financially empower every informal settler across the world with S-BOB and for it to be licensed and distributed via Finastra's proprietary FusionFabric.Cloud platform in collaboration with our customers.

S-BOB currently promotes financial inclusion to the unbanked population of the Mathare slum in Kenya, providing them with affordable access to essential financial services that can transform their quality of life, helping to raise the community out of poverty through economic growth, job creation and education. While there are many other SACCOs in Kenya, none are currently based on a digital platform.

//

*I joined Finastra due to its compelling purpose, commitment to ESG and solid progress towards achieving the ambitious goals the company has set. I look forward to playing a part in achieving those goals while we continue to demonstrate ESG leadership across our sector."*

Lynne Biggar,  
Non-Executive Director  
Finastra



Alice Awino

Head teacher at Mumo Education and Corporate Secretary at S-Bob

Christopher Ngombalu

Founder and Director of Mumo Education and COO of S-Bob

## MSME funding through the Finastra Trust Machine

Finastra's vision is to harness emerging digital innovations to meet the needs and expectations of individuals, small and micro enterprises and boost microfinance opportunities for diversification and growth. Our ambition with the Trust Machine is to reduce the global USD 5+ trillion MSME funding gap by 1% in each country that we approach.

Through our commitment to ESG and first-hand knowledge of financial behavior and experiences in developing countries, we know that creating the conditions for sustainable progress requires a different approach. It is important to look beyond financial access to the many factors that inhibit economic empowerment.

To bridge the gap, it is necessary to take a holistic approach to microfinance. This includes better modeling and risk forecasting, financial education as well as affordable access to financial services, and the synchronization of balance sheets of both the borrower and the lender. This is what the Trust Machine seeks to address.

Collectively, the approach creates the optimal conditions for both the borrower and the lender. For the borrower, through long-term financial education, it enables a more informed view of business management and affordable loans and access to business coaching and mentoring to make better decisions with the borrowed capital. For the lender, it creates better revenue opportunities through reduced default rates, improved risk analytics and the ability to develop tailored, affordable products.

# Financial inclusion case study

## Small business relief lending

With the passing of the Coronavirus Aid, Relief and Economic Security (CARES) Act during the COVID-19 pandemic in the US, the PPP was flooded with applications. This program was critical for small business owners struggling to pay salaries, rent and other costs of doing business during the pandemic as the economy shut down.

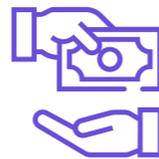
We noticed, as Finastra works with a wide range of banks across the US, that a large number of both Community Development Financial Institutions (CDFIs) and Minority Depository Institutions (MDIs) operating in underserved communities were struggling to receive PPP funding, mainly due to a lack of software.

To help companies in underserved communities claim their loans from the USD 350 billion disbursement, Finastra launched a free self-service application tool. This provided automated transmission to the Small Business Administration's E-Tran portal for both our customers as well as CDFIs and MDIs.

Finastra's solution enabled small business owners to streamline and expedite the loan documentation and closing process through their financial institutions, helping them get PPP funds into the hands of their employees as quickly as possible. With new information from the government announced almost every day, Finastra was continuously updating its website with product and legislative changes to keep its customers updated with essential information for borrowers.

Through this initiative, we supported millions of American citizens who found themselves in financial hardship as a result of the pandemic. Our R&D teams who developed our PPP software were incredibly proud of the way they were able to help their fellow citizens as the world came together to overcome the challenges of the pandemic.

However, the best news was to follow when both the CEOs of Finastra and Vista, Simon Paris and Robert Smith, signed off on supporting US charity Feeding America by donating all of the USD 2.2 million of revenues generated in loan fees from our PPP solution. The Finastra donation was the largest in our history and supported food distribution in many of the hardest-hit communities in the US via the charity's network of food banks.



Both the CEOs of Finastra and Vista, Simon Paris and Robert Smith, signed off on supporting US charity Feeding America by donating all of the USD 2.2 million generated in loan fees from our PPP solution



# Spotlight on India



## Financial education and microloans for women in rural India with 'RangDe'

In 2021, 5,000 people in rural India completed a financial literacy course through our charity partner RangDe, with Finastra enabling grants and microloans provision to over 100 female entrepreneurs to start new business ventures. Find out more about this program via this video below.

**2021 → 5,000 people**

In 2021, 5,000 people in rural India completed a financial literacy course through our charity partner RangDe



## Education for girls in underprivileged parts of India through 'Educate Girls'

The education of every child is important. To address gender inequality in the most rural parts of India, Finastra has supported the re-enrolment of over 4,500 girls into schools every year since 2018 through its partnership with the local non-profit Educate Girls. Our grant to the charity also helps to improve learning outcomes for over 12,000 children each year.

 **4,500 girls**

Finastra has supported the re-enrolment of over 4,500 girls into schools every year since 2018



## Investing in youth in collaboration with our Indian charity partners

Through our partnerships with non-profits such as Akshaya Patra, Doorstep Schools, Building Blocks and Mentor-to-Go, Finastra funds improvements for over 30,000 disadvantaged children every year through the provision of school meals, safe transportation to and from school, training and access to our ESG programs through local volunteering.

 **30,000 children**

Finastra funds improvements in basic provisions for over 30,000 disadvantaged children



## Support during the COVID-19 pandemic

In 2021 and at the height of the pandemic in India, Finastra sponsored four COVID-19 vaccination drives across Bangalore and Trivandrum, ensuring thousands of the most vulnerable people in our communities, such as the disabled and the differently abled, received protection against COVID-19 and, as a result, were less likely to infect others. Our medical emergency employee fundraiser raised USD 28,400 and was matched by Finastra. The funds benefitted seriously ill family members without medical insurance in Bangalore, Pune and Trivandrum.



**USD 28,400**

Funds raised for vulnerable people in India. The funds were matched by Finastra.

## Disaster relief efforts

Families who were adversely impacted by floods were provided with medical aid in Trivandrum through Finastra funding, which also supported local fishermen with medical and nutritional supplies, given their importance to the local economy. Finastra also provided children in Bangalore with medical supplies and blankets during the harsh winter of 2020.



Families who were adversely impacted by floods were provided with medical aid in Trivandrum through Finastra funding



Vaccination drive in India



# Spotlight on Canada



## Cheque printing

We have cheque printing plants in Markham and Pickering, which are operated with ESG in mind.

We only use Forest Stewardship Council (FSC) certified paper in our printing operations and used over 808 tons in 2021. If paper is unused in our operations, it is responsibly recycled through our partnership with Hannah Paper Fibers. If other materials need to be recycled, such as plastics and batteries, we use a specialized recycler to ensure they are disposed of responsibly. When manufacturing cheques, we ensure that chemicals have been treated so they are safe to enter back into the ecosystem. The entire cheque business uses renewable energy from Bullfrog Power.



# CAD 14,000

Through the site sale of office equipment, Finastra employees raised \$14,000 for Eden Food for Change, which was matched by Finastra.

## United Way campaigns

Finastra has been a sponsor of the United Way Greater Toronto nonprofit network since its launch in 2017. We have led giving campaigns and special events supporting United Way's mission of helping permanently bring families out of poverty. This includes hosting charity golf tournaments and other events for our teams.

Finastra has encouraged employee giving by allowing all United Way charitable donations to be matched by our ESG fund. This has increased the impact of fundraising, allowing for an estimated CAD 100,000 in employee funds to be matched by Finastra over the last two years.

*Our total contributions to the United Way have exceeded CAD 500,000, supporting those who need it the most.*

//

*You can't compromise on giving back – it's untouchable – it's our reason to exist."*

Barry Rodrigues  
EVP, Payments, Finastra



## Eden Food for Change

When Finastra consolidated its two sites in Mississauga into one modern site, it did so with both environmental and social benefits in mind. The decision to start with new equipment at the new site would lead to a better experience for employees, and there were questions as to what to do with existing equipment at both sites.

A team of volunteers set up the site sale, and employees could "purchase" (with a donation) their office chair, monitors, equipment such as tables and televisions, with the proceeds going to the local food bank, Eden Food for Change. With the COVID-19 pandemic, demand for food banks remains high, and supporting Eden Food for Change provided much-needed relief during a turbulent time.

Working with Camara Education, we were able to sell 600 remaining monitors and other equipment, with the proceeds going to purchase computer equipment for schools in Kenya.



# Spotlight on Canada

## Big Brothers Big Sisters (BBBS)

Finastra has been a sponsor of BBBS of Peel since 2017, focusing on weekly mentoring of under-represented youth.

Over 85% of youth in BBBS programs identify as members of diverse and ethnic communities, including Black, South Asian, West Asian, Southeast Asian and South and Central American.

BBBS mentors are trained to intentionally focus on the core elements of Developmental Relationships, focusing on the following success criteria:

- Social Emotional Competence
- Mental Health and Wellness
- Educational Engagement and Employment Readiness

## Employee growth

**//**  
*Marsha has really shown that she has a passion to help people. She displays this trait every day at work, helping customers resolve issues, and always doing so with a kind and friendly nature. Marsha takes the same approach to her work with ESG. She has participated in several programs that give back to the community every year. Throughout her journey with ESG, I have seen her grow professionally, augmenting important skills such as public speaking, presenting, technical skills, mentoring and training.*

*Her growth in these areas has been amazing, but the most important aspect is that I believe it fulfills her passion to help people and collaborating with her peers. Through the work done with ESG, Marsha has shown us great things are possible if you approach your goals with a team-oriented attitude, open heart, and a great work ethic. Marsha is a great example of an employee that embodies the Finastra Commitment behaviors and is a great role model."*

Carlos Gonzalez  
Marsha Green's manager at Finastra





## Governance



Completion of annual compliance training  
**100%**



Overall Board diversity  
**73%**



Human rights and modern slavery  
**Zero incidents**

# ESG Governance

## Highlights



**27%** of Finastra's Board identify as racial minority



**50%** of Finastra's ELT is female



Board Chairperson is female



Board Chairperson conducts annual appraisals of Finastra's CEO



**88%** of employees in a company wide survey stated they felt comfortable and safe speaking up



Each year, all employees are required to complete 5+ hours of compliance training



**100%** In 2021, 100% of all employees completed their training on bribery and corruption within the deadline Finastra set

**26th place**

Top 100 Leaders in FinTech 2021- Finastra's Chief Risk and Compliance Officer, Elona Ruka-Wright

**2nd place**

The Financial Technology Report - Top 25 Women in Technology 2021- Finastra's Chief Risk and Compliance Officer, Elona Ruka-Wright



**95%** In 2020, Finastra successfully moved 95% of the workforce to remote work across the globe and maintained business continuity throughout the pandemic crisis

# Governing purpose

The purpose of governance is to ensure the alignment of each of the components of ESG. Establishing and reinforcing a clear purpose with a thoughtfully determined mission and vision helps each area of ESG determine its objectives.



# Governance and structure

## At Finastra, we take a holistic approach to managing and overseeing ESG activities

Our focus and commitment to ESG begins at the top. Finastra’s Board of Directors has overall accountability for setting the strategic direction and ultimately for sustainability performance, risk management, and compliance with stakeholder commitments and obligations. The Board considers current and emerging ESG 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 or address current trends.

At the executive management level, Finastra’s ESG Executive Committee comprises key executive and functional leaders and is co-chaired by the CEO and Chief of Staff and SVP of Strategy. The Committee drives the strategy, direction and oversight of sustainability throughout the company, and promotes ESG awareness

by providing leadership and support for ESG activities. In addition, it assesses progress on key ESG initiatives across the organization and reports to the Board each quarter on the status of the ESG program.

Finastra takes a holistic approach to managing and overseeing ESG activities. A core ESG team coordinates with ESG site ambassadors across the globe to manage ESG initiatives at a functional level. Additionally, ESG working groups – comprising functional experts in areas such as global workplaces, procurement, DEI, risk, product and numerous other functions – meet at least quarterly. These working groups ensure alignment on ESG activities and monitor progress as it relates to the broader ESG strategy and its objectives.



### Oversight

Quarterly briefings keep the board of directors updated on priority ESG issues and emerging trends. The ESG Executive Committee oversees the company’s overall ESG management.

### Management

Executives across Finastra are regularly engaged on ESG matters in collaboration with the Chief Risk Officer and the Chief People Officer.

### Programs

To implement ESG initiatives, a dedicated ESG team collaborates with risk management and site leads.

## Organization and culture

---

Our ESG mission and objectives reach beyond directly accountable functions. ESG is embedded into who we are and is reflected in our company culture and strategy. This ensures we have the resources in place to achieve our ambitious ESG objectives.

## Performance management

---

We measure, monitor and report key performance indicators (KPI) across all three pillars of ESG. Examples include tracking CO2e reduction in the workplace under 'E', the percentage of women in leadership under 'S' and annual compliance training completion under 'G'. Tracking these KPIs holds internal stakeholders accountable and drives action towards the achievement of our ESG initiatives.

## Integration of sustainability goals in business processes

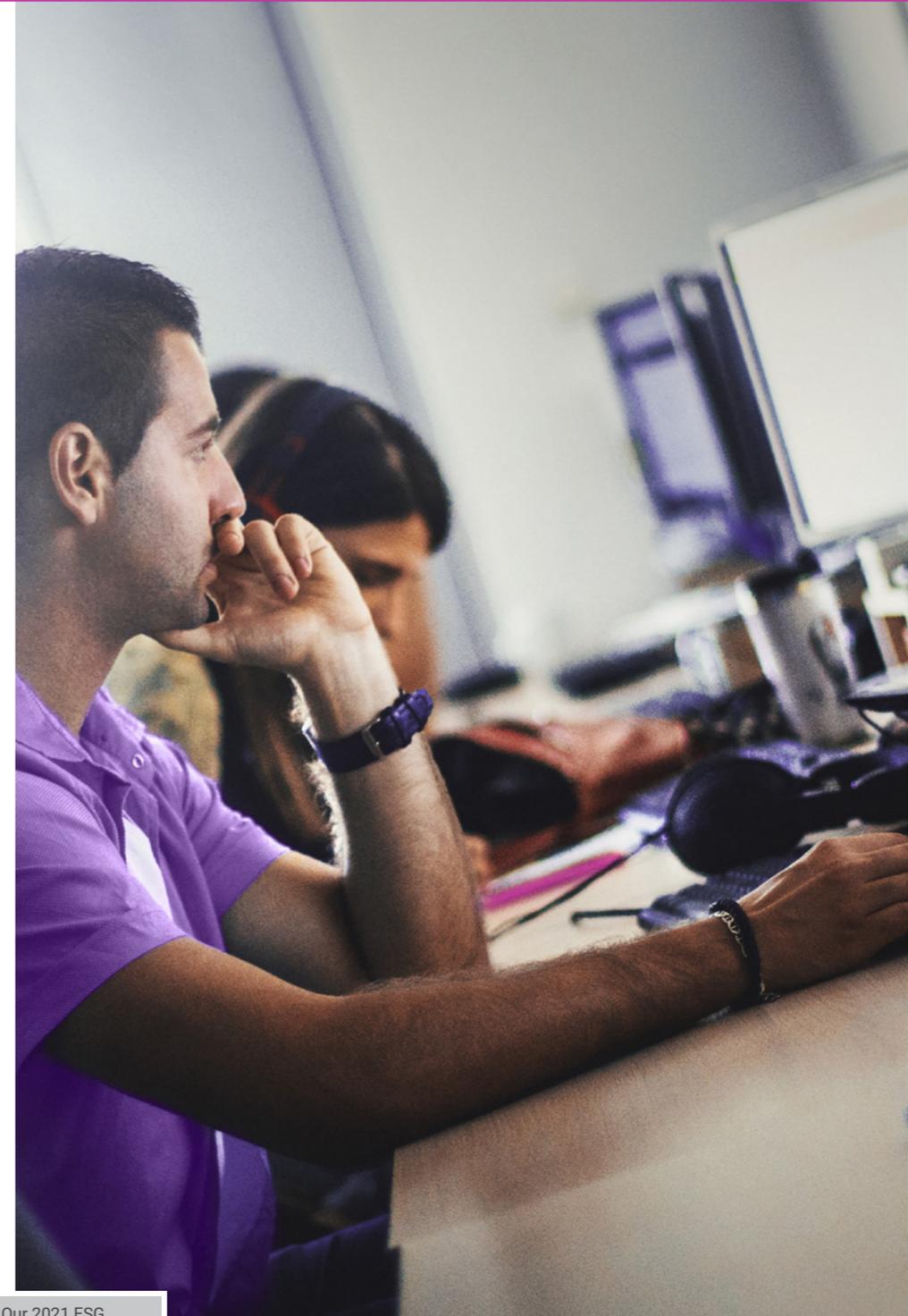
---

Our employees understand the value of the Finastra ESG mission and as a result of this, many business processes take sustainability into consideration. Corporate policies and risk management systems help guide employees in day-to-day decision making. For example, our travel booking platform provides users with suggestions for making travel plans more environmentally friendly and employees are encouraged to use video conferencing rather than travel, wherever possible. Our procurement team uses vendor ESG scores to determine who to do business with. We also save carbon by digitizing paper-based processes onto the cloud. Our ESG-related hackathons have challenged participants to embed ESG value creation into financial products. Finally, the integration of sustainability goals in business processes has led to product innovations, including solar panel financing and using AI to ensure lending decisions are fair and equitable.

## Ongoing stakeholder communication

---

Continuous two-way feedback between business units, functions and our ESG team helps drive clarity and demonstrates our commitment to our ESG priorities. Sharing knowledge also ensures our collective continuous improvement. Regular touchpoints with the Enterprise Risk Oversight Committee (EROC), Audit and Risk Committee (ARC) and the ESG Executive Committee help focus attention on relevant ESG priorities. Our "tone at the top" in support of ESG activities fosters a culture of awareness within the organization. We also ensure that our teams across the business who manage our ESG performance metrics are made aware of external disclosure requirements to meet our stakeholder expectations, including legal obligations such as our statement on Modern Slavery or customer requirements such as our completion of the CDP assessment. The ESG Executive Committee reports quarterly to the Board or designated sub-committee on the status of the ESG program, including strategy, progress and any issues or concerns.



# Governance principles

## Corporate governance

Finastra's Board of Directors has overall responsibility for the management of the business and affairs of Finastra. The Board is dedicated to ensuring the strategic objectives of the company are achieved within a framework of prudent and effective controls. Finastra's Board is accountable for setting and ensuring a governance framework to conduct adequate due diligence, manage risks appropriately, and comply with applicable laws and regulations.

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

The Board has established an ARC consisting of a minimum of three Board Directors, with at least two being non-executives, and includes Finastra's Chief Risk & Compliance Officer, General Counsel, Chief Information Security Officer, and Head of Internal Audit. The ARC holds monthly touchpoints and a full meeting every quarter. 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 processes. It also oversees how well the organization is carrying out responsibilities to achieve its stated goals and objectives.

## Board independence and composition

As of June 2022, Finastra's Board of Directors consists of eleven Board members, with at least two independent directors and one independent consultant at all Board meetings. The Board meets quarterly, with an executive review session held prior to each Board meeting. All executive directors undergo annual performance appraisals and there are annual succession planning reviews to ensure Board continuity. The Board chairperson conducts the annual appraisal of Finastra's CEO.

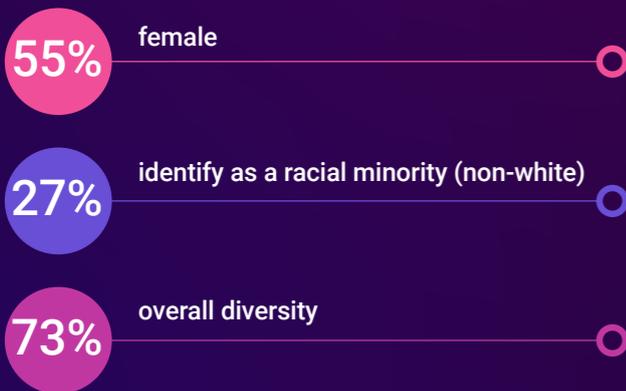
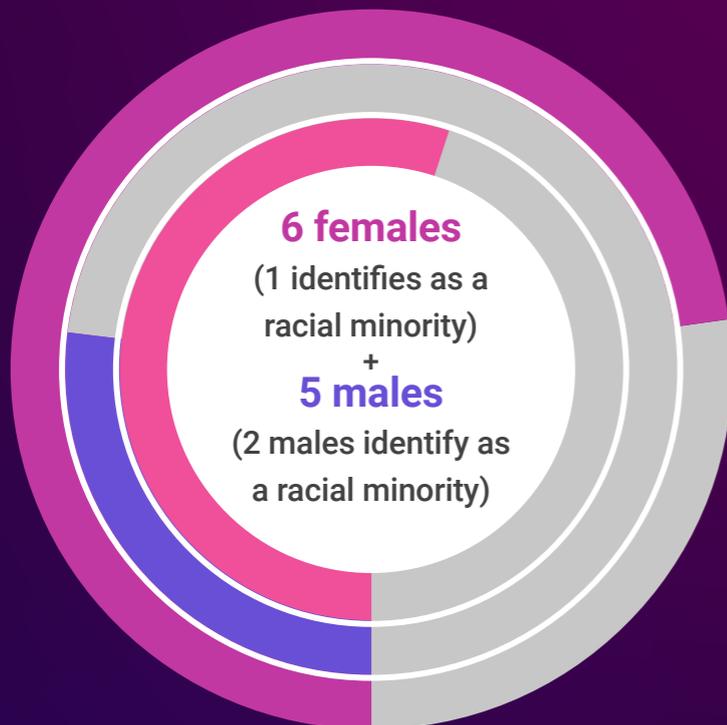
//  
**At Vista Equity Partners, we are industry leaders in board diversity."**



**Betty Hung**  
Board and ARC member,  
Finastra



## Board diversity statistics



## Board diversity

Finastra is a Vista Equity Partners portfolio company. [Vista's External Board Program](#) leverages its network and resources to source qualified board candidates for its portfolio companies, with a specific focus on diverse candidates.

Vista aspires to bring a diversity of thought and experience to manage the core responsibilities of its strategy, business unit oversight, fundraising, operations, talent management, leadership development, ethical standards and communications.

Finastra's Board currently comprises six women and five men, with three of the eleven board members identifying as a racial minority. Overall, 8 of Finastra's Board members are either women and / or identify as a racial minority, making Finastra's Board 73% diverse. Additionally, Vista nominates the Board Chairperson, who is female.



**Simon Paris**  
Chief Executive Officer



**Helen Cook**  
Chief People Officer



**Neil Blagden**  
Chief Operating Officer



**Carissa Kell**  
Chief Financial Officer



**Lynne Biggar**  
Non-Executive Director



**Ines Zucchini**  
SVP of Strategy and Chief of Staff



**Simon Dowler**  
General Counsel



**Isabel Fernandez**  
EVP Lending Business Unit



**Maneet Saroya**  
Senior Managing Director,  
Vista Equity Partners



**Betty Hung**  
Managing Director and Board Chair,  
Vista Equity Partners



**Clifford Chiu**  
Senior Advisor,  
Vista Equity Partners

# Finastra's approach to risk management

Finastra has invested in an enterprise-wide global risk management program that supports a risk-intelligent approach to achieving the company's strategic objectives. It establishes the unified framework for identifying, measuring, controlling, monitoring, and reporting risk across all domains, lines of business, and levels throughout Finastra.

Finastra follows a uniform framework which leverages the Committee of Sponsoring Organizations (COSO) of the Treadway Commission and other relevant industry frameworks, standards, and regulatory requirements. Finastra's Global Risk Management Policy outlines the Enterprise Risk framework and associated controls.

Finastra's risk appetite and tolerance are set by the ELT and approved by the EROC 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 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 line places risk ownership accountability with the business functions and personnel, the second incorporates control and oversight functions such as compliance, Enterprise Risk Management (ERM) and legal, and the third and last Line of Defense (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.

Monitoring of identified risks, risk levels and compliance with policies and supporting standards is performed on an ongoing basis. Quantitative and qualitative KRIs are established to monitor risks, proactively

identify changes in the risk environment and prompt corrective actions. Quantitative and qualitative KPIs may also be established to track corrective actions relative to established risk management goals and objectives.

Finastra communicates risk information in a timely manner, enabling our teams to understand and incorporate risk considerations into decision-making. We communicate risks in a variety of ways, such as reporting the risk appetite scorecard and the company's overall risk profile to the EROC and the ARC of the board.



# Risk culture

We believe our shared values, knowledge, assumptions, and beliefs shape the risk-based behaviors of our company. These behaviors are the foundation of our risk culture and the best enabler of risk management. The “tone at the top” is also a critical component of our risk culture, and Finastra’s CEO and ELT encourages informed risk-taking and an environment of individual accountability, transparency, and timely risk treatment.

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 a dedicated Business Risk Champion (BRC) embedded in the first LOD acting as a change agent in the risk management process.

They assist the business unit by proactively identifying, escalating, monitoring and mitigating risks, support in performing risk and control self-assessments and provide status updates and ongoing awareness of risk findings to their respective ELT member.

We believe in a culture of accountability where everyone is responsible for risk management and compliance. It all starts with empowering each employee with the information and education needed to manage risk daily. For example, all employees are trained on self-identifying and reporting potential risks through the “Report a Risk” form on our internal intranet site.

We believe that education is a critical element when it comes to embedding and strengthening a proactive risk culture. For this reason, employees are provided with awareness and training resources each month on a range of risk-related topics – from phishing to severe weather to sensitive information management.

//

***I believe that our culture of openness, awareness, and personal accountability forms the foundation for balanced risk-taking and strong governance."***

**Elona Ruka-Wright**  
EVP, Chief Risk & Compliance Officer, Finastra





# Quality of risk and opportunity oversight

## Risk management structure

Finastra establishes accountability through a governance structure that empowers personnel to effectively perform their functions, while protecting the interests of Finastra and its stakeholders. As the company's most senior risk committee, the EROC acts as the ultimate point of management accountability overseeing matters relating to the design, implementation, and maintenance of Finastra's risk management and compliance programs and processes. The EROC provides risk transparency, governance, direction, and decision making based on Finastra's risk appetite parameters. Chaired by our Chief Risk and Compliance Officer, the EROC meets monthly with a membership comprising of all Finastra's ELT, the Chief Information Security Officer, and the VP, Chief Auditor.

**//**  
*Risk at Finastra is a shared responsibility with all of us owning the identification and management of risk. And within this, the BRC role is absolutely critical in helping us effectively manage risks, as well as the interplay between key operating functions such as ERM and the operating business itself.*

**Neil Blagden**  
EVP, Chief Operating Officer, Finastra



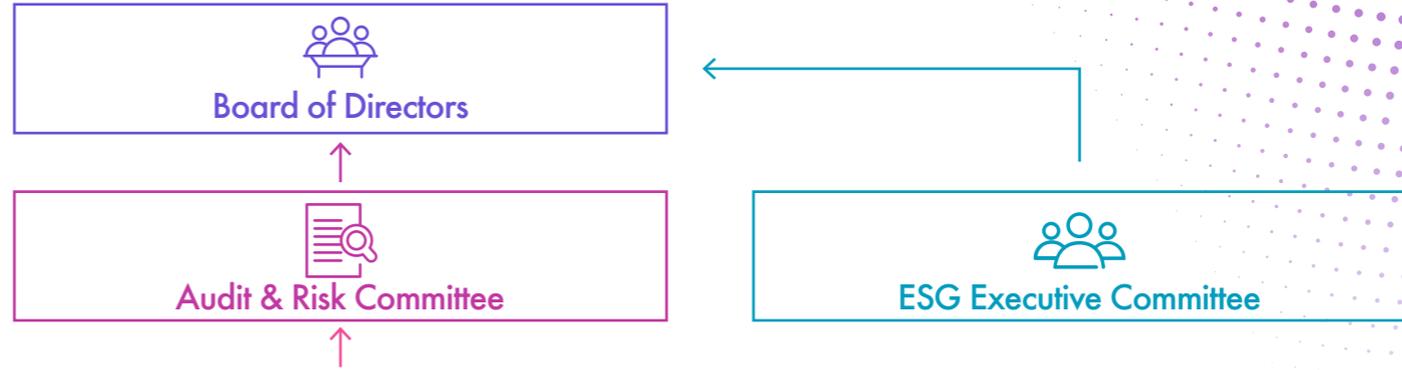
//

*Risk management is part of everyone's role at Finastra."*

Clifford Chiu  
Board and ARC Member



# Finastra's Three Lines of Defense Model



## 1st line of defense

Business units

### Risk ownership

- Perform day-to-day risk management
- Identify and assess risks
- Maintain effective internal controls
- Measure and manage performance
- Perform continuous monitoring of risks and controls

## 2nd line of defense

ERM, Infosec, TPRM, Business resiliency, compliance, etc.

### Risk oversight

- Define risk appetite and tolerance
- Establish risk policies, standards, frameworks, roles
- Advise business on risk issues
- Perform risk assessments
- Monitor and oversee risk across organization
- Escalate risk management, gaps, issues, & concerns
- Perform aggregation, development and enterprise-wide view of risk
- Report results to management and the board

## 3rd line of defense

Internal audit

### Independent assurance

- Provide independent, objective assurance to the board and senior management
- Serve as in-house consultant to 1st and 2nd LODs
- Coordinate internal audit plan
- Does not implement controls or accept risk for management

//  
**Doing business with integrity and in an ethical way is simply who we are. Integrity and ethics are essential to building our brand, strengthening our culture, deepening trust, attracting the talent that “fits” and encourages an environment of collaboration, inclusion and teamwork.”**



**Simon Paris**  
CEO, Finastra

## Ethics and business conduct

In line with our culture, we believe it is necessary to uphold the highest standards of ethical behavior whenever and wherever we do business. At Finastra, our ethical standards are laid out in a detailed Code of Conduct and Business Ethics (the “Code of Conduct”). The Code of Conduct creates a universal standard that governs not only how employees expect each other to behave, but also how our customers, partners, and other stakeholders can expect to be treated by Finastra.

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 and that may impact our integrity and/or reputation.

In 2021, we launched an internal awareness campaign highlighting Finastra’s Speak Up program. As part of our campaign, executive leadership published personal videos on the importance of speaking up when something is amiss. We also developed and launched an internal web portal detailing each of the ways employees can speak up and raise their concerns within Finastra. Our weekly email newsletter featured articles on speaking up, and we created posters and infographics for publication both on our Intranet site as well in-person at select worksites. Additionally, we created a new mandatory annual training course for our Code of Conduct, ensuring everyone is aware of our ethical standards and the expectations for how we conduct ourselves at Finastra. Our campaign centered around continuing to build Finastra’s open culture of trust where every person in our organization can work free from the fear of discrimination, harassment, or unfair treatment, and is not afraid to speak up if something doesn’t seem right. We are excited to report that the results of our campaign demonstrated that 88% of employees in an all-employee survey indicated they felt comfortable and safe speaking up, a testament to Finastra’s open and inclusive culture.

//

***I think Finastra’s Speak Up program it is a great way to voice concerns that may need to be investigated.”***

**Sarah Frederick**  
Workplace Coordinator, Finastra



# Compliance

To become the #1 open platform for innovation in financial services, we recognize the importance of demonstrating strong oversight and commitment to conducting our business in full compliance with all applicable obligations. Our Compliance Policy embodies this commitment through the creation of a uniform and integrated Compliance Program.

We believe that compliance is everyone's responsibility, and our Compliance Program fosters a culture of compliance at all levels of our organization. Our Board of Directors and ELT are responsible for setting the global tone of our organization.

Continuous education on both company policies and employee obligations under the Compliance Policy is central to nurturing a culture of compliance within our organization. Every year, all employees are required to complete compliance training including on Code of Conduct, Privacy, Security Awareness, Risk Management, Anti-Bribery & Corruption, and Anti-Harassment.

## Anti-bribery & corruption

At Finastra we have zero tolerance for bribery and corruption. As a global company, we are committed to complying with all anti-bribery laws applicable to our business and to ensure that our employees and all our representatives are aware of these laws and do not violate them.

In accordance with our Code of Conduct, Finastra strictly prohibits bribery of both public officials and private sector individuals, and ensures accountability for any violations.

Our ABC Committee is responsible for assessing and monitoring bribery and corruption risks in our worldwide operations. It also bears responsibility for providing governance, oversight, reporting, and maintenance of our ABC Policy within the Code of Conduct. The ABC Committee also oversees, reviews, and addresses any identified instances of non-compliance with our ABC Policy.

As part of our commitment against bribery and corruption, Finastra requires all employees to take annual training on our ABC prevention policies and practices. We are proud to report that 100% of our employees have completed this training for calendar year 2021. Our policy and training focus on conducting business in compliance with both the highest professional and ethical standards and in compliance with the relevant laws of the countries in which we operate. Our training defines bribery in detail, and gives multiple real-world examples of how employees can safely navigate away from potential situations where bribery or corruption could arise.



# 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, and Third-Party Risk Management activities.

Our Business Resiliency Framework focuses on analyzing, developing and implementing strategies to ensure that our organization's level of preparedness and readiness adequately matches our risk environment. These strategies are validated through training, testing and exercising, allowing us to identify and rectify issues, drive continuous improvement, and maintain adequate governance throughout the process. Our Disaster Recovery team either co-leads or is included in tabletop exercises to further enhance Finastra's technology resilience.

Finastra uses a dedicated Crisis Management Team, made up of key representatives across the enterprise, to establish a response and command structure during critical events. The team develops and maintains crisis playbooks covering business interruptions, cybersecurity and privacy events, life safety, natural disasters, travel security, epidemic/pandemic, and reputational incidents. These plans are simulated to ensure readiness and to continuously improve our resilience. We also conduct full-scale crisis simulations with requisite stakeholders, including Disaster Recovery, Cyber Resilience, Crisis Management, Corporate Communications, and the ELT.

The Cyber Resilience and Disaster Recovery programs are under the leadership of our Chief Technology Officer. The objective of the Disaster Recovery Program 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. Our Cyber Resilience program comprises of three distinct components: 1) prevention and detection, where intrusions are identified and halted before any damage is done; 2) remediation, in which intrusions are neutralized; and 3) recovery. Before recovery, all related data stores must be scanned to ensure there are no residual impacts. Once this is determined, the Disaster Recovery team manages the corresponding recovery.

Close partnerships between each of the departments that support our resilience capabilities contributes to enhanced protection and proactive recovery capability. Collaboration on policies, operating procedures, and standards ensures alignment between the teams.

**//**  
***Managing risk and meeting compliance obligations help us support our customers, our business responsibilities, and obligations. Acting with integrity is a key component of our culture and the BRCs play a key role in embedding that culture deep in our organization to ensure we do the right thing for our employees, customers, and business.***

**Wissam Khoury**  
EVP, Treasury & Capital Markets  
Finastra



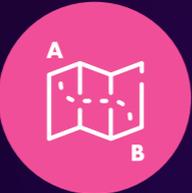


**Our COVID-19 response**

**Balancing the health & safety of our people with business continuity**



Created a COVID-19 Information Page on the company intranet to keep employees informed



Established strict health and safety protocols, standards, and policy around wearing masks and social distancing



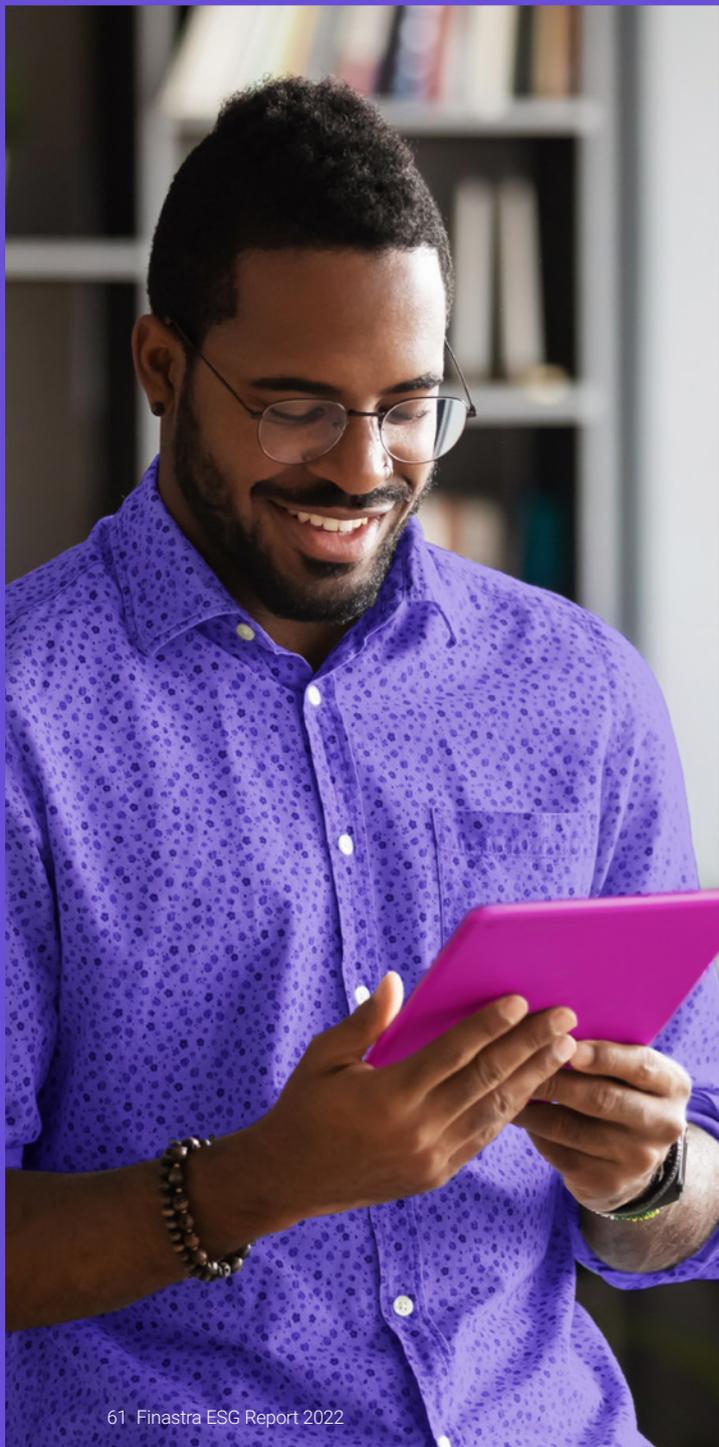
Launched a COVID-19 dashboard showing regions of high transmissibility



Set up regular Crisis Management Team calls and touchpoints to understand possible impacts and mitigation plans. Implemented a work-from-home model including corporate COVID-19 reporting and absenteeism tracking



Implemented standard communication protocol and regular touchpoints with vendors and clients to ensure continuity of operations and feasibility of continued services



## Best in Enterprise Resilience™ Certification

In 2021, Finastra earned the [Best in Enterprise Resilience™ Certification](#) after undergoing a rigorous evaluation by critical event software specialists Everbridge.

The Everbridge review of our submission, led by Elona Ruka-Wright (Finastra’s Chief Risk & Compliance Officer) and the Business Resiliency Services team, assessed our readiness, responsiveness, and resilience when confronted with critical events, including IT disruptions, supply chain interruption, natural and manmade disasters, and other incidents that impact operations, assets, and resources.

This certification provides confidence to our stakeholders that Finastra operates from a position of enterprise-wide resilience and has the highest standards of readiness to withstand a critical event.



**// The rigorous certification process examined our capabilities across key competencies, which helps us demonstrate our ability to protect our most important asset, our people, as well as protect our business operations, and meet client and other stakeholder commitments.”**



Elona Ruka-Wright  
EVP, Chief Risk & Compliance Officer,  
Finastra

## Information security

Executed by the Chief Information Security Officer and with oversight from the Board of Directors, the Information Security Program at Finastra is designed to protect the confidentiality, integrity, and availability of Finastra and client information assets. Built on the National Institute of Standards and Technology (NIST) Cyber Security Framework, the program spans multiple disciplines to achieve a multi-layered security architecture. Continual investment is made in technology and governance process maturity to establish and maintain an intelligence-led, threat-focused information security program capable of detecting and protecting against emerging cyber attacks and other high-tech crimes targeting Finastra and/or its clients.

Finastra strongly believes that Information Security is everyone's responsibility. We foster a security culture through regular training, company-wide communications and presentations, and security-themed exercises.

//

**Governance is essential; especially data security for our clients."**

**Vinay Patel**  
SVP, Chief Information Security Officer  
Finastra



## Data privacy

Data privacy and security are critical success factors for Finastra to maintain its status as a trusted partner in the highly regulated financial services sector. Finastra complies with data protection laws in all countries where we do business or have operations, and we regularly monitor changes in legislation and regulation around the world in conjunction with evolving security risks to update our processes and procedures as needed. Finastra publishes a comprehensive external [privacy policy](#) that sets out the practices we have adopted in relation to the collection, use, storage and disclosure of personal information, as well as specific regional or functional privacy notices. Finastra has a global network of privacy professionals within our Legal team who work closely with privacy champions within the business and play key roles in data governance in their respective areas.



Finastra believes that appointing privacy champions to support our compliance with relevant privacy is a critical component of the success of our data privacy program. Finastra also carries out regular privacy awareness training to employees to keep abreast of regulatory developments and conducts detailed security and privacy assessments of data handling by suppliers and partners.

## Modern slavery

In compliance with the UK Modern Slavery Act 2015, Finastra publishes an annual Slavery and Human Trafficking Statement on our website. Finastra is committed to ensuring that there is no modern slavery, unlawful child labor or human trafficking within its own business and that of our supply chain. Finastra operates in a sector which is at relatively low risk of such activities but nonetheless adopts formal measures to identify and mitigate risks, including supplier due diligence and risk assessment as part of our risk management framework, as well as training and policy implementation. Finastra's annual statement published for the year ending 31st May 2021 is [here](#). Finastra has developed policies in line with principles in the UN Guiding Principles for Business & Human Rights. Finastra employees are required to complete annual training on a range of Finastra policies and these are published on our intranet for easy review and reference by Finastra employees.

//

***We treat our legal obligations as the minimum requirement across our operations. Our strong ethics ensure we go above and beyond to unlock the potential of people, businesses and communities."***

**Simon Dowler**  
EVP, General Counsel, Finastra



## Sustainable procurement

Finastra's sustainable procurement program and practices incorporate social and governance components of ESG with a continued focus on incorporating environmental perspectives in line with our ambitious sustainability goals and evolving stakeholder expectations. Our existing procurement practices include vendor contract terms that reference a Supplier Code of Conduct, which is posted on Finastra's website. Contract terms reference social responsibility requirements that reflect our own high standards across DEI, labor and human rights, compliance with the UK Modern Slavery Act 2015, as well as governance topics such as ethics, conflicts of interest and various others. Our vendor contracts also explicitly state compliance obligations regarding specific laws relating to bribery, corruption, prohibited business practices and other legal matters. Finastra runs Office of Foreign Assets Control (OFAC) and other sanction checks on our vendors prior to onboarding, where further due diligence processes including questions regarding environmental practices are asked and answered before a vendor can be authorized to work with us.

Our vendor contracts also explicitly state compliance obligations regarding specific laws relating to bribery, corruption, prohibited business practices and other legal matters. Finastra runs OFAC and other sanction checks on our vendors prior to their onboarding, where further due diligence processes including questions regarding environmental practices are asked and answered before a vendor can be authorized to work with us.

The forward-looking ambitions for our procurement teams and processes are centered on establishing a sustainable procurement policy, which will set strict thresholds that vendors must meet to do business with Finastra.

We already leverage business sustainability rating agencies such as EcoVadis to determine vendor ESG scores. This helps to solve the problem of trying to score thousands of vendors, spanning various industries and geographies, where each vendor has their own unique regulations, certifications and legal obligations.

## Creating ESG value through procurement Canada logistics case study

We use different couriers across the company. Some manage large loads with tractor trailers, and others are local couriers for small items. This project focused on small shipments in Canada, as they increase the number of vehicles on the road, and carry relatively small items, which is both costly and an environmental issue. We conducted a deep dive into local courier runs, aiming to reduce the number of providers, eliminate or reduce the frequency of runs, and make the routes as efficient as possible.

As a result, we reduced the number of couriers from 8 to 2, and the number of pickups from 19 to 9 per day. We accomplished this by using existing providers who were already picking up and delivering from our locations. Instead of local drivers picking up shipments and taking them to a depot for transportation, customers in Vancouver, Calgary and Halifax were set up to ship directly by courier Purolator from their location.

We also eliminated several daily runs to various PO boxes in the Toronto area by using Canada Post's mail forwarding service, to have the mail delivered directly to the office instead of PO boxes. We reviewed all stops at the various Toronto locations that had multiple couriers and multiple stops at some locations, and moved to an efficient loop, with one provider doing one stop at each location. These initiatives have reduced kilometers travelled by couriers in Canada from 130,000 to 54,000, while saving around CAD 150,000 annually and improving the quality of service for our internal stakeholders.

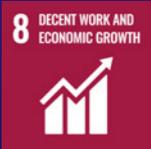
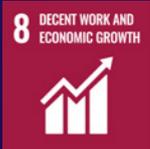
**58% reduction**  
*in kilometers travelled by couriers supporting Finastra in Canada*

# UN Global Compact Report

The UNGC is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals. Finastra is a participant of the UNGC and supports the initiative's ten principles on human rights, labor, environment, and anti-corruption.



Finastra is a proud participant of the UN Global Compact

UNGC Principles	Finastra Disclosure	Sustainable Development Goals Impacted
<b>Human Rights</b>		
<p><b>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and</b></p> <p><b>Principle 2: make sure that they are not complicit in human rights abuses.</b></p>	<p>Direct Response: No U.S.-based employees are subject to collective bargaining agreements. Finastra supports work councils and collective bargaining agreements for employees outside of the US.</p> <p><a href="#">Life at Finastra, Unlocking the potential of people, businesses, and communities everywhere</a> <a href="#">Culture at Finastra</a> <a href="#">Life at Finastra, People Stories</a> <a href="#">Life at Finastra, Diversity, Equity, and Inclusion</a></p> <p><a href="#">Human Rights Statement Modern Slavery Act</a> <a href="#">Accessibility Standards</a> <a href="#">Finastra Third Party Code of Conduct</a></p>	   
<b>Labor</b>		
<p><b>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</b></p> <p><b>Principle 4: the elimination of all forms of forced and compulsory labor</b></p> <p><b>Principle 5: the effective abolition of child labor; and</b></p> <p><b>Principle 6: the elimination of discrimination in respect of employment and occupation.</b></p>	<p>Direct Response: No U.S.-based employees are subject to collective bargaining agreements. Finastra supports work councils and collective bargaining agreements for employees outside of the US.</p> <p><a href="#">Life at Finastra, Unlocking the potential of people, businesses, and communities everywhere</a> <a href="#">Culture at Finastra</a> <a href="#">Life at Finastra, People Stories</a> <a href="#">Life at Finastra, Diversity, Equity, and Inclusion</a></p> <p><a href="#">Human Rights Statement Modern Slavery Act</a> <a href="#">Accessibility Standards</a> <a href="#">Finastra Third Party Code of Conduct</a></p>	  

**Environment**

**Principle 7: Businesses should support a precautionary approach to environmental challenges;**

[ESG Website](#)

[Maddie speaks about Environment and Sustainability](#)

**Principle 8: Undertake initiatives to promote greater environmental responsibility; and**

[2020 ESG Performance Data Summary](#)

We are undergoing a review with TCFD and a CDP submission

**Principle 9: Encourage the development and diffusion of environmentally friendly technologies.**

Finastra sells end-of-life computer equipment and uses the funds to provide equipment to communities in need. If computer equipment is unable to be sold, it will be recycled responsibly.



**Anti-corruption**

**Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.**

[Human Rights Statement](#) [Modern Slavery Act](#)  
[Accessibility Standards](#)  
[Finastra Third Party Code of Conduct](#)  
[Finastra's Tax Strategy](#)



# Our support of the WEF-IBC Stakeholder Capitalism framework

## Principles of Governance

Theme	Metric	Finastra Disclosure
<b>Governing purpose</b>	Setting purpose	Finastra enables the financial services industry to deliver the banking of the future. Finastra's OPEN and inclusive culture is founded on the principles of Environment, Social, and Governance, as well as our business mantra of "doing well by doing good." Our corporate mission is to orchestrate the long-term financial empowerment of every person on the planet by leveraging the collective power of our technology, diverse talent, and ecosystem.
<b>Quality of governing body</b>	Governance body composition	The ELT, Finastra Leadership Team, country leads, the ESG Executive Committee, and industry leaders are all part of the Finastra leadership teams. Details on Finastra's leadership groups and diversity figures can be found in the metric table.
<b>Stakeholder engagement</b>	Material issues impacting stakeholders	<p>To better understand the most critical interests of Finastra's stakeholders, a comprehensive reassessment of the organization's material environmental, social, and economic issues was completed.</p> <p>The findings of this materiality assessment, completed in accordance with Global Reporting Initiative (GRI) standards, will serve as a key reference for business strategy, goal setting, resource allocation, external disclosures, and risk identification and management.</p>
<b>Ethical behaviour</b>	Anti-corruption	Finastra takes ABC seriously and has a zero-tolerance policy for bribery and corruption. As a global company, Finastra is committed to complying with all anti-bribery laws and taking great care in preventing our employees and those who work on our behalf (i.e., third parties) are aware of and do not violate these laws. Finastra strictly prohibits bribery of government officials as well as bribery in the private sector.
	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.
<b>Risk and opportunity oversight</b>	Integrating risk and opportunity into business processes	<p>The Finastra Raising Concerns helpline is operated by an independent company that specializes in helping businesses respond to concerns. It is staffed by experienced operators who log concerns and report them to our Raising Concerns Committee for investigation. Information is held in confidence and only shared on a need-to-know basis.</p> <p>We have demonstrated our commitment to our Code of Conduct and the helpline with comprehensive training and communications throughout Finastra.</p>

<b>Climate change</b>	GHG emissions	<p>At Finastra, we have a goal to become carbon net zero by 2030. To achieve this, we are utilizing the baseline year of 2020 and measuring our GHG emissions in CO2e across our Scope 1 and 2, as well as some of our Scope 3 emissions.</p> <p>In our GHG reporting and collection, we utilize the Greenhouse Gas Protocol emissions factors, and follow a hybrid of both location-based and, where possible, market-based emissions methodology.</p> <p>To achieve net zero carbon by 2030, we aim to reduce our emissions by 30% by 2025 in our Scope 1 and 2 categories.</p>
<b>Nature loss</b>	TCFD implementation	<p>Finastra is constantly working to reduce emissions as a business, with a goal to be completely carbon neutral by 2030. To achieve this objective, Finastra has environmental corporate programs that focus on managing air travel, providing accessible audio-visual conferencing facilities, and managing energy consumption.</p> <p>Finastra will, in 2023, conduct a global TCFD assessment to analyze the top climate-related risks and opportunities that impact Finastra and our preparedness to address them globally. The results of the global TCFD assessment will be integrated into the Finastra global risk management procedures.</p>
<b>Nature loss</b>	Land use and ecological sensitivity	Finastra leases all its site locations, working with vendors who comply with local biodiversity regulations.
<b>Freshwater availability</b>	Water consumption and withdrawal in water-stressed areas	Finastra is measuring and reporting the amount of water consumed across our operations in m3 , including in our offices and our printing business.
<b>Dignity and equality</b>	Diversity and inclusion (%)	<p>At Finastra, we know that Diversity, Equity, and Inclusion is important not only from the moral imperative but also from a business perspective. When employees feel seen, heard, and valued, they perform better and go the extra mile to make customers happy. Diversity improves innovation and, in turn, improves the bottom line.</p> <p>We recently implemented a voluntary, global self-identification platform across several countries where local law permits, enabling people to indicate gender and gender identity/expression and other diversity dimensions. While not disclosed for data privacy reasons, this information will be used to inform strategy as we embed diversity into all that we do.</p>
	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. 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 the applicable jurisdiction's minimum wage.

<b>Dignity and equality</b>	Risk for incidents of child, forced or compulsory labor	<p>Finastra has policies focused on combating child, forced or compulsory labor within its operations. Beyond our operations, Finastra monitors its subcontractors to ensure they follow all laws and regulations, including those dealing with appropriate labor practices.</p> <p>Finastra embeds these requirements within our standard supplier contract, which outlines expectations around issues including sustainability, human rights, modern slavery and child labor, and suppliers are asked to verify their adherence during the selection process as well as during an annual review of all Finastra vendors. We select vendors that align with our values. We will not entertain vendors that do not align, regardless of cost structure.</p>
<b>Health and well-being</b>	Health and safety (%)	<p>The health and welfare of Finastra employees have always been paramount, and especially so during the COVID-19 pandemic. Finastra has teams of employees dedicated to the maintenance of procedures to reduce risk to the health and welfare of its employees and to safeguard the facilities and company and employee property.</p> <p>In addition to our ongoing health and safety risk assessment program, we have emergency response plans supported by emergency response teams that have specific responsibilities to carry out those plans. Beyond health support, we have provided significant investments in our employees' wellness.</p>
<b>Skills for the Future</b>	Training provided (#, \$)	In support of becoming the most loved and inclusive employer in Fintech, we are committed to providing Finastra employees with an integrated talent, performance, learning & development approach rooted in the identification and development of future critical skills that enable the growth of our people to drive a high-performance culture.
<b>Employment and wealth generation</b>	Absolute number and rate of employment	Finastra is proud that we can employ skilled employees throughout the world, focusing on less-developed areas. Also, during COVID-19, Finastra is also proud to disclose that we had no layoffs relating to COVID-19. Employment data is available in the data table below.
<b>Employment and wealth generation</b>	Economic contribution	Finastra is a private company, views information related to employment and wealth generation to be proprietary and therefore does not disclose it publicly.
	Financial investment contribution	Finastra is a private company, which views information related to total wealth generation to be proprietary and therefore does not disclose it publicly
<b>Innovation of better products and services</b>	Total R&D expenses (\$)	Finastra has increased its Research and Development expenses to 18% of our total expenses, above industry benchmarks. This increase in investment allows for innovation in BaaS, accelerate cloud adoption, accelerate migrations to the cloud and accelerating our growth in the Middle East, Asia, and Africa.
<b>Community and social vitality</b>	Total tax paid	Finastra pays tax at or near the highest marginal rate in our locations, however, total tax paid is proprietary and therefore is not disclosed publicly. Our tax strategy can be <a href="#">found here</a> .

## Finastra ESG performance metrics 2021

Metric Name	Metric Description	2021 performance
% of voluntary turnover	Total number of departures over total number of employees	2.10%
% of females in leadership roles	Total percentage of females in leadership positions	32%
# of Severity 1 workplace incidents	Total number of Severity 1 incidents occurring in our sites	0
Average duration staying at Finastra (years)	Average length of employment at Finastra	7
Time to hire (weeks)	Average time in weeks it takes to hire a position	13
# of Accidents / incidents	Total number of accidents and incidents occurring within our sites	0
Monetized impacts of work-related incidents on organization	There are no compensation costs or actions/fines from regulators relating to occupational incidents for the time in question.	0
% of Female employees	Total percentage of employees that are female vs. overall count of employees	38%
% of employees leaving after 6 months	Total percentage of employees that leave the company after 6 months	6%
# of lives impacted	Total number of lives impacted directly through our ESG programs	857,919
# of child participants in Finastra ESG programs	Total number child participants in Hour of Code and FinED training	3,036
# of ESG volunteer hours	Total number of volunteer hours from our employees	18,026
Employee donations to charity	Donations made to charity by Finastra employees	USD 167,585
Corporate philanthropy contributions	Donations made to charity by Finastra including corporate matching	USD 1,691,790
Engagement in ESG	% of employee base that engages in ESG activities via our platform	30%
# of laptops donated	Total number of laptops donated as part of our charitable work	3,841

## Principals of Governance

Metric	Metric Description	2021 performance
Board diversity	Total % of ethnically diverse board members	27%
% of women on the board	Total number of women on the board over total number of board members	55%
# of independent board members	Total number of independent board members	4/11
Employee Experience Monitor (EXM) participation rate	Percentage of employee base that participated in the annual employee experience survey	77%
% of self-identified risk findings	Total percentage of findings that were self-identified as risk source	61%
New joiner compliance training completion rate	Total number of new Finastra employees who completed the new joiner training compared to total number of new Finastra employees	92%
% of completion of annual compliance training	Total number of Finastra employees who completed the annual compliance training	100%
% of personnel with complete annual anti-bribery & corruption training	Total number of employees who have completed the ABC Training compared to all Employees in Finastra	97%
# of instances reported through Speak Up	Total number of whistleblowing instances reported through Speak Up per 100 employees	0.05
# of bribery cases being investigated	Total number of bribery litigations that Finastra was involved	0
Human rights and modern slavery	Human rights review, grievance impact and modern slavery (#, %)  Number and percentage of operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	0

## Planet

Metric	Metric Description	2021 performance
# of trees planted	Total number of trees planted to offset our carbon emissions	10,750
# of printers eliminated	Total number of printers removed as part of our printer reduction program	30
# of green certified buildings	Total number of Finastra buildings that are certified under LEED	8/18
# of buildings using green energy	Total number of Finastra buildings using green energy sources	4/18
# of data center cloud migrations	Total number of data centers that have been moved to Microsoft Azure carbon neutral cloud services	10

# Materiality through the lens of the UN Sustainable Development Goals

As a member of the UN Global Compact, we reviewed materiality findings through the lens of the UN SDGs as shown below:

**Finastra alignment**

	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
<i>Finastra products</i>	Major		Major	Major	Medium	Major	Major	Major	Major	Medium		Medium				Medium	Major
<i>Financial literacy for all</i>	Major	Medium	Medium	Major	Major			Medium	Major	Major	Medium						Major
<i>Banking the unbanked</i>	Major	Medium	Medium					Major	Major	Medium	Medium					Major	Major
<i>MSME funding</i>	Major	Medium	Medium	Major	Major	Major	Major	Medium	Major	Major							Major
<i>Investment in youth</i>	Major	Medium	Medium	Major	Major			Major	Major	Major							Major
<i>Diversity, equity and inclusion</i>	Major		Major	Major	Major			Major	Medium	Medium						Major	Major
<i>Tech for good</i>	Major			Major	Medium					Major	Medium	Major	Major	Major	Major	Major	Major
<i>Carbon neutral</i>		Major	Major			Major	Major		Medium		Major	Major	Major	Medium	Medium		Medium
<i>Customer carbon footprint reduction</i>	Medium				Major		Major		Major		Major	Major	Major	Major	Major	Medium	Medium
<i>Sustainability agenda</i>		Major	Major			Major	Major		Medium		Major	Major	Major	Medium	Medium		Medium
<i>Finastra philanthropy</i>	Major	Major	Major	Major	Major	Medium	Major	Major	Medium	Medium			Medium			Medium	Medium

**Key:**

- Major SDG Impacts
- Medium SDG Impacts
- Tangential SDG Impacts

# Acknowledgements

Thank you for your interest in Finastra and for taking the time to read our ESG report. Finastra would like to acknowledge all of our stakeholders who have helped us achieve the outcomes you have learned about in this report as well as the many contributors who helped create it.

We are on a journey as a company and are excited about the future as we pursue our vision in collaboration with our stakeholders to ensure that the Future of Finance is open.



# Glossary

## Acronyms

<b>ABC</b>	Anti-Bribery and Corruption
<b>AI</b>	Artificial Intelligence
<b>ARC</b>	Audit and Risk Committee
<b>BaaS</b>	Banking as a Service
<b>BBBS</b>	Big Brothers Big Sisters
<b>BIRD</b>	Binational Industrial Research and Development
<b>BRC</b>	Business Risk Champion
<b>CAD</b>	Canadian Dollar
<b>CARES</b>	Coronavirus Aid, Relief and Economic Security
<b>CCS</b>	Carbon Capture and Sequestration
<b>CDFI</b>	Community Development Financial Institutions
<b>CDP</b>	Carbon Disclosure Project
<b>CEO</b>	Chief Executive Officer
<b>CERE</b>	Centre for Environmental Research & Education
<b>CO2e</b>	Carbon Dioxide equivalent
<b>COSO</b>	Committee of Sponsoring Organizations
<b>CRT</b>	Cathode-Ray Tube
<b>CSR</b>	Corporate Social Responsibility
<b>DEI</b>	Diversity, Equity and Inclusion
<b>eGRC</b>	Enterprise Governance Risk and Compliance
<b>ELT</b>	Executive Leadership Team
<b>ERM</b>	Enterprise Risk Management
<b>EMS</b>	Environmental Management System
<b>ERG</b>	Employee Resource Group
<b>EROC</b>	Enterprise Risk Oversight Committee
<b>ESG</b>	Environmental, Social and Governance

<b>ESOS</b>	Energy Savings Opportunity Scheme
<b>EV</b>	Electric Vehicle
<b>EVP</b>	Executive Vice President
<b>EXM</b>	Employee Experience Monitor
<b>FinED</b>	Financial Education
<b>FSC</b>	Forest Stewardship Council
<b>GHG</b>	Greenhouse Gas
<b>GRI</b>	Global Reporting Initiative
<b>H2O</b>	Helping Hands Organization
<b>IBSi</b>	IBS Intelligence
<b>ICROA</b>	International Carbon Reduction and Offset Alliance
<b>ICT</b>	Information and Communications Technology
<b>IFIC</b>	International Finance Investment and Commerce
<b>KPI</b>	Key Performance Indicator
<b>KRI</b>	Key Risk Indicator
<b>KYB</b>	Know Your Business
<b>KYC</b>	Know Your Customer
<b>LCD</b>	Liquid Crystal Display
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LOD</b>	Line of Defense
<b>MAAP</b>	Middle East, Africa and Asia Pacific
<b>MDI</b>	Minority Depository Institution
<b>ML</b>	Machine Learning
<b>MSME</b>	Micro, Small and Medium-sized Enterprise
<b>NGO</b>	Non-Governmental Organization
<b>NIST</b>	National Institute of Standards and Technology

<b>OFAC</b>	Office of Foreign Assets Control
<b>PPP</b>	Paycheck Protection Program
<b>R&amp;D</b>	Research & Development
<b>RBC</b>	RBC Royal Bank
<b>SaaS</b>	Software as a Service
<b>SACCO</b>	Savings and Credit Cooperative Society
<b>SAF</b>	Sustainable Aviation Fuel
<b>SBTi</b>	Science-Based Targets initiative
<b>SDG</b>	Sustainable Development Goals
<b>SECR</b>	Streamlined Energy and Carbon Reporting
<b>SPDB</b>	SPD Bank
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>SVP</b>	Senior Vice President
<b>TCFD</b>	Task Force on Climate-Related Financial Disclosures
<b>tCO2e</b>	tonnes of Carbon Dioxide equivalent
<b>TPRM</b>	Third Party Risk Management
<b>UN</b>	United Nations
<b>UNGC</b>	United Nations Global Compact
<b>USD</b>	United States Dollar
<b>WEF-IBC</b>	World Economic Forum – International Business Council

## Finastra ESG Report authors and contributors



**Simon Paris**  
Chief Executive  
Officer



**Jay Mukhey**  
Senior Director,  
ESG



**Elona Ruka-Wright**  
EVP, Chief Risk and  
Compliance Officer



**Elizabeth Linden**  
Senior Director  
Global Workplaces



**Sirita Donaldson**  
Head of Diversity,  
Equity & Inclusion



**Ken Richardson**  
Information Security Policy  
Expert



**Sarah Stills**  
Chief of Staff,  
Global Risk Management



**Emilie Seyfang**  
Risk Culture and Governance  
Global Risk Management



**Blanche Koenig**  
Principal,  
Legal Counsel



**Chijioke Nwankwor**  
Facilities Lead,  
Real Estate



**Vinay Patel**  
SVP, Chief Information  
Security Officer



**Dorothe Blake**  
Social Specialist,  
ESG



**Chuck Farmer**  
Governance Specialist,  
ESG



**Peter Koerper**  
Regulatory Compliance,  
Global Risk Management



**Riddhi Majumdar**  
Team Lead &  
Senior Graphic Designer



**Anand Sasidharan**  
India  
ESG Lead



**Ekta Jetha**  
Collaborative  
ESG Lead

## Disclaimer

This report includes ESG data for the calendar year 2021 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 ESG, legal or any other advice nor to constitute any form of guarantee, or to be binding in any other way. Finastra has taken reasonable care to prepare the report in accordance with recognized ESG methodologies where applicable and practicable, and believes the contents to be correct as at the date of publication.

However, Finastra does not make any express or implied representations or warranties as to its accuracy, and shall not assume any liability for providing guidance or for any errors, mistakes, or omissions in this report. This report also contains numeric data that may have been estimated, rounded or approximated, and/or provided by third parties. Finastra cannot and does not warrant any statements set out in this report to the extent such statements derive from information provided from third parties, including third party websites referenced and/or linked to herein. The report is based on our current expectations, circumstances and assumptions and may be subject to changes due to risks and uncertainties outside of Finastra's control that are difficult to predict. Finastra does not assume any obligation to revise or update the information included in this report. Any use of the concept of materiality in this report is not intended to correspond to the concept of materiality associated with regulatory disclosures required by governments.

This report covers Finastra's owned and operated businesses and does not address the performance or operations of any suppliers, contractors, customers, or partners unless otherwise noted.



[esg@finastra.com](mailto:esg@finastra.com)

## About Finastra

Finastra is a global provider of financial software applications and marketplaces, and launched the leading open platform for innovation, FusionFabric.cloud, in 2017. It serves institutions of all sizes, providing award-winning solutions and services across Lending, Payments, Treasury & Capital Markets and Universal Banking (Retail & Digital Banking) for banks to support direct banking relationships and grow through indirect channels, such as embedded finance and Banking as a Service. Its pioneering approach and commitment to open finance and collaboration is why it is trusted by ~8,600 institutions, including 90 of the world's top 100 banks. For more information, visit [finastra.com](https://finastra.com)

© 2022 Finastra. All rights reserved.

## Corporate Headquarters

4 Kingdom Street  
Paddington  
London W2 6BD  
United Kingdom  
T: +44 20 3320 5000