

# Sustainability Report 2025

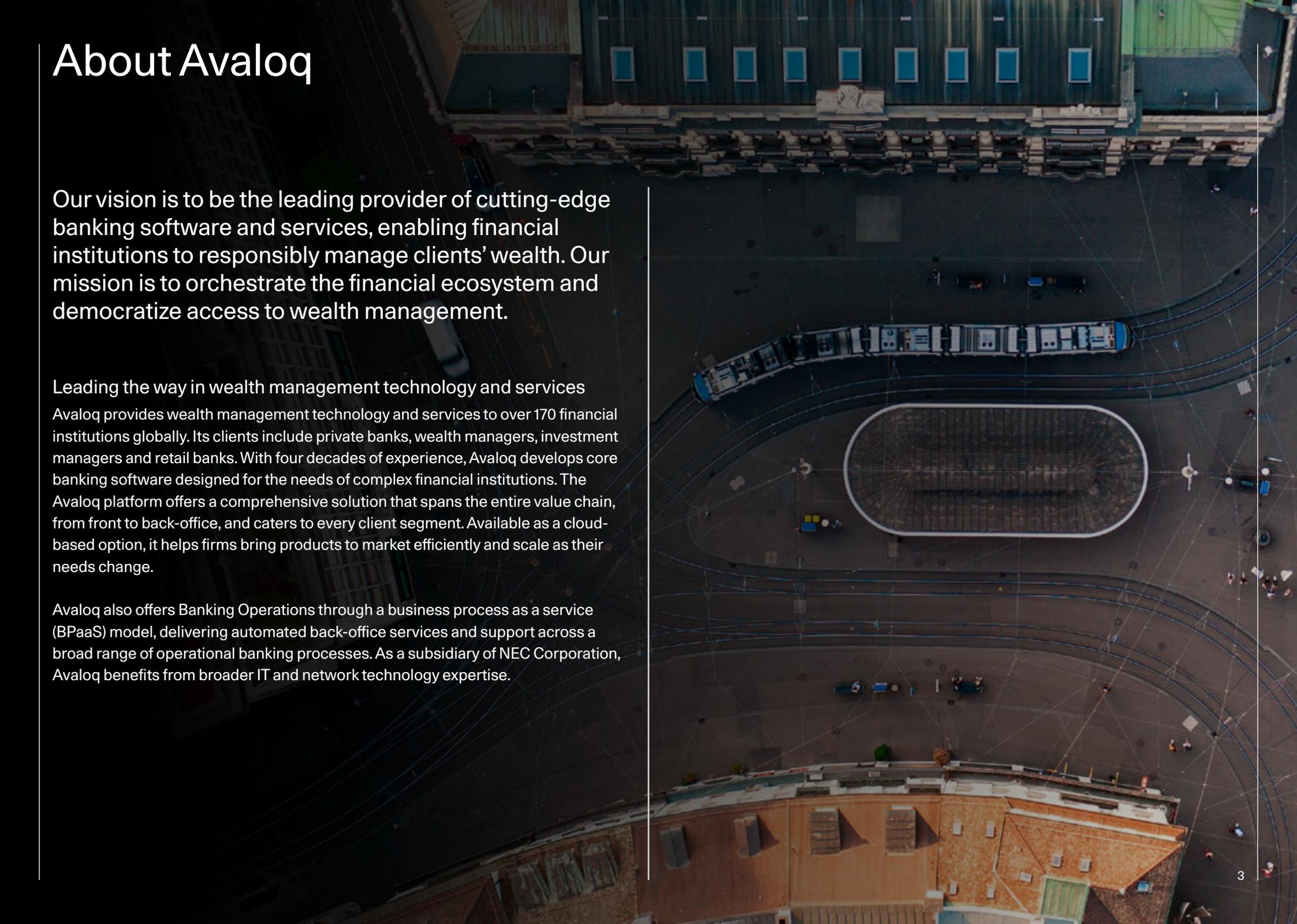


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Cover photo  
Seealpsee, Switzerland  
*Piotr Zwolinski, Avaloq, 2025*

# About Avaloq



Our vision is to be the leading provider of cutting-edge banking software and services, enabling financial institutions to responsibly manage clients' wealth. Our mission is to orchestrate the financial ecosystem and democratize access to wealth management.

## Leading the way in wealth management technology and services

Avaloq provides wealth management technology and services to over 170 financial institutions globally. Its clients include private banks, wealth managers, investment managers and retail banks. With four decades of experience, Avaloq develops core banking software designed for the needs of complex financial institutions. The Avaloq platform offers a comprehensive solution that spans the entire value chain, from front to back-office, and caters to every client segment. Available as a cloud-based option, it helps firms bring products to market efficiently and scale as their needs change.

Avaloq also offers Banking Operations through a business process as a service (BPaaS) model, delivering automated back-office services and support across a broad range of operational banking processes. As a subsidiary of NEC Corporation, Avaloq benefits from broader IT and network technology expertise.

# Our locations



United Kingdom

Spain

Philippines

Germany

United Arab Emirates

Singapore

Luxembourg

India

Australia

Switzerland

Hong Kong

# 2,500+

colleagues

# 70+

nationalities represented

# CHF 4tn

client assets managed with Avaloq software

# 170+

clients in 35 countries

# Message from our CEO



At its core, sustainability refers to the ability to continue over a long period of time. In 2025, Avaloq celebrated its 40-year anniversary, a milestone that reflects our ability to adapt and thrive in a rapidly changing world. What began in 1985 with just five employees has grown into a global force with over 2,500 colleagues.

We are proud to be part of the NEC group, which itself boasts a legacy of more than 120 years of technological leadership. Achieving success over decades or even centuries like this, requires balancing short-term objectives with long-term stability and value creation. This is the core of sustainability, and at Avaloq we consider this to be wise business.

That is not to say it is without challenges. In an interconnected world shaped by digital transformation, rising artificial intelligence (AI) and global supply chains, complexity and uncertainty are inevitable. And as we have seen this year, polarisation, competing interests, misinformation and systemic pressures add tension to the mix.

However, at Avaloq we hold to our simple commitment to act as a responsible corporate citizen. Our reputation, the motivation of our people and the trust of our clients and business associates are all non-negotiables in our quest to build value over time.

I would like to take this opportunity to reaffirm our participation in the United Nations (UN) Global Compact, the world's largest voluntary corporate sustainability initiative, which has helped shape our actions since 2019.

Our journey towards sustainability is ongoing, and we are thankful to our stakeholders for their continued support. We hope our commitment shines through in this latest report.

A handwritten signature in black ink, appearing to read 'M. Greweldinger', with a stylized flourish at the end.

Martin Greweldinger  
Chief Executive Officer  
Avaloq

# Reflections on our progress

At Avaloq, we are guided by the expectations and needs of our clients, colleagues and communities. We continue to work to reduce our environmental footprint, foster a dynamic, inclusive culture and drive innovation for a sustainable future in the financial industry.

Taking responsibility is the basis of our environmental approach. We maintain our 100% renewable electricity pledge and have made further progress this year in reducing our greenhouse gas (GHG) emissions and advancing our cloud transformation for greater energy efficiency.

We support projects that use technology and innovation to preserve and restore the natural world that we all share an appreciation for. This appreciation is apparent in the photos our colleagues submitted to our second annual World Environment Day competition. You will find these throughout this report, and I hope you delight in them as much as I have.

We value every Avaloqer and we deliver by putting our people at the core of our business. This year we continued to invest in developing our workforce and attracting the best from a diverse talent pool.

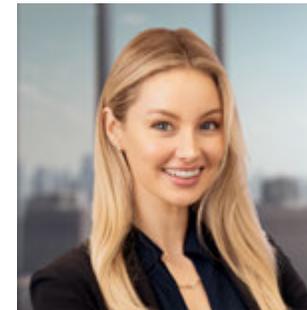
We launched new programmes to supercharge peer appreciation and empower our colleagues to lead initiatives through employee resource groups (ERGs). We also expanded opportunities to give back and find meaning through volunteering with the Avaloq Community Impact Programme.

As always, our clients remain our compass. Each year we see an increase in client expectations for transparency and progress on responsible business. We proactively provide our clients with the information they need, and our performance helps them meet their own sustainability goals.

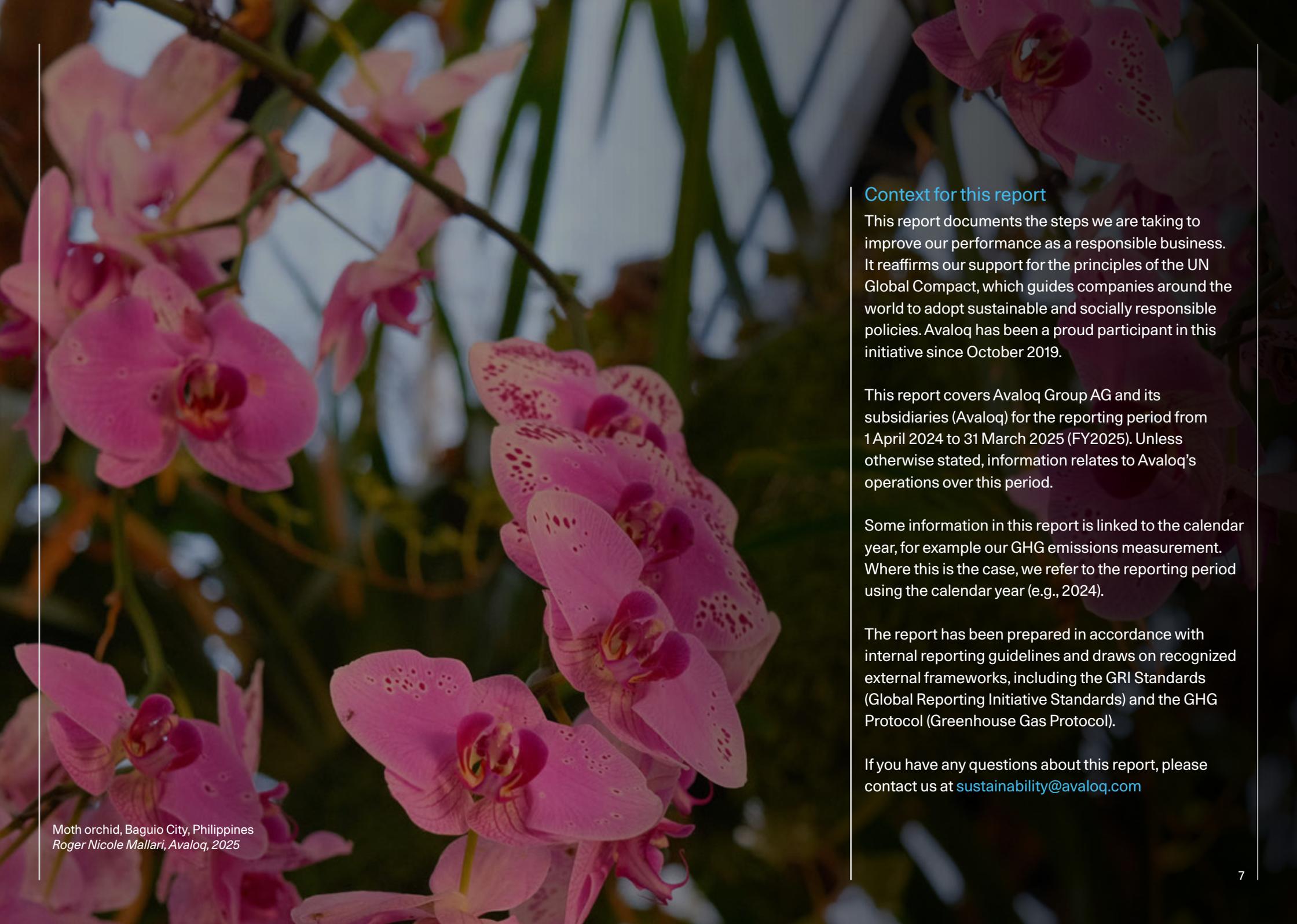
Far from being a siloed effort, sustainability touches every area of our business. In the second half of the year, we commenced a double materiality assessment (DMA) and established a governance structure for sustainability to help ensure that the management of material topics, including sustainability-related risks, is integrated across Avaloq. I look forward to seeing how this drives progress.

Sustainability isn't about overnight transformation. It's about making thoughtful choices, measuring our progress honestly and being willing to adapt as we learn.

Thank you for your interest in our progress.



Geraldine Burnett  
Senior Sustainability and  
Corporate Responsibility Manager  
Avaloq



Moth orchid, Baguio City, Philippines  
Roger Nicole Mallari, Avaloq, 2025

## Context for this report

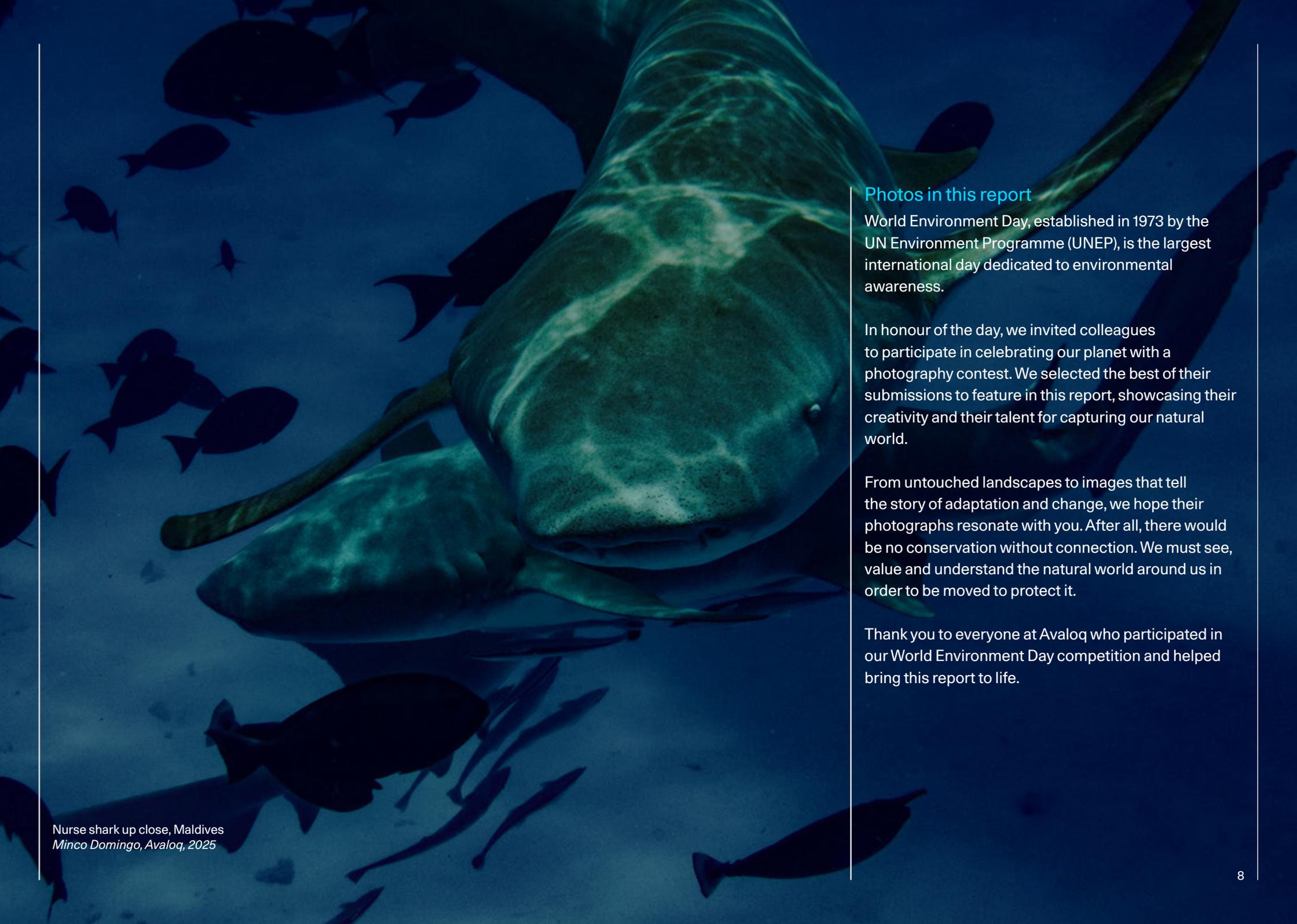
This report documents the steps we are taking to improve our performance as a responsible business. It reaffirms our support for the principles of the UN Global Compact, which guides companies around the world to adopt sustainable and socially responsible policies. Avaloq has been a proud participant in this initiative since October 2019.

This report covers Avaloq Group AG and its subsidiaries (Avaloq) for the reporting period from 1 April 2024 to 31 March 2025 (FY2025). Unless otherwise stated, information relates to Avaloq's operations over this period.

Some information in this report is linked to the calendar year, for example our GHG emissions measurement. Where this is the case, we refer to the reporting period using the calendar year (e.g., 2024).

The report has been prepared in accordance with internal reporting guidelines and draws on recognized external frameworks, including the GRI Standards (Global Reporting Initiative Standards) and the GHG Protocol (Greenhouse Gas Protocol).

If you have any questions about this report, please contact us at [sustainability@avaloq.com](mailto:sustainability@avaloq.com)



Nurse shark up close, Maldives  
*Minco Domingo, Avaloq, 2025*

### Photos in this report

World Environment Day, established in 1973 by the UN Environment Programme (UNEP), is the largest international day dedicated to environmental awareness.

In honour of the day, we invited colleagues to participate in celebrating our planet with a photography contest. We selected the best of their submissions to feature in this report, showcasing their creativity and their talent for capturing our natural world.

From untouched landscapes to images that tell the story of adaptation and change, we hope their photographs resonate with you. After all, there would be no conservation without connection. We must see, value and understand the natural world around us in order to be moved to protect it.

Thank you to everyone at Avaloq who participated in our World Environment Day competition and helped bring this report to life.

# Sustainability at Avaloq

At Avaloq, we are inspired by our mission to be the orchestrator of the financial ecosystem and give more people access to the benefits of responsible wealth management. As part of the NEC group, we are united in our shared purpose to promote a more sustainable world where everyone has a chance to reach their full potential.

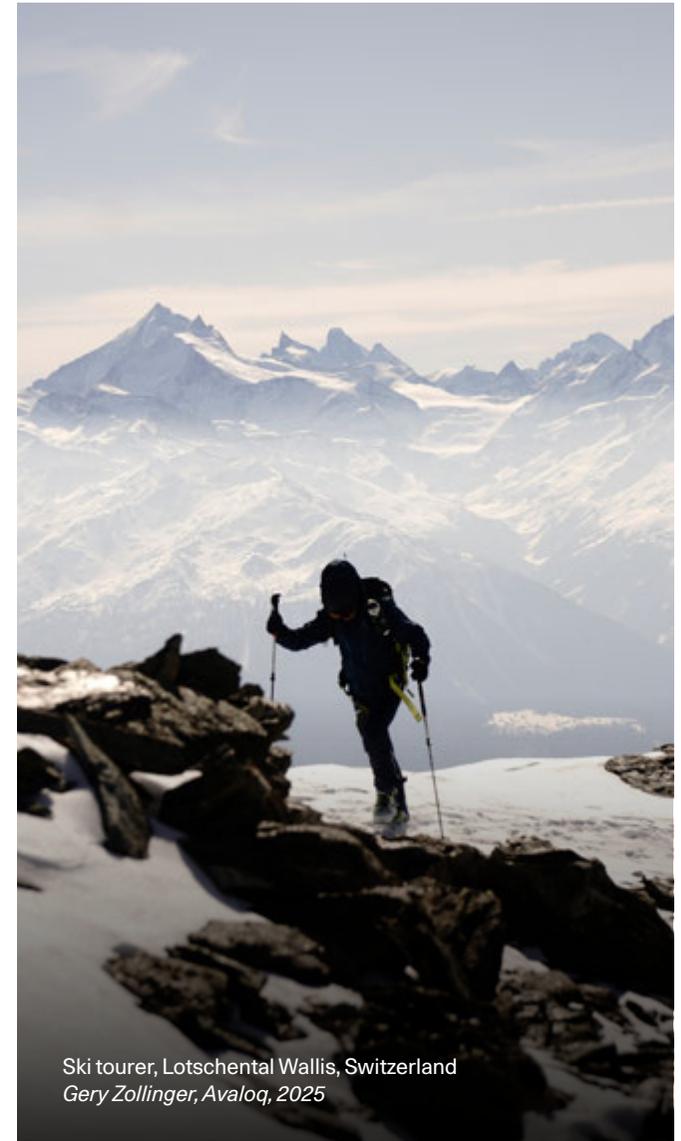
Trust and reliability are the cornerstone of our approach. Our clients, partners and colleagues rely on Avaloq to act responsibly to maintain this trust. We achieve this by practicing the fundamentals of sound governance, ethical business practices and robust information security measures. Furthermore, we give our stakeholders transparent and accurate sustainability-related information, guided by applicable international initiatives and regulation.

As a participant in the UN Global Compact since 2019, we are committed to incorporating universal principles of human rights, labour, environment and anti-corruption into our business strategy, policies and practices. Additionally, we take global frameworks like the UN Sustainable Development Goals (SDGs) into account as we implement our initiatives.

## Governance approach

In the second half of the reporting year, we established a framework for sustainability governance at Avaloq to support the integration of sustainability across our business and drive collaboration and progress. The governance framework consists of a senior management working group and a Group Executive Board committee, with ultimate oversight from the Avaloq Group Board of Directors.

To understand our most significant sustainability-related impacts, risks and opportunities (IROs) and prepare for new regulatory requirements—including the EU Corporate Sustainability Reporting Directive (CSRD)—we have begun a detailed DMA, engaging our key stakeholders in line with best practice. We expect the results of the DMA to shape our sustainability reporting and approach from FY2026.



Ski tourer, Lotschental Wallis, Switzerland  
Gery Zollinger, Avaloq, 2025

# Avaloq's sustainability priorities

Our sustainability priorities are represented with the four pillars of environment, people, governance and business. This report details our approach to managing each pillar and the initiatives carried out during the reporting year to improve our impact, manage the risks we face and realize potential opportunities.

For more information about our contribution to the SDGs, see the [appendix](#)

Figure 1: Avaloq's four pillars of focus and SDG contribution.



# Our goals and achievements

Table 1: FY2025 progress on sustainability overview

Pillar	Topic	Goals	Indicators	FY2025 results	Existing policy or guidelines
Environment	Sustainable operations	<ul style="list-style-type: none"> <li>Improve the impact our operations have on the environment</li> </ul>	<ul style="list-style-type: none"> <li>Renewable energy consumption</li> <li>Reduction in GHG emissions per full-time employee (FTE) since 2018</li> <li>Sustainability training completion rate</li> </ul>	<ul style="list-style-type: none"> <li>100% renewable energy</li> <li>37% decrease in GHG emissions per FTE</li> <li>98% of colleagues complete sustainability training</li> </ul>	<p><i>Global Environmental Sustainability Policy</i></p> <p><i>Asset Disposal Procedure</i></p>
	Climate action	<ul style="list-style-type: none"> <li>Support global climate action</li> </ul>	<ul style="list-style-type: none"> <li>Investment in beyond value chain mitigation (CHF)</li> </ul>	<ul style="list-style-type: none"> <li>CHF 159 invested per tonne Scope 1 and 2 GHG emissions</li> </ul>	<p><i>Global Environmental Sustainability Policy</i></p>
People	Colleague belonging	<ul style="list-style-type: none"> <li>Strengthen female representation in our workforce</li> <li>Increase levels of belonging in all groups</li> </ul>	<ul style="list-style-type: none"> <li>Women in leadership roles and women in workforce</li> <li>YourVoice survey results</li> </ul>	<ul style="list-style-type: none"> <li>49 female leaders, 31% colleagues are female</li> <li>8.2 satisfaction with diversity and inclusion, 7.5 sense of personal belonging</li> </ul>	<p><i>Global Policy on Diversity and Equal Opportunity</i></p>
	Colleague success	<ul style="list-style-type: none"> <li>Foster our talent through ongoing skills and career development</li> </ul>	<ul style="list-style-type: none"> <li>Performance review participation rate</li> <li>Average training hours per colleague</li> </ul>	<ul style="list-style-type: none"> <li>97% colleagues participate in mid- and end-of-year reviews</li> <li>23 hours average training for colleagues in the Avaloq Academy</li> </ul>	<p><i>Appreciate performance management process</i></p>

Table 1: FY2025 progress on sustainability overview

Pillar	Topic	Goals	Indicators	FY2025 results	Existing policy or guidelines
People	Community impact	<ul style="list-style-type: none"> <li>Contribute to local and global needs through volunteering and donations</li> </ul>	<ul style="list-style-type: none"> <li>Impact on communities</li> <li>Colleague feedback</li> </ul>	<ul style="list-style-type: none"> <li>34 unique volunteering projects</li> <li>4.8/5 rating for meaning and satisfaction</li> </ul>	<p><i>Avaloq Community Impact Programme</i></p> <p><i>Avaloq Global Support Fund</i></p>
Governance	Responsible business conduct	<ul style="list-style-type: none"> <li>Zero tolerance for corruption and bribery or human rights violations in own workforce and value chain</li> </ul>	<ul style="list-style-type: none"> <li>Incidents of corruption, bribery or human rights violations</li> </ul>	<ul style="list-style-type: none"> <li>0 incidents (via whistleblowing channels, vendor due diligence, background checks)</li> </ul>	<p><i>Avaloq's Code of Business Conduct and Ethics</i></p> <p><i>Group Policy on Anti-corruption and Anti-bribery</i></p>
	Operational resilience	<ul style="list-style-type: none"> <li>Test all critical services</li> </ul>	<ul style="list-style-type: none"> <li>Reviews completed</li> </ul>	<ul style="list-style-type: none"> <li>Management review completed, no material deficiencies identified</li> </ul>	<p><i>Group Policy Business Continuity Management</i></p> <p><i>ISO 22301 certification</i></p>
	Information security and privacy	<ul style="list-style-type: none"> <li>Zero tolerance for major data breaches</li> </ul>	<ul style="list-style-type: none"> <li>Incidents of major data breaches</li> </ul>	<ul style="list-style-type: none"> <li>0 incidents</li> </ul>	<p><i>Group Data Protection Policy, Group Information Security Policy</i></p> <p><i>ISO 27001 certification</i></p>

Table 1: FY2025 progress on sustainability overview

Pillar	Topic	Goals	Indicators	FY2025 results	Existing policy or guidelines
Governance	Sustainable supply chain	<ul style="list-style-type: none"> <li>Improve the sustainability performance of our upstream value chain</li> </ul>	<ul style="list-style-type: none"> <li>Suppliers signing the responsible business declaration</li> </ul>	<ul style="list-style-type: none"> <li>80% by spend have signed the declaration</li> </ul>	<p><i>Responsibility Standards for Business Associates</i></p> <p><i>Group Policy on Procurement</i></p> <p><i>Group Policy on Vendor Risk Management</i></p>
Business	Product development	<ul style="list-style-type: none"> <li>Improve our solutions to support responsible wealth management</li> </ul>	—	<ul style="list-style-type: none"> <li>Launched Responsible AI Committee</li> <li>Assessed all new products through an accessibility lens</li> </ul>	<p><i>Avaloq Accessibility Product Standard</i></p>

# Environment

Our clients expect transparency and collaboration on topics like renewable energy and climate change. Our colleagues want to work for a business that takes responsibility for its environmental impact. Their expectations inspire us to go further to support critical global goals like clean air, thriving biodiversity and stable weather.

Morteratsch Glacier, Switzerland  
*Roland Hediger, Avaloq, 2025*

## What you will find in this section

- Managing our operational impact
- Implementing green IT
- Disclosing our GHG emissions
- Preserving and restoring nature

# Managing our operational impact

We recognize that our operations and value chain can negatively impact the environment, and we are working to minimise this by being mindful in the way we acquire, design and use our workplaces.

Our environmental impact is primarily related to colleague activity and the footprint of our global locations. Avaloq's real estate and corporate IT teams work in cooperation with our colleagues to ensure that this impact is monitored and appropriately managed.

One of the key challenges we face in managing our environmental impacts is the availability and quality of data. Because Avaloq operates primarily as a commercial tenant across most locations, we depend on building owners to provide accurate and timely information on energy use and other environmental metrics. However, the consistency and reliability of this data vary significantly between sites.

We are exploring direct monitoring solutions and increasingly engaging with location managers to improve their transparency. Improved frameworks for collaboration and data-sharing between building owners and commercial tenants would strengthen our ability to assess environmental performance.



Camping view from Gibel Mountain, Switzerland  
*Mateusz Miks, Avaloq, 2025*

## Our environmental focus areas and framework

### Our locations

The most significant environmental impact of our global locations is the energy we consume. We work to reduce this in our offices with measures like energy-efficient lightbulbs, motion sensors and automated heating and cooling systems with heat recovery. As a commercial tenant, the environmental performance of our spaces makes a big difference, so we seek to maximise this through our real estate procurement.

For more, see: [Our headquarters](#)

### Colleague activity

The everyday actions of our colleagues play a significant role in our environmental impact. Choices such as the mode of transport they use, the suppliers they select, their recycling efforts and their approach to digital sustainability all make a measurable difference. We actively engage colleagues on these topics and in FY2025, 95% of our workforce completed our sustainability course.

For more, see: [Hybrid working](#)

### Supply chain

We recognize that supply chain management has a key role to play in environmental sustainability. Our vendor management, vendor risk management, sustainability and compliance functions work together to improve our supply chain, reviewing ESG risks and ensuring that business associates agree to our environmental standards.

For more, see: [Supply chain](#)

### Policy

We strengthen our operational framework through formal policies and directives that ensure accountability and consistency. Avaloq's Group Policy on Environmental Sustainability defines our approach to environmental stewardship and sets clear roles and responsibilities for teams and colleagues. Our expectations for suppliers are outlined in Avaloq's Responsibility Standards for Business Associates.

For more, see: [Governance](#)

## Our headquarters

Avaloq's headquarters in Zurich is designed for environmental sustainability. Located in Greencity Manegg, groundwater and geothermal energy systems are innovatively combined to provide direct-from-source renewable energy for heating and cooling. Our rooftop has 450 m<sup>2</sup> of solar panels, which help power the energy centre and residential apartments of Greencity. The location is highly convenient to public transport and has charging stations for electric vehicles. Additionally, our fleet of 20 Avaloq e-bikes encourage sustainable travel around Zurich. Our cycling-enthusiast colleagues e-pedalled a total of 59,352 km in 2024 and 41,468 km in 2025.

# 450 m<sup>2</sup>

of solar panels installed in our headquarters

# 41,468 km

e-pedalled by our colleagues in 2025

Avaloq headquarters, Zurich, Switzerland

## Fossil fuel-free energy

100% of our electricity consumption is matched with fossil fuel-free energy via renewable energy certificates (RECs). This is achieved through a combination of procuring green electricity products from power suppliers (bundled RECs) and purchasing unbundled RECs to cover any remaining non-renewable consumption.

As commercial tenants in most of our locations, we do not usually directly control building-level energy procurement or infrastructure. As a result, options like on-site generation or direct Power Purchase Agreements (PPAs) are less readily available to us.

Ultimately, direct sourcing of renewable electricity depends on systemic changes that are driven by government policy and investment. By purchasing RECs, we signal market demand for renewables and support projects that contribute to the energy transition.

Table 2: Avaloq energy consumption (FY2025, MWh)

Non-renewable fuel consumed	
Diesel	71
Natural gas	1,922
Electricity, heat and steam	
Electricity	12,065
Geothermal	730

Figure 2: Avaloq's renewable energy procurement, bundled and unbundled RECs (FY2025)

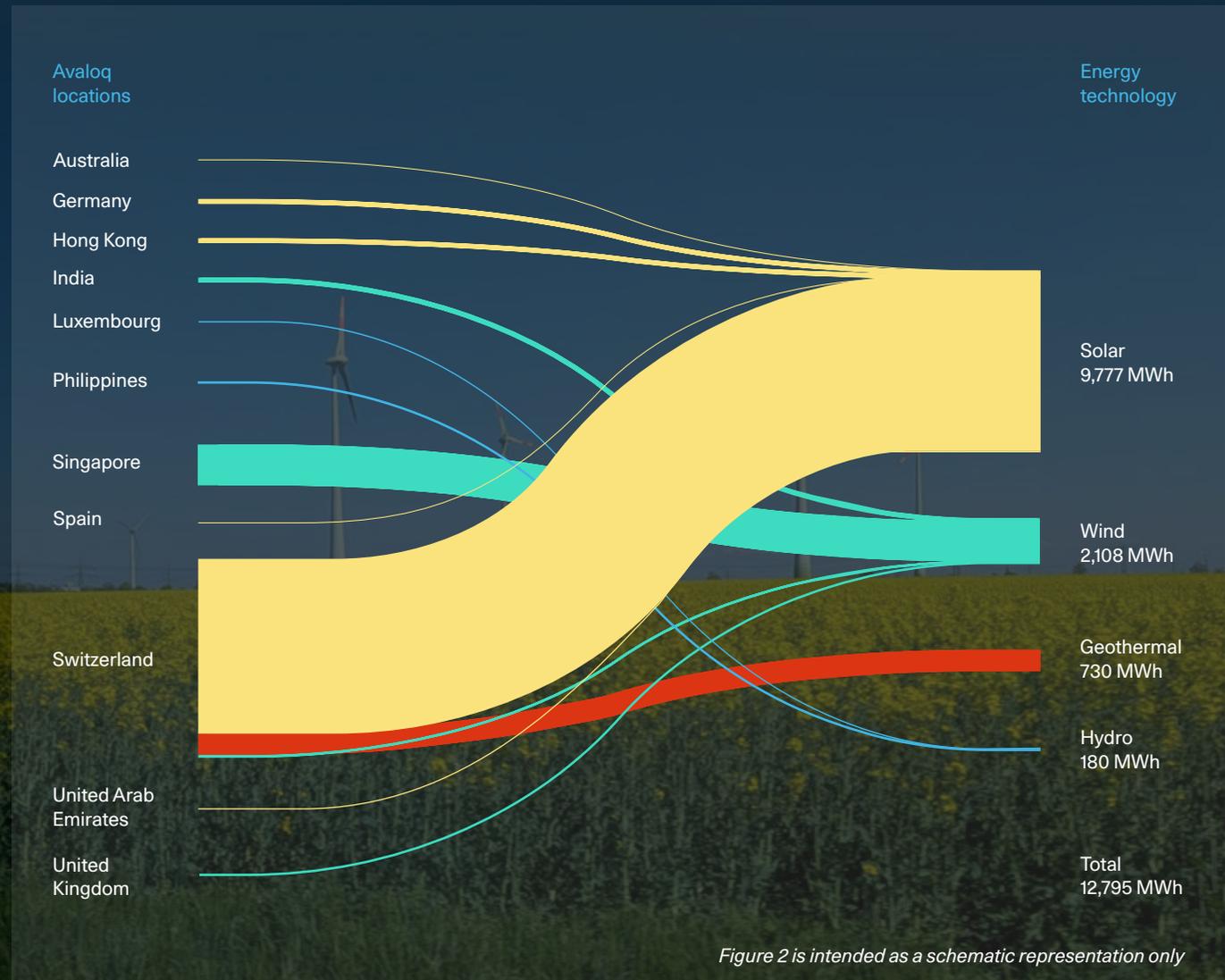


Figure 2 is intended as a schematic representation only

Raps fields in Havelland, Germany  
Nicole Klatt, Avaloq, 2025

# Implementing green IT

As a technology company developing software for banks, our digital infrastructure is central to our operations and a key part of our environmental impact. We are improving the efficiency of data centres we operate and use and ensuring we manage electronic waste (e-waste) responsibly.

## Data centres

Data centres are the backbone of digital services and play a crucial role in our business by powering servers for data processing, maintaining data storage and supporting networks, but they also contribute significantly to energy consumption and GHG emissions, with demand only growing worldwide.

While we work to optimize energy efficiency and migrate workloads to providers that prioritize renewable energy, we acknowledge that these efforts do not eliminate the negative environmental impact. Transparency about these challenges is essential as we strive to balance technological performance with environmental responsibility.

To enhance efficiency and reduce our GHG emissions intensity, the data centres we use and operate are currently undergoing significant transformation. Since 2021, we have reduced the energy required for cooling and overhead by 28%, contributing to a measurable improvement in overall power usage effectiveness (PUE), a metric to measure the energy efficiency of data centres.

## Our data centre sustainability priorities

### Harness the efficiencies of the cloud

Achieve fundamental energy-efficiency improvements through shifting most of our data to the cloud.

### Reduce waste

Reuse and recycle all unwanted IT equipment and give preference to data centre partners that return excess heat to heat homes and offices.

### Make use of technology advancements

Transition to modern data centres that use more efficient hardware, cold-aisle technology, closed-loop water systems and increased temperatures.

### Strengthen environmental monitoring

Improve data on the energy consumed across all locations, prioritising data centres that closely track resource use and operate on renewable energy.

Sunrise at Wildspitz, Switzerland  
Gery Zollinger, Avaloq, 2025



### Cloud transformation at Avaloq

By 2029, all our global data centres will be either migrated to the public cloud or to our two private cloud regions in Switzerland, which are located in highly energy-efficient and modern facilities and consume 100% renewable energy. The benefits of this include enhanced infrastructure security from large cloud providers, greater flexibility, improved performance and consistent service standards in every market.

Crucially for our sustainability goals, our cloud transformation drives improved energy efficiency with modern and hyperscale data centre infrastructure and higher shared utilization. In FY2025, we made significant progress with our cloud transformation project and will be migrating out of eight data centres in Germany and Singapore in FY2026.

While efficiency improves, overall demand for data centres is rising. We therefore rely on cloud providers to invest in renewable energy generation, closed-loop and zero water systems, and utilize waste heat to reduce their GHG emissions and negative environmental impact.

## Waste reduction

Avaloq is working to minimize waste across all aspects of our operations. Our SaaS and BPaaS solutions do not produce waste during their life cycle. Waste at Avaloq primarily comes from our day-to-day office activities and the end-of-life treatment of e-waste (unwanted electronic equipment).

### Responsible management of e-waste

For a technology business like Avaloq, responsibly managing e-waste is a crucial part of reducing our impact on the environment. Avaloq's corporate IT teams manage the disposal of unwanted IT equipment according to our Asset Disposal Procedure, which sets out criteria for recycling, donating and resale.

E-waste, including monitors, servers, routers, chargers, cords and keyboards, contains valuable resources that can be recovered and reused and can contain hazardous materials which are harmful to our health and environment. We first work to reduce the e-waste we produce by extending the lifecycle of our IT equipment. We then sell, donate or recycle the remaining unavoidable e-waste wherever possible and in line with local regulations.

We give colleagues the opportunity to purchase IT equipment no longer needed at Avaloq at preferential rates, which encourages reuse and incentivises preventing damage to equipment. Reuse has significant environmental benefits because a large portion of the GHG emissions from IT equipment are emitted during the production phase – reusing rather than buying new helps avoid further extraction of our planet's precious materials and contributes to the circular economy.

Table 3:  
Avaloq e-waste  
(FY2025)

Treatment method	Weight (kg)	Percentage
Donated	422	38%
Sold	355	32%
Recycled	299	26%
General waste	43	4%
<b>Total e-waste</b>	<b>1,119</b>	<b>100%</b>

Includes estimations based on recorded figures



Glacier melting, Solheimajokull, Iceland  
Silvia Chan, Avaloq, 2025

# Monitoring our climate impact

## GHG emissions management

Greenhouse gases in the atmosphere absorb and re-emit infrared radiation, leading to increased temperatures that can trigger extreme weather events and disrupt ecosystems. Our ambition is to reduce the GHG emissions associated with our business activity to mitigate our contribution to these negative effects.

Our measurement approach and management platform support a detailed understanding of our GHG emissions sources, over time and by location. We have invested in a system that enables us to filter our GHG emissions information in real time and monitor changes throughout the year.

Measures we have taken that have reduced our GHG emissions:

- adopting renewable energy sources
- promoting a hybrid working model for colleagues across all regions
- encouraging less business travel overall
- investing in remote meeting capabilities to enable virtual working and connection
- selling all Avaloq owned vehicles
- improving the energy efficiency of our data centres
- reducing, reusing and recycling waste



Golden Autumn, God da Staz, Switzerland  
Susann Hauenstein, Avaloq, 2025

## Our GHG emissions

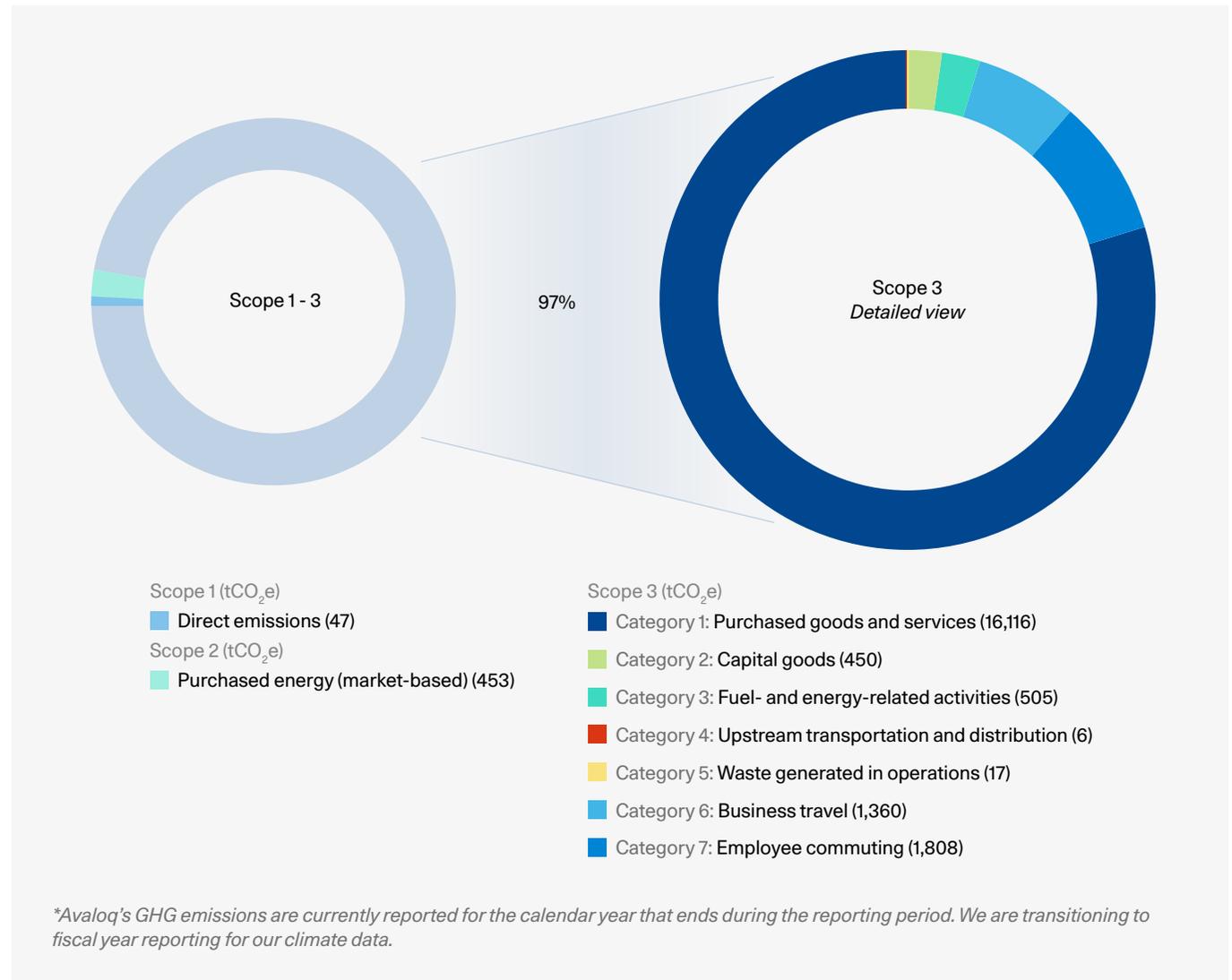
Avaloq's Scope 1 and Scope 2 GHG emissions were 500 tCO<sub>2</sub>e in 2024. Our predominant sources of GHG emissions continue to derive from indirect Scope 3 sources, which account for a further 20,262 tCO<sub>2</sub>e 97%. The largest source of Scope 3 emissions is from purchased goods and services accounting for 78% of our total emissions in 2024.

Our scope 2 market-based GHG emissions are significantly reduced through the purchase of 100% renewable electricity, and the remaining scope 2 GHG emissions (453 tCO<sub>2</sub>e) come from non-electricity heating sources, predominately gas.

We continue to have a small amount (47 tCO<sub>2</sub>e) of Scope 1 GHG emissions; these are primarily caused by regional black outs that require the use of diesel-powered back-up generators to preserve the functioning of our servers.

For more details, see [further details on climate data](#)

Figure 3: GHG emissions by source, 2024\*





Communication between humans and nature, Lake Annecy, France  
*Elodie Lhuillier, Avaloq, 2025*

# 78%

of Avaloq's 2024 GHG emissions are attributable to purchased goods and services

## Engaging our supply chain

In line with many professional services businesses, purchased goods and services constitute a significant share of Avaloq's GHG emissions, representing 78% of our emissions profile in 2024. To improve the accuracy of data, we are working to move from spend-based data to supplier-based emission factors, which more closely reflect the climate impact of our purchases.

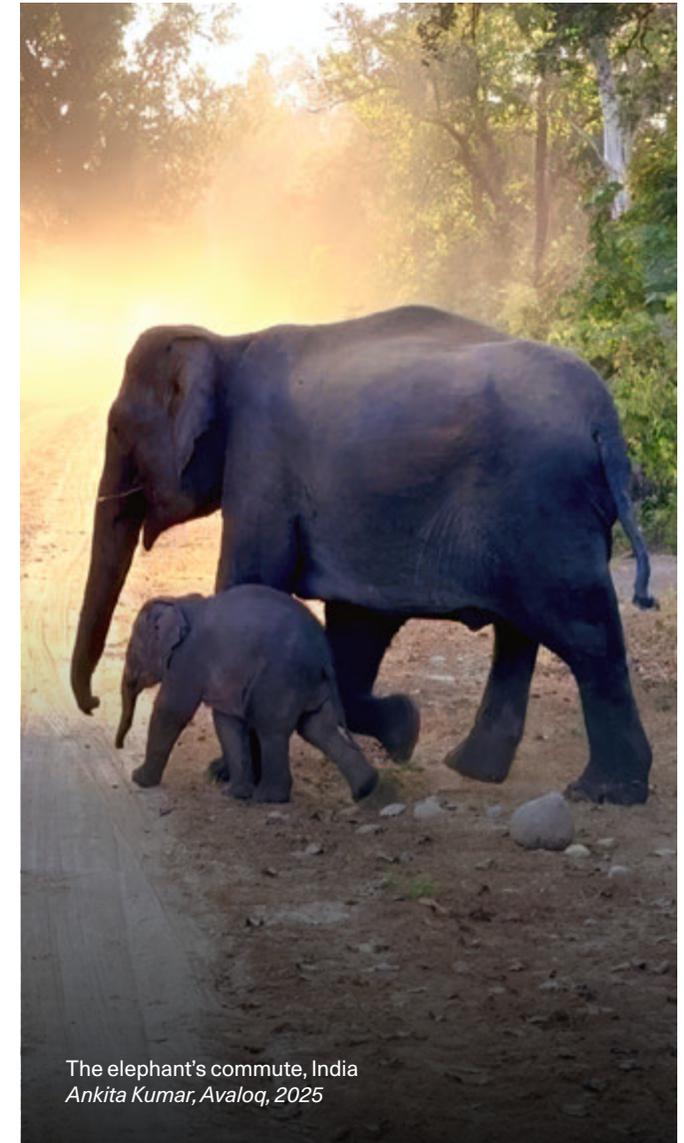
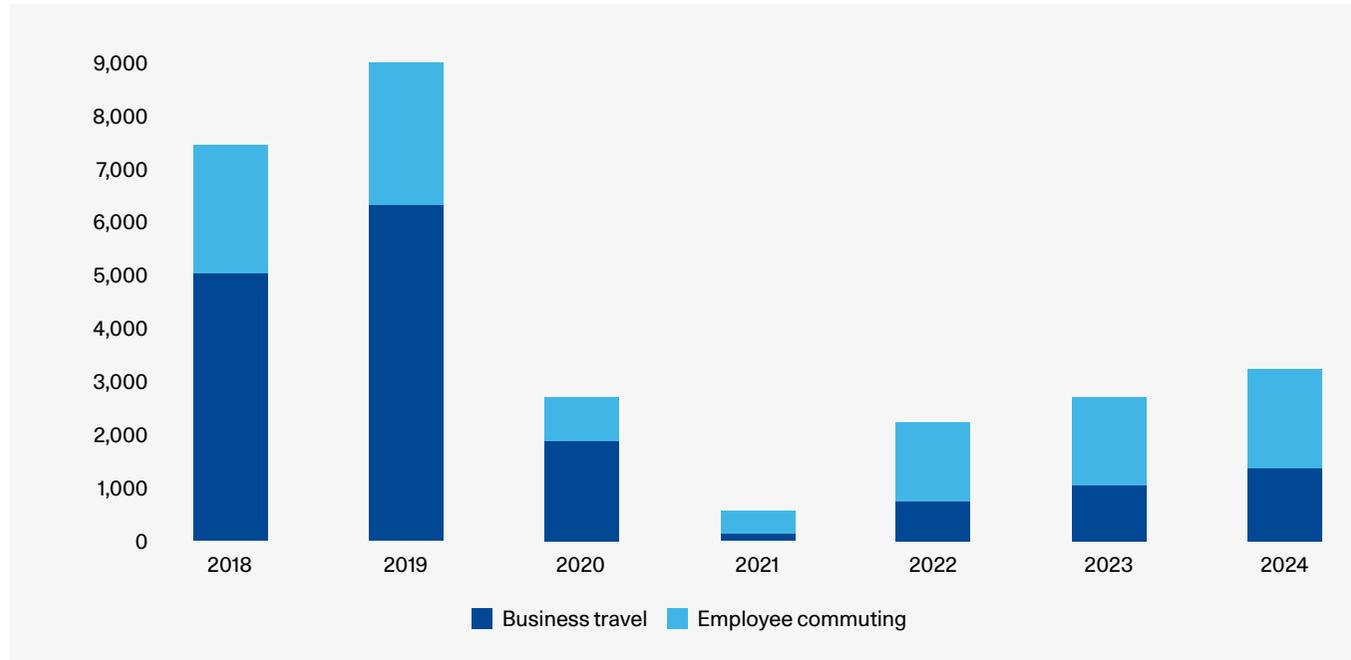
In FY2025, we continued to engage our suppliers and encourage them to take climate action. We have embedded a climate survey into our vendor risk management process, which feeds directly into our GHG emissions accounting. We currently face challenges due to the limited availability of data from suppliers, but we are optimistic that this will improve over time as a result of our engagement efforts and increasing supplier maturity on the topic.

## The shift to hybrid working

Hybrid working and investment in remote connection capabilities, alongside measures to encourage lower carbon modes of transport, have reduced the negative environmental impact of our colleague travel-related activity. Since our baseline year 2018, GHG emissions from colleague commuting have reduced by 25% and GHG emissions from business travel have reduced by 71%.

Our travel-related GHG emissions have increased by 7% since 2023. This was driven largely by an increase in GHG emissions from colleague commuting, with business travel GHG emissions remaining steady. We continue to maintain a significant portion of the reduction in travel-related GHG emissions that occurred following the COVID-19 pandemic and the shift to higher levels of remote working.

Figure 4: Travel-related GHG emissions over time (tCO<sub>2</sub>e)



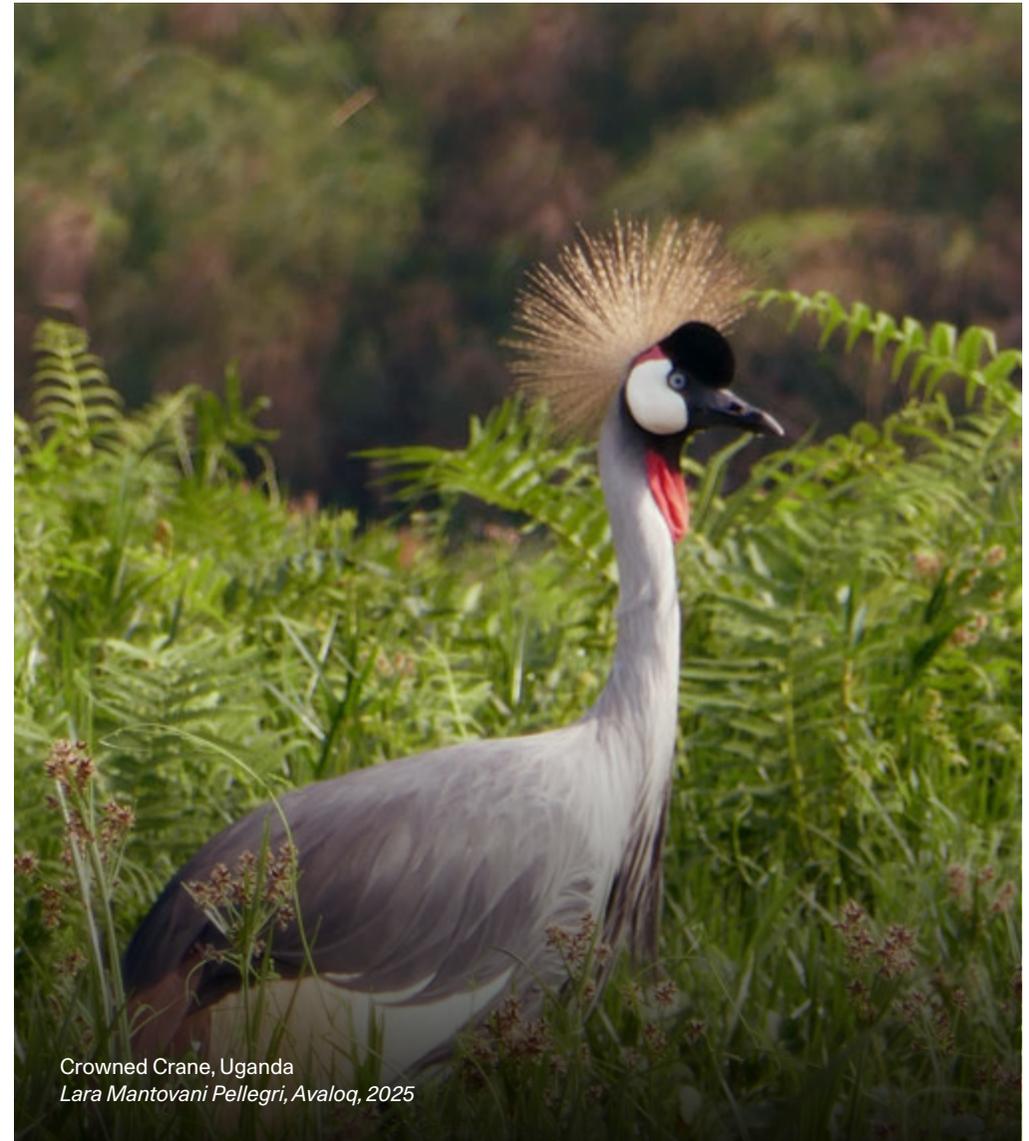
# Preserving and restoring nature

We recognize the importance of supporting climate action and global efforts to preserve and restore the ecosystems that underpin biodiversity, food systems and water security. Continued degradation of these ecosystems threatens not only nature but the societies and economies that depend on them.

Ecosystem degradation is occurring across all regions, with significant associated risks for global prosperity.<sup>1</sup> Our approach focuses on supporting climate solutions and the preservation and restoration of nature outside our operations, known as “beyond value chain mitigation”. To achieve this, we direct funds towards initiatives that safeguard biodiversity, rebuild natural systems and remove and avoid GHG emissions.

As a leader in wealth management technology, we value technological innovation as a catalyst for impact. We look for high-integrity projects that use technology and innovation to develop solutions for nature. Many of the initiatives we support also generate social benefits, including local employment and skills development.

Following a contribution model enables us to invest in projects we believe will have the most impact, particularly emerging climate technologies and the creation of enabling environments for mitigation to occur. Our contribution this year equates to CHF 159 per tonne of our Scope 1 and Scope 2 GHG emissions, in line with international guidance.<sup>2</sup> We present the projects we support on the following page and provide further details in the [appendix](#).



Crowned Crane, Uganda  
*Lara Mantovani Pellegrini, Avaloq, 2025*



### Helping to scale sustainable concrete technology

CarbonCure's carbon dioxide removal technology offers permanent, verifiable and scalable carbon reductions for the global concrete industry. Cement manufacturing accounts for at least 8% of global GHG emissions and production is only set to rise. This project captures CO<sub>2</sub> from the atmosphere and injects it into fresh cement where it mineralizes to make super strong, low carbon concrete. This process permanently embeds the captured CO<sub>2</sub>, removing carbon from the atmosphere and reducing the climate impact of an essential construction resource.



### Protecting and restoring peatland ecosystems

The Katingan REDD+ Forest Protection project aims to protect and restore 149,900 hectares of peatland ecosystems in Indonesia. The project area stores vast amounts of CO<sub>2</sub> and plays a vital role in stabilizing water flows, preventing devastating peat fires, enriching soil nutrients and providing clean water. Rich in biodiversity, it is home to critically endangered, and vulnerable species, including an estimated 4,000 Bornean orangutans and 500 Proboscis monkeys. The project supports traditional livelihoods, including farming, fishing and non-timber forest-harvesting.



### Producing carbon-rich biochar to sequester carbon in soil

Planboo Bamboo Biochar in Ratchaburi, Thailand is a transformative community project that addresses the environmental challenges of burning bamboo waste. When plants decay or burn, the CO<sub>2</sub> they absorbed from the atmosphere during their life is released. This project heats waste bamboo without oxygen which turns it into stable carbon (biochar), preventing the release of CO<sub>2</sub> into the atmosphere. The biochar is then used as a fertiliser for soil. Highly scalable, the project has been replicated across Thailand, Namibia and Ghana.



Our climate contribution is

**CHF 159  
per tonne**

of our Scope 1 and Scope 2 GHG emissions

Sunrise on the glacier, Pontresina, Switzerland  
*Piotr Zvolinski, Avaloq, 2025*

## Climate change resilience

We recognize the importance of climate adaptation and resilience, both in our own operations and as part of global efforts. As part of our approach, we support the innovative organization rreefs, to invest in restoration science and active coral reef restoration.

Coral reefs are dying worldwide due to climate change, pollution and destructive fishing practices. Without rapid and effective action, up to 95% of the world's corals are expected to be dead by 2050, leaving 70,000 km of tropical coastline vulnerable to erosion and destruction.

When corals die, the underlying reef structure loses its complexity – with direct consequences for the oceans, the planet and human populations. At large, this process puts the entire balance of the ocean at risk.

We have invested in rreef's new restoration project in Pujada Bay, Philippines. Their unique approach reinstates structural integrity to coral reefs and allows coral reefs to return. The project will span over 100 m<sup>2</sup> with 3D-printed modules made from terracotta clay. The system provides a foundation for corals to grow and fish to thrive and enables the regrowth of a healthy reef ecosystem, without requiring further maintenance.

Reef restoration project in Pujada Bay, Philippines



**2025 update for Pujada Bay reef restoration project:**

- Built a cutting-edge 3D printing clay facility from scratch in collaboration with a local partner, the Davao Oriental State University (DOrSU).
- Deployed test reefs using locally produced modules to monitor coral recruitment, fish communities and invertebrates. Installation of the first full-scale reefs using these locally produced bricks will begin in January 2026.
- Delivered community impact and job creation by training people from local communities in Pujada Bay to become certified reef builders, qualified to build future reefs independently.

3D-printed terracotta modules stacked on the beach, ready to be transported by float to the project site.  
*Uli Kunz, rrrreefs, 2024*

# People

Our colleagues have chosen to invest their talent and time in Avaloq's mission. They are at the core of our success. We reward their commitment by ensuring they have every opportunity to thrive in their careers. Beyond our internal efforts, the Avaloq Community Impact Programme empowers our colleagues to use their skills to effect positive change, and the Avaloq Global Support Fund supports humanitarian response to global crisis.

## What you will find in this section

- Championing fairness and excellence
- Developing our colleagues
- Building belonging and connection
- Making a positive difference to communities

# Championing fairness and excellence

Our commitment to fair rewards and comprehensive benefits helps us attract the best people and ensure that they are rewarded for their contributions. We believe in a culture that accelerates colleagues' personal and professional development and underpins the high performance of our teams, crucial to our continued success as a leader in wealth management technology.

## Fair rewards and benefits

To ensure fairness and consistency we operate a structured approach to pay reviews, supported by merit matrices that determine pay increases through an assessment of performance and position in the salary range for each role. Bonuses reflect both business and individual performance. We closely monitor for any gender bias through our performance and pay reviews. A separate budget is provided to help managers close existing pay gaps.

We remain committed to monitoring and ensuring equity, consistency and transparency in reward and promotions. In FY2025, 6.1% of colleagues were nominated for promotion during the annual pay review. From a gender equity perspective, the same proportion of males and females were nominated, and merit-based pay increases were on average 0.7% higher for females.



Paragliding in the mountains, Grindelwald, Switzerland  
*Piotr Zwolinski, Avaloq, 2024*



We offer competitive and equitable benefits that are aligned with market standards to meet the diverse needs of our colleagues and attract the best talent. We conduct a benefits review for all Avaloq locations every three years, ensuring that our offerings remain competitive and align with our strategic objectives of gender diversity and colleague wellbeing.

Following the third-party audited pay gap analysis carried out in 2021, Avaloq continues to meet the requirements of the *Switzerland Gender Equality Act*. Work is underway to prepare for the upcoming introduction of the EU Pay Transparency Directive in Germany and Luxembourg.

Our remuneration practices are governed through structured processes and monitoring mechanisms intended to promote fairness, consistency and transparency, including with regard to gender equity.

**6.1%**

of colleagues were nominated for a promotion in the annual pay review

**0.7%**

higher merit-based pay increases for female colleagues

## A culture of feedback

Our performance management process, Appreciate, is designed to ensure clarity in role contributions, streamline objective setting and support colleague development. This structured approach promotes transparency and consistency and fosters a culture of excellence.

The Appreciate process includes three key elements: Objective setting, ongoing feedback and formal mid- and end-of-year reviews. Objectives are set at the start of the year and can be updated throughout. In FY2025, the overall participation rate was 97%. Our analysis of performance ratings showed no significant variance between male and female colleagues and mid-year standings were good predictors of year-end ratings, indicating consistent application of the process.

This year we launched Kudos, our new recognition programme for colleagues. Kudos is an all-in-one platform enabling real-time peer feedback and recognition, with a points system that can be redeemed against a range of gifts. In FY2025, our colleagues gave each other 4,673 awards, with 24% awarded to colleagues in different teams and 30% to colleagues in different countries, highlighting the collaborative nature of our teams.

# 4,673

peer-to-peer  
recognition awards

# 97%

participation in  
performance management



Soaring in harmony, Goa, India  
Anand Wankhede, Avaloq, 2025

# Developing our colleagues

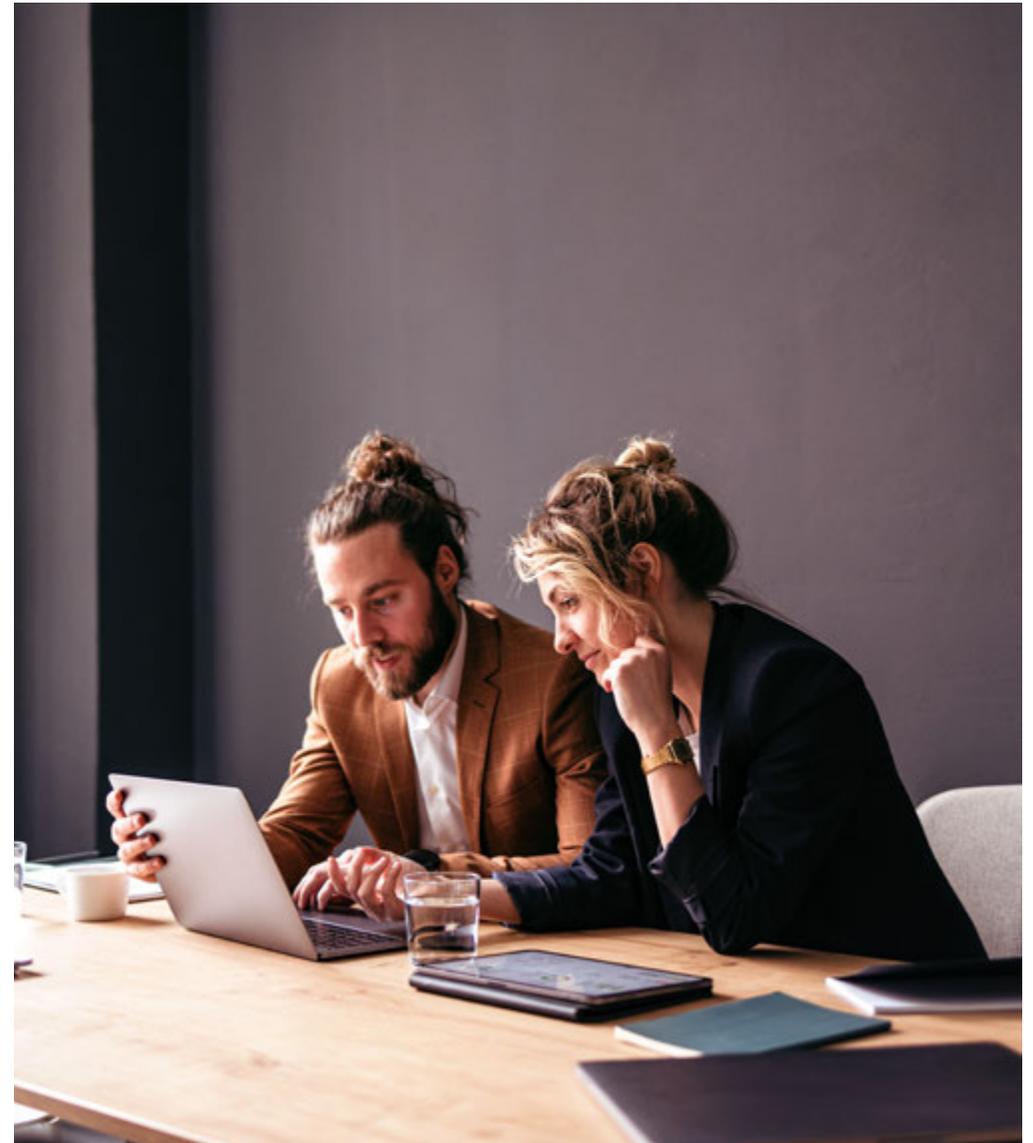
We design and deliver initiatives to equip our colleagues with the skills they need to thrive, innovate and lead in a rapidly evolving world. We have deepened our focus on leadership excellence, cross-functional collaboration and engagement this year.

## Avaloq Management Development Programme

By aligning expectations, skills and development with the colleague lifecycle, Avaloq ensures its managers thrive in their critical roles. Launched in FY2024, the Avaloq Management Development Programme (AMDP) empowers line managers with essential skills for effective people management. Since inception, 82% of our people managers have attended at least one course. In FY2025, the programme expanded with new topics, including problem-solving, resilience, managing change and motivating teams, with 445 colleagues participating (28% female, 72% male).

## Flexible professional skills development

Our colleagues have the power to shape their own learning path through the Udeemy for Business platform, which gives them on-demand access to over 200,000 current and relevant courses in critical business, technical and professional skills. In FY2025, 1,334 colleagues were active on the Udeemy platform, committing 10,269 hours to future-proofed learning, with 68% of their time spent on technology-based skills courses.



### Insights Discovery

To strengthen collaboration and enhance self awareness across teams, we introduced the Insights Discovery model, a globally recognized psychometric framework based on Carl Jung's psychological types. This initiative helps our colleagues understand their unique communication and working styles, represented through four colours. In FY2025, 77 colleagues participated from our Marketing and Communication and Asia Pacific (APAC) and Middle East and Africa (MEA) Sales teams.

### Influential Leadership Group Initiative

We piloted a new programme to advance leadership development through the Influential Leadership Group (ILG) initiative in FY2025. The initiative is designed to sustain and strengthen top-performing leaders, establish a benchmark for role modelling across Avaloq and extend leadership excellence beyond scope and region by pairing senior leaders with high-scoring peers to share knowledge and experience.



## The Avaloq Academy

Through the Avaloq Academy we teach professionals about finance, technology and the concepts and methods used in the Avaloq ecosystem. We provide world-class training courses and certification to fuel the growth of the talent pool in the Avaloq community, continually raising the skill level of its members and assuring consistency of education levels. These courses are fee-based for external students and complimentary for our colleagues, furnishing them with valuable skills in a competitive market.

In FY2025, the Academy programme expanded rapidly. We invested CHF 2.9 million in educating 1,237 colleagues through the Avaloq Academy (27,992 training hours), representing a 47% increase from the previous year.

# 1,237

colleagues received career skills training  
with the Avaloq Academy

## Future talent

### Switzerland apprentices

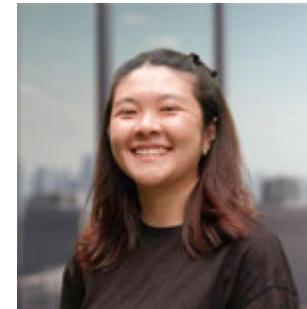
Avaloq participates in the Swiss Vocational, Professional and Continuing Education (VPET) scheme, an integral part of the education system that helps young people enter the workforce and equips them with in-demand skills. Apprentices divide their time between work experience at Avaloq and vocational training at school. In FY2025, we had six apprentices in Zurich in commercial, information technology and marketing and communication roles.

### Region Asia Pacific graduates

The APAC Graduate Programme was launched to create a structured and consistent approach for selecting and onboarding talented young graduates in the Philippines, India and Singapore, helping to address the region's growing need for talent. By implementing a standardized selection process that incorporates technical and soft skills assessment and a comprehensive onboarding framework, the programme ensures fairness, reduces bias and sets graduates up for success.

Feedback from regional divisions indicates that graduates hired under this programme are flourishing at Avaloq and already contributing to our success. In FY2025, we hired 29 new graduates, with 31% female graduates, in alignment with our goal for female representation in our workforce.

“The graduate programme has given me the freedom to explore different career paths without pressure, and the consistent support from my managers and colleagues has made me feel more confident in figuring things out and taking ownership of my growth.”



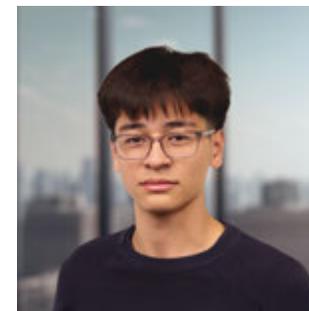
Noelle Goh  
Software Testing Specialist  
Avaloq

## Inspiring the next generation

For National Future Day, our apprentices in Switzerland managed an initiative that saw 35 enthusiastic children in our Zurich office for a day of hands-on learning. They disassembled and reassembled devices, designed personalized keychains and programmed Thymio robots — taking their first steps into the world of technology and innovation.



“Being part of the Swiss Future Day was an amazing experience. It was the first time I planned such a big project, and I’m grateful for the opportunity to lead it here at Avaloq. My journey here has been full of support and valuable experiences, and I truly appreciate all the opportunities to take on meaningful projects and make a real impact, even as an apprentice”.



Lionel Saladin  
VPET Apprentice  
Avaloq

# Building belonging and connection

Avaloq recognizes the invaluable role that a diverse and inclusive culture plays in driving innovation, creativity and productivity. With over 2,500 colleagues representing more than 70 nationalities, amplifying their multiple perspectives strengthens our working culture and enables us to better understand and meet the varied needs of our global client base.

To ensure commitment to this issue, we have a global Belonging at Avaloq working group, which is formally supported with executive sponsorship. The working group reviews data, formulates action plans and drives initiatives at Avaloq, with executive level oversight and strategic input.

We are working to enhance belonging and improve the experience for diverse groups by:

- amplifying awareness of the experiences of diverse groups and intersectionality
- building connections by supporting self-managed colleague representation through employee resource groups (ERGs)
- improving experiences and dispelling bias through training

These activities are intended to help prevent discrimination and to support equal treatment, inclusion and respect across our workforce.



## Our commitment to diversity and equal opportunity

Avaloq's Global Policy on Diversity and Equal Opportunity defines our commitment to providing equal employment and advancement opportunities for all colleagues, regardless of background. We believe that everyone should be treated with respect and do not tolerate discrimination due to protected characteristics such as ethnicity, gender, sexual orientation, disability or religious beliefs. We provide multiple channels to handle complaints and we prohibit retaliation against any colleague making a complaint in good faith.

## Amplifying awareness

We have marked a calendar of awareness days that we promote, including religious and national celebrations important to our colleagues and days that celebrate diverse groups. We expanded engagement throughout the reporting year, with inspiring events held for International Women's Day, World Cultural Day, Pride Month, Mid-Autumn Festival, World Mental Health Day, the UN International Day of Persons with Disabilities, International Men's Day and World Culture Day.

## Inclusive recruiting

We work to ensure a fair and transparent candidate experience of recruitment at Avaloq. We track several diversity metrics across the stages of recruitment to monitor for bias and inform improvements to our recruitment process.

To reach candidates from a wide range of backgrounds and experiences, we introduced 10 new boards during the reporting year. These job boards are targeted platforms, such as Diversity Jobs (with leading accessibility features), "Jobs4NeuroDiverse" (with accessibility enhancements) and "Jobs4OverFifties". Additionally, we renewed our relationship with MyGWork, a global platform that connects us with talented LGBTQ+ professionals.

Inclusive recruiting helps us connect with underrepresented groups and promote equitable treatment across all stages of recruitment.



## Proud at Avaloq

At Avaloq, we proudly stand with our LGBTQIA+ colleagues and strive to be recognized as an employer of choice. We support Avaloq Proud, an ERG that fosters an inclusive and supportive environment for all, regardless of sexual orientation, gender identity or expression. This commitment is further strengthened through Executive Sponsorship from Tom Hira, Avaloq's Chief Collaboration Officer.

In 2024, we celebrated Pride Month with a series of impactful activities, including a keynote address, viewing parties, learning sessions and open discussions, with 34% of Avaloqers participating in an activity.

Our keynote speaker, Dame Inga Beale, the first female CEO of Lloyd's of London and one of the Financial Times' most influential LGBTQIA+ leaders globally, shared her inspiring journey as a female and bisexual leader, along with practical insights on being an effective ally.

We also hosted two learning sessions, Perceptions and Bias and LGBTQIA+ 101 and promoted an online learning path via Udemy, featuring courses on workplace allyship. To round off the celebrations, Pride Beers were available on tap at our Zurich office, adding a festive touch to the month.



## Promoting female talent

Beyond our broad commitment to diversity and equal opportunity, we recognize the significant challenges inherent in improving gender diversity within the financial technology industry, as well as the substantial benefits for businesses that succeed in meeting these challenges. We have observed these trends within our own organization, which has led us to prioritize gender diversity as a core focus of our Belonging at Avaloq strategy, with goals for improvement that ensure we remain transparent about our performance.

We were pleased to maintain our workforce goal of 30% female representation, with a total female workforce share of 31.5% in FY2025. While we have increased our female leaders from 46 to 49 since last year, this is not the progress we needed to reach our leadership goal. With 16.5% of leadership positions at Avaloq held by female colleagues, we acknowledge the gender imbalance this represents, and we are actively working to improve in this area. We have a renewed focus on gender-parity in leadership, to eliminate the influencing factor that company headcount has on numeric goals.

We monitor our progress against targets including monthly reporting to Avaloq's Group Executive Board (GEB) and we are implementing specific initiatives designed to attract and retain female talent in technology roles and boost female leadership across all Business Areas. Our approach includes measures to understand representation patterns through the hiring pipeline, active sourcing of females into technology-based roles, promotion at industry events and the implementation of structured interview formats.

To support colleagues returning to work following parental leave, we opened breastfeeding rooms in our Zurich and Edinburgh offices and hope to expand this concept to more locations in the future.

## Our goals

### Workforce

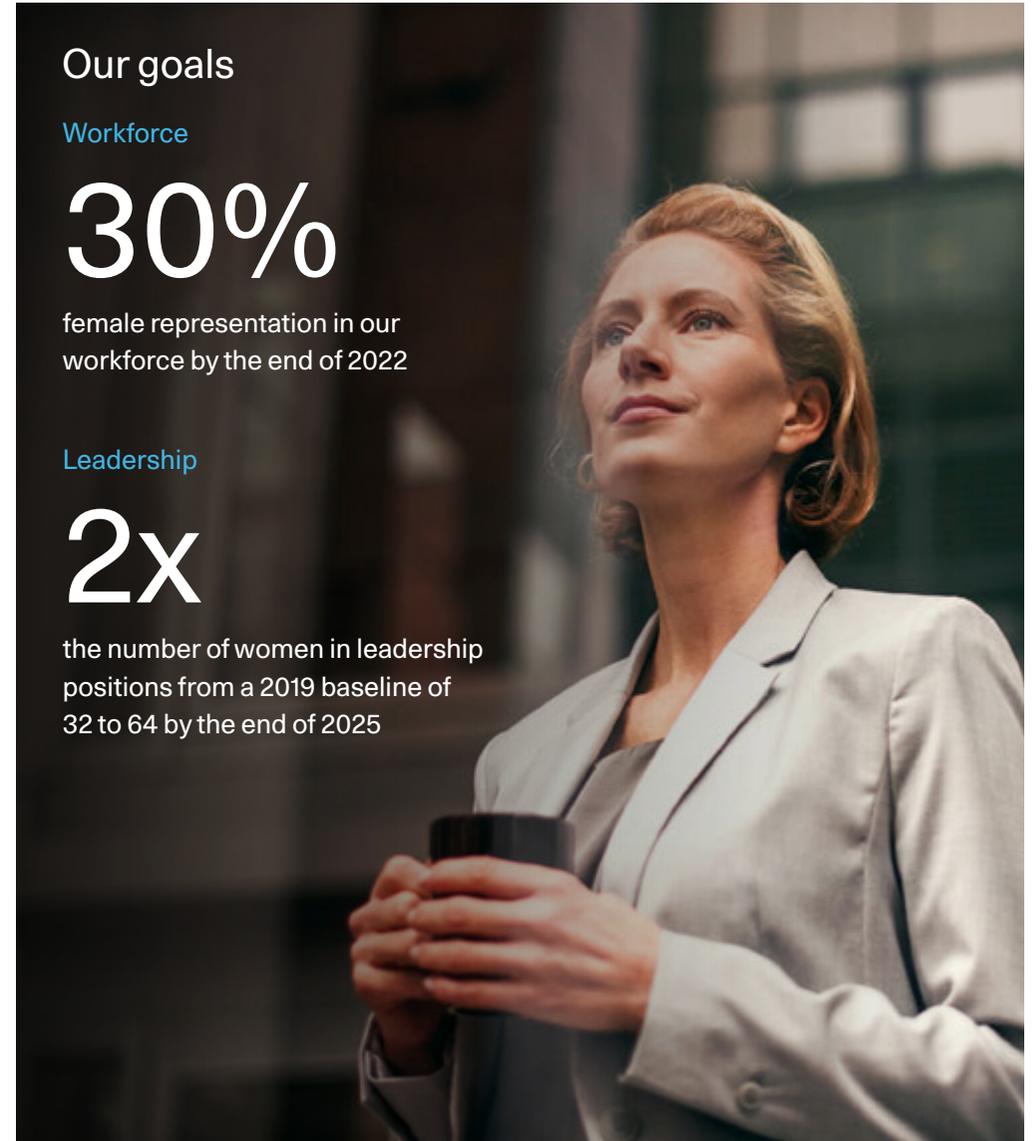
# 30%

female representation in our workforce by the end of 2022

### Leadership

# 2x

the number of women in leadership positions from a 2019 baseline of 32 to 64 by the end of 2025





We are a member of Advance Switzerland, Sponsor Women in Tech UK and actively support our colleagues to join initiatives that drive inclusion, knowledge sharing and the visibility of women at Avaloq.

### WAVE – Women in Avaloq Empowerment

Launched in March 2025, WAVE is an ERG dedicated to promoting gender diversity at Avaloq. Through networking, professional development and career growth initiatives, WAVE empowers, inspires and uplifts women to support the advancement of women in management and throughout our workforce. Avaloq formally supports WAVE with executive sponsorship and a budget for initiatives.

### Lean In at Avaloq

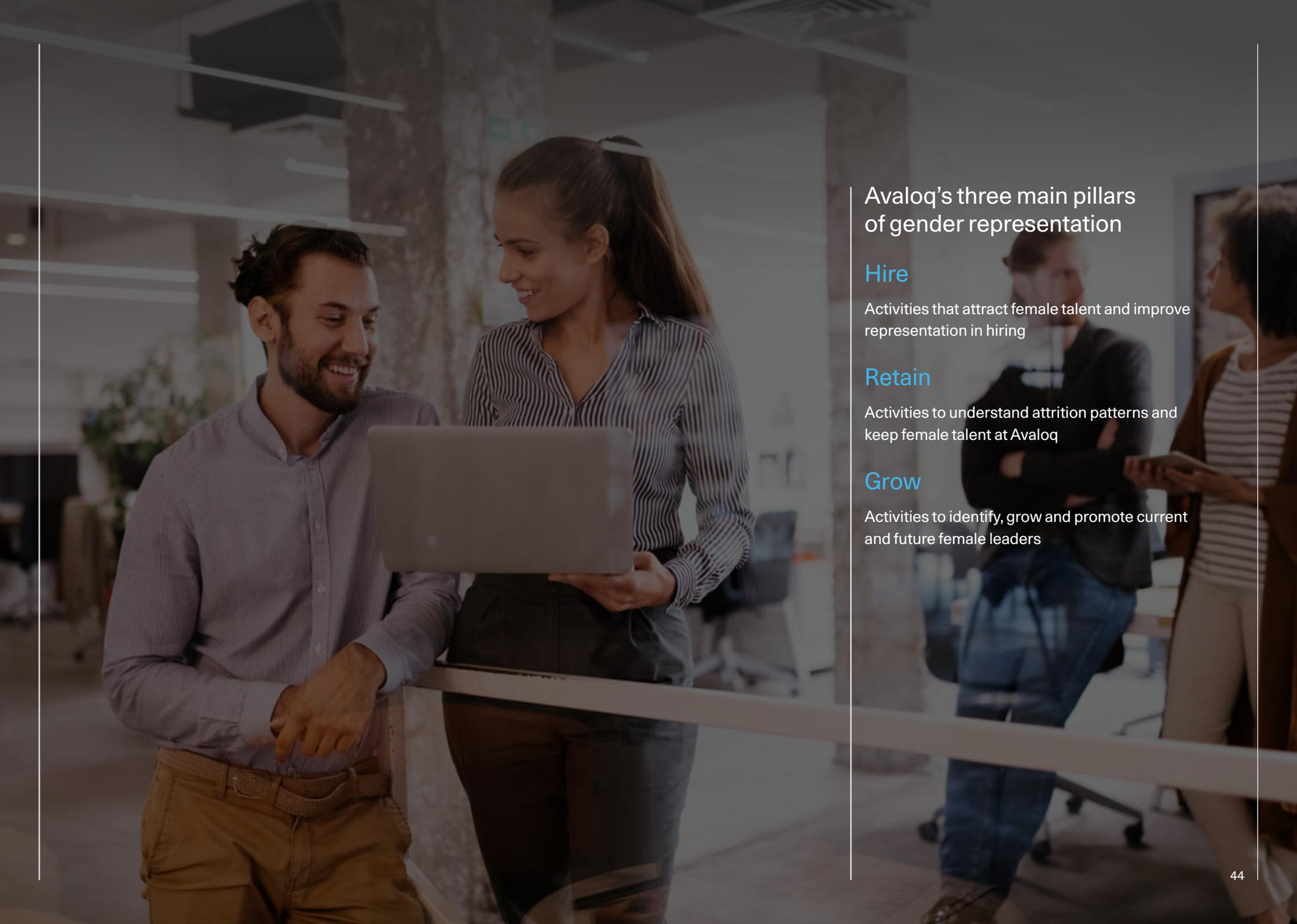
Lean In is a form of group mentoring, where our colleagues discuss and learn about a variety of topics including leadership, work-life balance and professional strength assessments. Motivated colleagues launched Lean In at Avaloq in 2020. The initiative has grown organically since then into a community of women at Avaloq from varied backgrounds and specialties that support and advise each other.

“I have two daughters and one son, and I don’t want them to grow up in a world where their gender influences their chance to succeed in life. We may not be able to change the whole world, but we can at least take small steps and change what is within our control at Avaloq. I am proud to sponsor the WAVE initiative to help empower and advance our female colleagues.”



Hubert Gmünder

General Counsel and WAVE Executive Sponsor  
Avaloq



## Avaloq's three main pillars of gender representation

### Hire

Activities that attract female talent and improve representation in hiring

### Retain

Activities to understand attrition patterns and keep female talent at Avaloq

### Grow

Activities to identify, grow and promote current and future female leaders

## Workforce analysis

### Age and gender

The largest age group at Avaloq is 30-50 years old, with most colleagues in mid-career stages, illustrating a healthy pipeline of future leaders. Younger colleagues are more gender-balanced at Avaloq, but female representation drops with age.

### Business Area difference

Operations, Banking Operations and Finance are performing well with almost gender parity, but technology-related Business Areas are the main driver of overall gender imbalance due to the significant proportion of our colleagues in these roles.

### Leadership imbalance

Technology-roles are associated with higher grades and seniority, where female representation is lower. To improve overall gender balance and increase females in leadership positions, we continue to target action to increase female representation in technology-related roles and foster future female leaders.

Figure 5: Colleagues by gender and age, March 2025

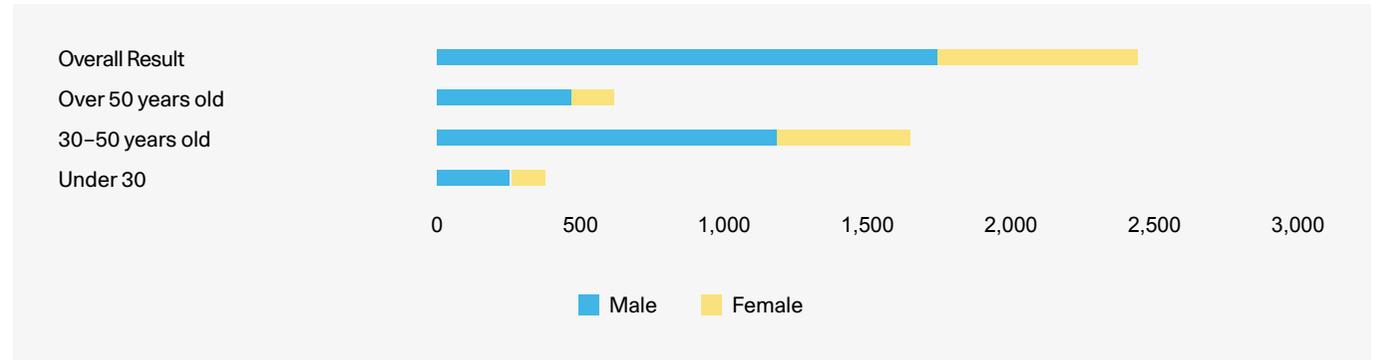
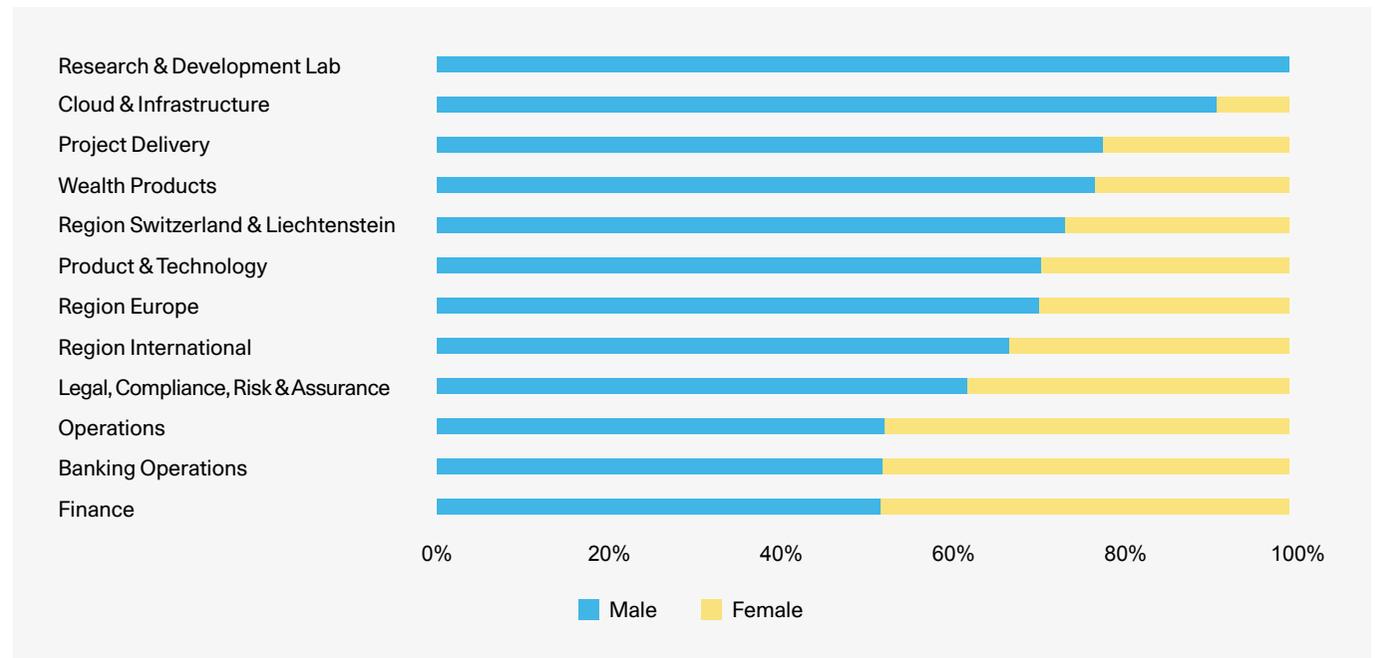


Figure 6: Gender representation by Business Area, March 2025



## Fostering colleague connection



Engaging our colleagues is fundamental to Avaloq's agility, resilience and inclusivity. We view engagement as a two-way dialogue that shapes our culture and informs strategic decisions. Our engagement initiatives ensure colleagues are informed, connected and empowered to share ideas, providing insights that help drive improvements and change and the management of health, safety and wellbeing.

Avaloq's global survey YourVoice is one of several channels we use to listen and respond to feedback, alongside regular all-company meetings, newsletters and interactive platforms such as Viva Engage.

YourVoice remains a cornerstone of our colleague engagement strategy, providing an anonymous, GDPR-compliant platform for employees to share feedback on culture, growth opportunities, benefits and business direction. In FY2025, engagement reached a record high, with 84% participation (up from 71% in 2023) and 14,824 comments.

Our overall engagement score improved to 7.3 from 6.8 in the previous survey in FY2024. Colleagues rated Avaloq highly on peer relationships, manager support and communication (scoring 8.5 for each topic) while we saw progress on recognition, scoring above industry benchmarks on these topics. Colleagues rated Avaloq an average of 8.2 for satisfaction with our efforts to support diversity and inclusion and rated their personal sense of belonging at Avaloq as 7.5.

Insights from the survey informed six company-wide focus areas with targeted interventions. For example, we delivered training and collaborative workshops for teams who had lower scores in critical areas like engagement.

# 84%

participation rate

# 7.3

engagement score

## Commitment to social dialogue

Avaloq recognizes the rights of all colleagues to freedom of association and collective bargaining, as set out in our Code of Business Conduct and Ethics, which affirms employees' rights to join, form or refrain from joining unions and to elect their own representatives.

We extend this expectation to our value chain through our Responsibility Standards for Business Partners. We require all our suppliers to respect these same rights and to ensure their workforces can exercise them without discrimination, retaliation, intimidation or harassment.

In practice, these rights are supported through local structures. In Switzerland, employees are represented through the Employee Commission (ASSL), which collaborates with the banking employee association ASEB/ASIB, with representatives elected through formal processes, including to the Swiss Pension Fund Commission. In Germany, employees engage through workers' councils and are covered by several collective bargaining agreements.

These frameworks, together with our regular feedback channels, ensure colleagues can participate in shaping their working conditions.



# Colleague communication

## Avaloq communication channels

- News and information on myAvaloq, the company intranet
- Bi-weekly company newsletter, with targeted and tailored information
- Monthly all-company meeting
- Regular Business Area Town Halls for focused updates
- Quarterly Business Area newsletters
- Colleague-led Viva Engage conversations
- Annual engagement survey

## Company meeting

1,811

average views per month  
(including replays)

41

speakers featured  
at company meetings

Broadcast live from the Avaloq auditorium in Zurich with a live audience, and includes a CEO Q&A for colleagues

## News and information

70

myAvaloq news items  
380+ average views

22

bi-weekly company newsletters,  
79% average open rate

We communicate news and information to colleagues on myAvaloq, through our company newsletter, and via email

## Viva Engage

440+

daily users

150+

monthly reactions

Viva Engage is a social networking service for our colleagues to directly engage with each other

# Making a positive difference to communities

We believe that our colleagues can drive substantial positive change in their communities. We use our convening power to facilitate opportunities for them to use their passion and skills as a powerful force for good.

## Community Impact Programme

The Avaloq Community Impact Programme aims to unlock opportunities for community involvement for our colleagues. Through the programme, we offer our colleagues 17 paid hours per year to contribute to volunteering efforts. We partner with non-profits that can benefit from our colleagues' technical and professional skills. At the same time, the programme gives colleagues the flexibility to use their volunteering hours towards causes that are personal to them.

From promoting environmental conservation to helping people experiencing hardship, Avaloqers are addressing urgent needs in their local communities. This year, they have taken on a wide range of volunteer roles, including mentoring young people, coordinating foodbanks, planting trees, fundraising for charity, diving to clean up lakebeds, litter picking in public spaces and facilitating skills workshops for refugees.

Our colleagues registered 34 new volunteering projects and logged 931.33 hours of volunteering in FY2025. They rated their volunteering experience an average of 4.7/5 for enjoyment, 4.7/5 for meaning and 4.3/5 for fostering a sense of team bonding, and they highly value the Community Impact Programme overall, with a median rating of 5/5 for the programme's importance to them.<sup>3</sup>





Our colleagues in Zurich regularly volunteer to help sort and deliver food to people in need in Zurich with local foodbank Essen für Alle.

“I love this initiative, not only because we have the chance to give back to the community, but also because it creates strong bonds between Avaloq employees who volunteer together. I got to know people from other teams while volunteering, and we worked well together, had fun and felt connected.”



Esther Scowen-Bolz  
Language Services  
Avaloq



We were thrilled to sponsor Women Connect this year, with a team of Avaloq volunteers planning and leading a six-part workshop series to encourage women from refugee and migrant backgrounds to consider a career in IT and furnish them with the knowledge to get started. Women Connect is a pilot programme by Avaloq's charity partner, Powercoders.

Avaloq Women Connect workshop leaders with the Powercoders participants and staff.

## Avaloq Academy Outreach initiative

Through the Avaloq Academy we provide world-class training courses to teach professionals about finance, technology and the concepts and methods used in the Avaloq ecosystem. The Academy Outreach initiative shares some of these skills with community teachers and pupils in the Philippines, helping prepare them for the demands of education in the digital age.

First piloted in 2023 with 30 participants, this year the workshop grew to nearly 100 teachers and students. The workshop covered instructional design principles, storyboarding, designing for e-learning, efficient multimedia production and the fundamentals of programming. The Academy team has partnered with the local government in the Municipality of Concepcion in Tarlac to expand training to the regional school network next year.

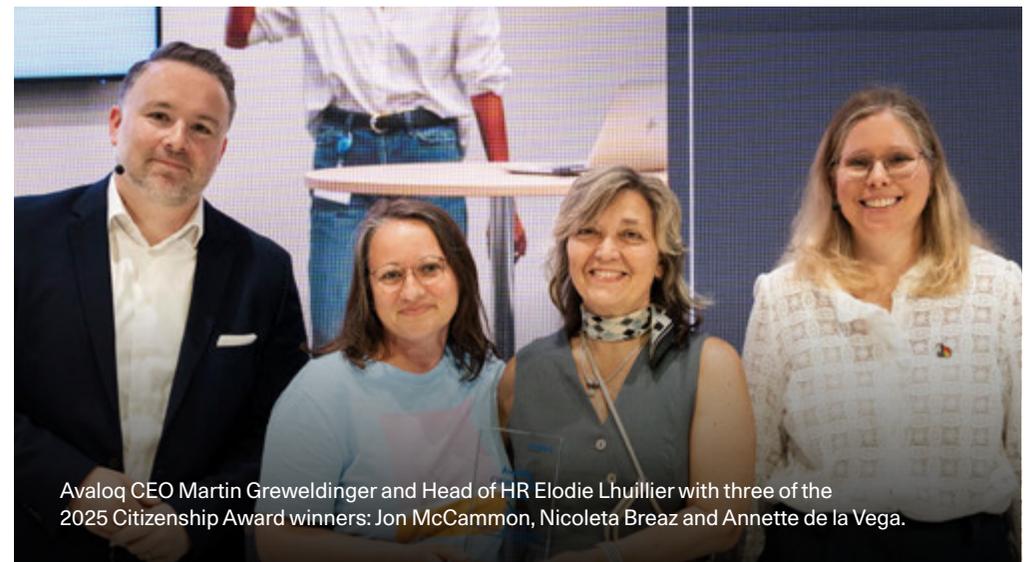


## The Avaloq Citizenship Awards

The Avaloq Citizenship Awards recognize individuals and teams who have shown high levels of engagement and participation and have made a positive difference, either to our culture or within their local community. In 2025, we awarded five Citizenship Awards to individuals and teams from across Avaloq for making a positive difference to people and planet through volunteering, or for demonstrating a deep commitment to culture, engagement and belonging at Avaloq.

Congratulations to our 2025 winners

- Avaloq Proud, our LGBTQIA+ ERG
- The PowerCoders Women Connect volunteers
- The Avaloq Academy Team
- The Manila Colleague Committees
- Lorenzo Ceper



Avaloq CEO Martin Greweldinger and Head of HR Elodie Lhuillier with three of the 2025 Citizenship Award winners: Jon McCammon, Nicoleta Breaz and Annette de la Vega.



## Global support

We have all witnessed the tragic loss of life, displacement of communities and destruction of homes due to disasters, crises and conflicts in the past year. In recognition of our colleagues' deep concern for the people affected, we established the Avaloq Global Support Fund to support critical, life-saving humanitarian response. This year, we continued to support the work of the Red Cross and Red Crescent Societies internationally through the Swiss Red Cross Disaster Preparedness and Response Fund.

The Red Cross and Red Crescent Societies form the world's largest humanitarian network and have been supporting people, no matter who or where they are, for more than 100 years. They are among the first to respond when disaster strikes, providing lifesaving assistance and a shoulder to lean on during some of the most difficult moments in people's lives. They remain by the side of affected communities long after others have left, helping them rebuild and recover. We are pleased to contribute to their principled humanitarian mission in a world facing ever-increasing humanitarian needs.

“When sudden disasters strike, rapid support is crucial. Thanks to Avaloq’s contribution to the Disaster Preparedness and Response Fund, the Swiss Red Cross can not only deliver timely relief but also strengthen preparedness in support of the local Red Cross in vulnerable regions – including in crises that receive little media attention.”



Pascal Morf  
Head of Disaster Management  
Swiss Red Cross

# Governance

The fundamentals of responsible business conduct are central to our long-term success and to the trust placed in us by our stakeholders. Through strong governance, accountability and robust management practices, we promote and uphold high ethical standards across our value chain.

## What you will find in this section

- Ensuring responsible business conduct
- Preparing for disruption
- Safeguarding information security and privacy
- Raising supply chain expectations

# Ensuring responsible business conduct

Avaloq's approach to responsible business conduct is grounded in strong ethics and robust compliance. As a member of the NEC Group, our purpose and values are guided by The NEC Way and embedded in Avaloq's Code of Business Conduct and Ethics. Together, these frameworks set clear expectations for responsible behaviour across our operations and relationships, and reflect our commitment to internationally recognized human rights standards, including the principles of the Universal Declaration of Human Rights.

## Measures to ensure responsible business conduct

### Contractual expectations and enforcement

Avaloq's Legal and Compliance teams apply an interdisciplinary approach to ensure that contracts with business associates include appropriate clauses addressing compliance, ethical conduct and responsible business standards. Depending on the risk profile, these provisions may include audit rights, remediation requirements and termination rights.

### Human rights and labour standards

Avaloq promotes respect for internationally recognized human rights standards, including fair working conditions, freedom from forced or exploitative labour and equal treatment. These expectations are reflected in internal policies and extended to business associates through clearly defined responsibility standards and onboarding requirements.

### Integrity, ethics and anti-bribery and anti-corruption

Avaloq applies zero tolerance towards bribery and corruption, in line with group policy. Bribery and corruption risks are assessed when entering or maintaining business relationships, and consistent integrity standards are applied to intermediaries and consultants.

### Speak up culture and grievance mechanisms

Avaloq encourages colleagues and external stakeholders to raise concerns about potential misconduct or breaches of policies. These channels are designed to enable the early identification of potential misconduct or adverse impacts, and to support appropriate remediation where the undertaking has caused or contributed to a negative impact. Multiple reporting channels are available, including a confidential whistleblowing tool, access to an independent Ombuds Office and NEC Group's Supplier Hotline for Misconducts in the Supply Chain.



Morteratsch Glacier, Switzerland  
Roland Hediger, Avaloq, 2025

### Protection against retaliation

Avaloq does not tolerate retaliation against individuals who raise concerns or report issues in good faith. This protection supports effective use of grievance mechanisms by colleagues and other individuals connected to Avaloq's activities and is embedded in the Group Policy on Whistleblowing and reinforced through regular communication and training.

### Policy governance and continuous improvement

All relevant policies and processes relating to responsible business conduct are regularly reviewed. Updates are implemented as needed to reflect evolving risks, regulatory expectations and best practices.

Together, these measures support the prevention, detection and remediation of breaches of policy and contribute to maintaining trust with our stakeholders.

### Compliance training

In FY2025, our colleagues completed training on a range of topics. For more information on courses and completion rates, see the [appendix](#).

### Relevant policies include

- Code of Business Conduct and Ethics
- Group Policy Anti-Bribery and Anti-Corruption
- Group Policy Gifts, Hospitality, Entertainment and Business Events
- Group Policy Anti-Fraud
- Group Policy Personal Trading
- Group Policy Anti-Money Laundering and Counter-Terrorist Financing
- Group Policy Whistleblowing
- Group Policy Conflicts of Interest
- Group Policy Compliance Training
- Group Policy Diversity and Equal Opportunity



Seed of tomorrow, Neftenbach, Switzerland  
Anton Zaviriukhin, Avaloq, 2025

# Preparing for disruption

Operational resilience is a strategic priority for Avaloq. Our clients and regulators expect continuous, secure and reliable services even in the face of disruption. Our resilience approach extends across the entire end-to-end value chain, from our clients and internal operations to external vendors and ICT (information and communication technology) service providers, ensuring that disruptions at any point are anticipated, managed and effectively recovered from.

Our approach to resilience is built on a structured Business Continuity Management (BCM) framework that is independently audited and certified to ISO 22301, the internationally recognized standard for operational resilience.

The *EU Digital Operational Resilience Act (DORA)* strengthens requirements for ICT risk management, incident reporting, resilience testing and third-party oversight across the financial sector. While DORA applies directly to financial institutions in the EU, Avaloq acts as a critical ICT outsourcing provider to regulated banks and is therefore subject to equivalent regulatory expectations through supervisory and client oversight. As a result, Avaloq has adopted DORA as the principal global benchmark for its operational resilience programme.

Through the integration of ISO 22301 certified BCM and DORA aligned operational resilience practices, Avaloq ensures the secure, resilient and continuous delivery of critical services across the full end-to-end value chain.

## ISO 22301

certification validates the effectiveness  
of our operational resilience



# Safeguarding security and privacy

Avaloq is an information processing powerhouse. We handle sensitive information when providing services to clients, engaging with partners and operating our business. Protecting this information is fundamental to maintaining trust in Avaloq and to our ability to serve clients securely.

We apply robust, future-proof privacy and information security practices underpinned by clear governance, defined responsibilities and internationally recognized standards. Our activities are designed to manage material risks relating to information security and data protection and to prevent adverse impacts on clients, end users, colleagues and business associates.

## Information Security

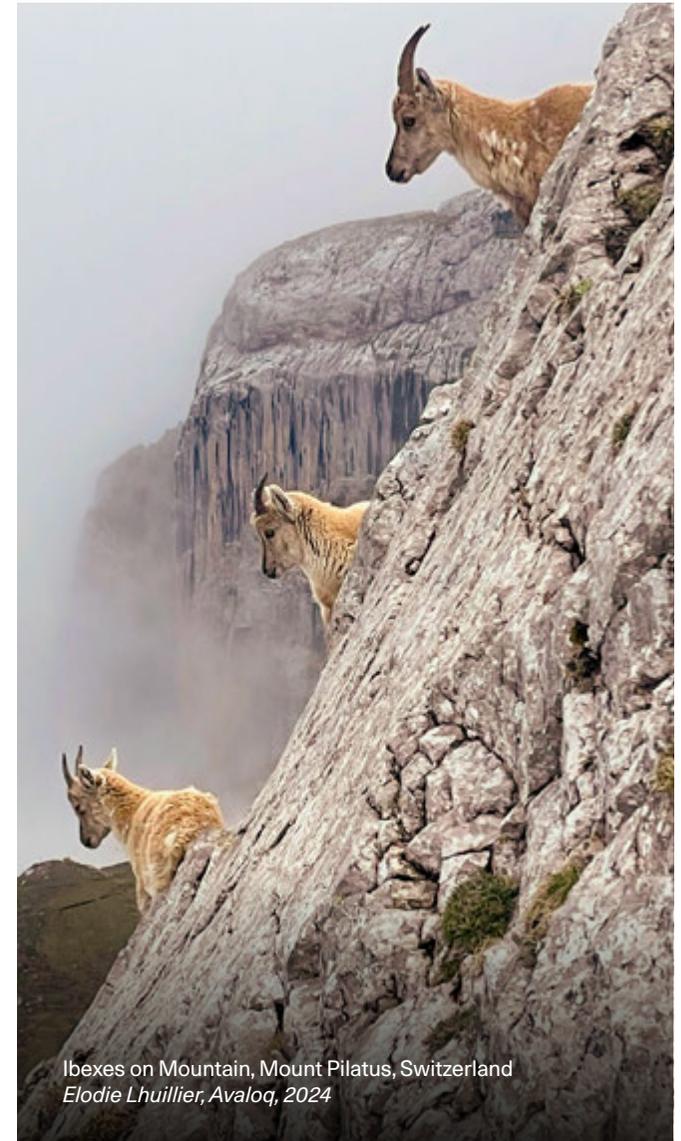
### Policies, standards and regulatory compliance

Avaloq's comprehensive Group Information Security policy defines the framework we have designed to ensure the resilient and consistent protection of our information assets.

The Avaloq Group is globally certified to the ISO/IEC 27001:2022 standard for our information security management programme. Our information security framework integrates global standards, regional regulatory requirements, and client-specific obligations, ensuring that security controls are embedded across the organization and reflected in client contracts.

### Governance model and Three Lines of Defence

Avaloq's information security governance is aligned with industry best practice and regulatory expectations and is structured according to the "Three Lines of Defence" (3LoD) model to ensure effective risk management and oversight. This model is supported by a clear Chief Information Security Officer (CISO) mandate, global collaboration and consistent enforcement of information security standards.



Ibexes on Mountain, Mount Pilatus, Switzerland  
Elodie Lhuillier, Avaloq, 2024

### First Line of Defence (1LoD)

Responsible for day-to-day IT operations and risk management activities, including CISO Operations and decentralized security functions.

### Second Line of Defence (2LoD)

CISO Governance, providing oversight, defining guiding principles, policies and procedures and driving continuous compliance and improvement.

### Third Line of Defence (3LoD)

Group Internal Audit, providing independent assurance on IT operations and the effectiveness of the oversight framework.

Figure 7: Governance model and Three Lines of Defence

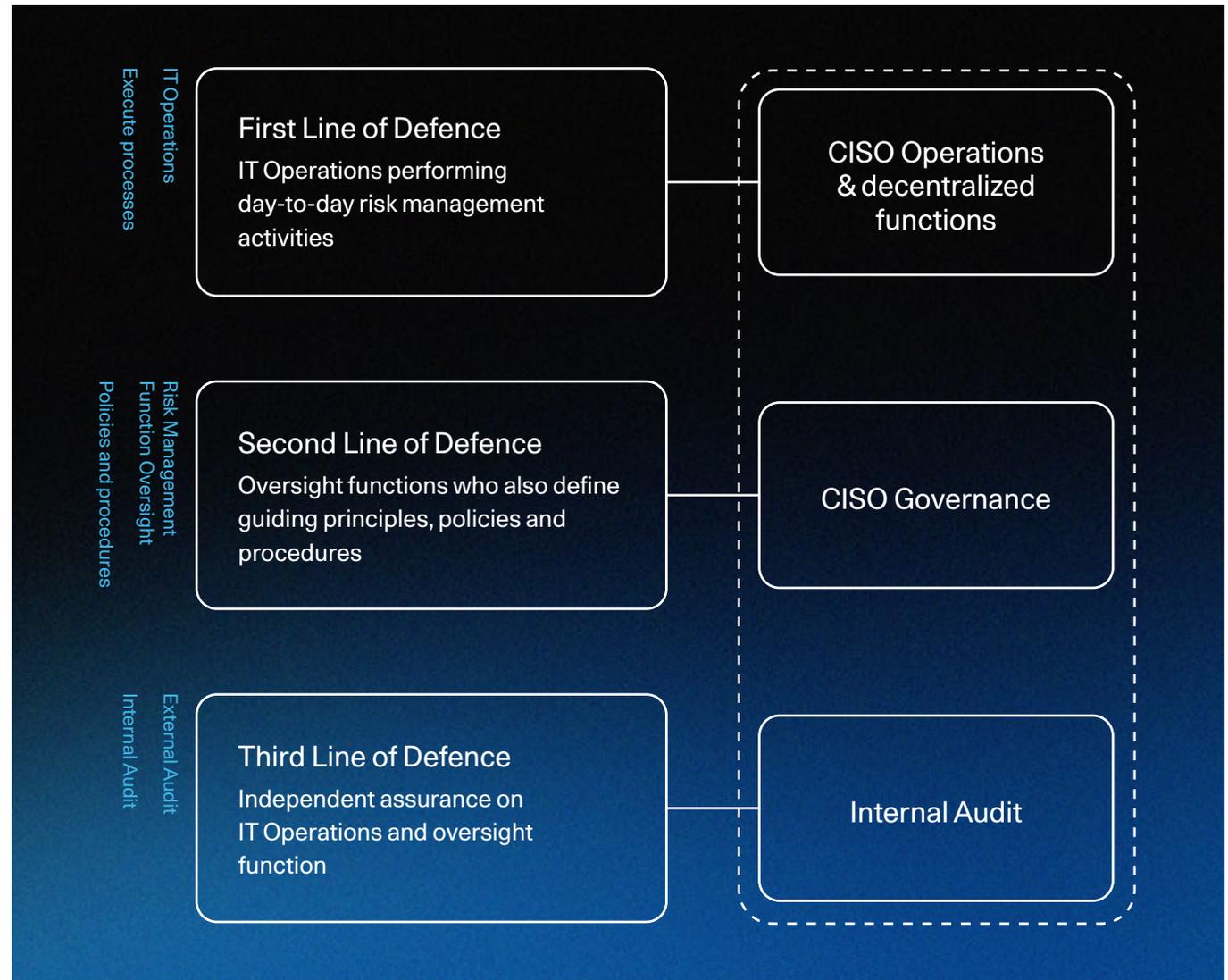
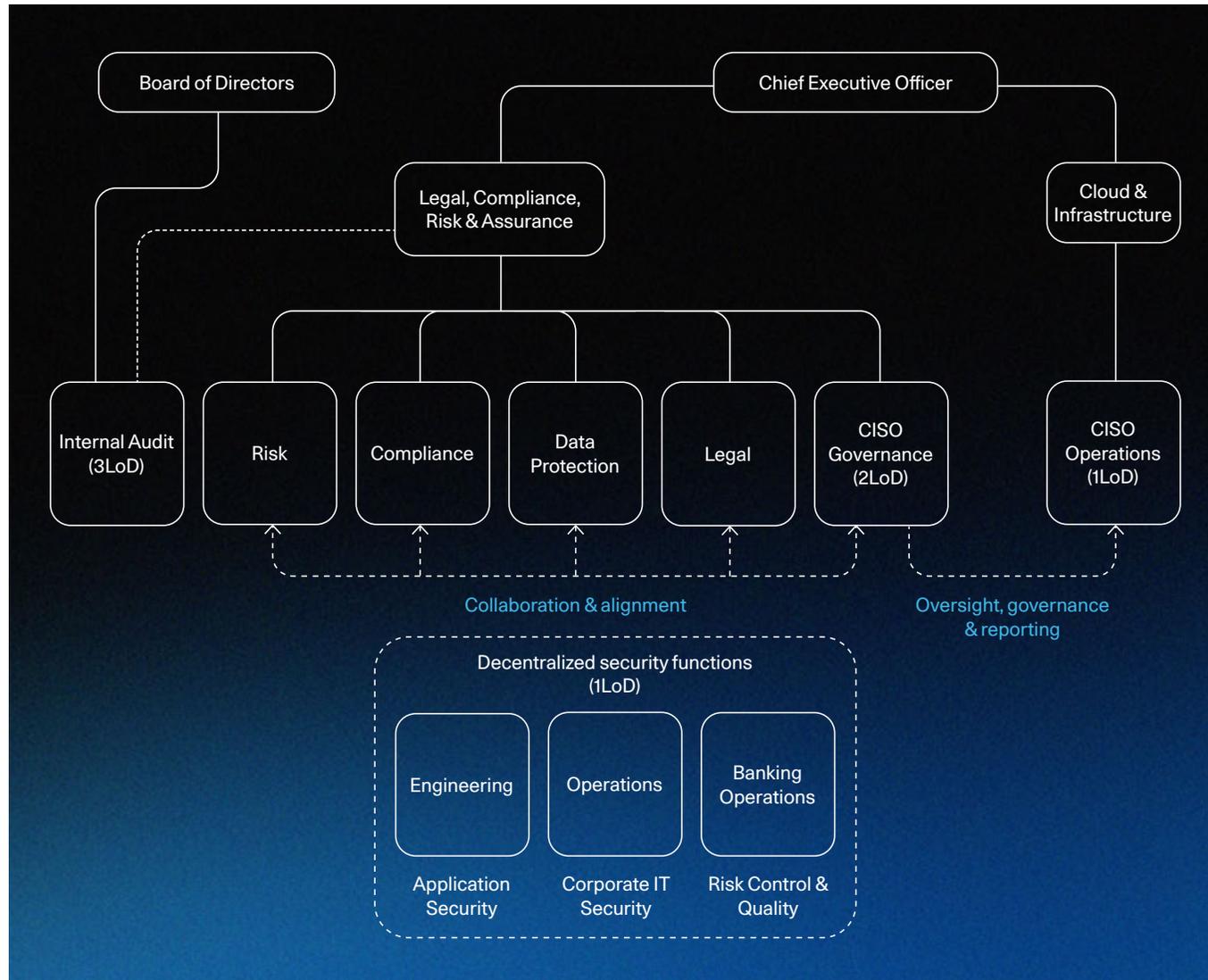


Figure 8: Avaloq Information Security management structure



## Organizational structure and oversight

Avaloq’s organizational structure features two centralised CISO divisions, led by CISOs for Governance and Operations. They coordinate security activities across the company, supported by client-facing security officers (CFSO), operational security teams and assurance functions.

Decentralized security functions support 1LoD functions in specific domains like Security Engineering, Banking Operations and Corporate IT, ensuring close collaboration and regular knowledge exchange.

Independent information security committees at global and regional levels protect our assets and ensure cybersecurity risks are effectively managed. The separate CISO offices ensure separation of concerns and have the explicit mandates to define, implement and monitor our Information Security Management System, and escalate matters with a material impact on our security exposure to the appropriate governance bodies.

## Data protection

### Policies, compliance and standards

Avaloq's Group Data Protection Policy defines the principles, roles and responsibilities required to comply with applicable data protection laws and regulations. These include domestic data protection requirements and the General Data Protection Regulation (GDPR).

We are a member of the International Association of Privacy Professionals (IAPP), the world's leading privacy association, and closely monitor regulatory developments and evolving privacy best practices.

Data protection compliance is embedded into Avaloq's governance framework and operational processes to ensure lawful, fair and transparent handling of personal data across our business and in client engagements.

### Roles and responsibilities

We monitor the data flows in our systems and are firmly committed to maintaining the resilience of our data protection measures.

The global data protection division includes local Data Protection Officers (DPOs) in Germany, Switzerland, the UK, Singapore and the Philippines. The division is supported by Data Protection Managers and IT Security Professionals who provide ongoing guidance to clients, partners and colleagues. The team closely monitors regulatory developments and updates policies and processes regularly to reflect changes in applicable requirements. Material issues are escalated through established governance channels.

### Awareness and training

We promote information security and data protection awareness through regular, mandatory training for all colleagues. In FY2025, 98% of employees completed training on these topics, reinforcing a strong culture of accountability and compliance.



# Raising supply chain expectations

Avaloq works with more than 1,000 business associates globally. By partnering with organizations that prioritise ethical and sustainable business practices, we strengthen the resilience and integrity of our supply chain, reduce risk and support consistent delivery for our clients.



A green wall in Canary Wharf, London  
*Alia Gironi, Avaloq, 2025*

## Our expectations

Avaloq's Responsibility Standards for Business Partners define the minimum standards we expect from our business associates. These include respect for human rights and fair labour practices, the management of health and safety risks, strong information security, reduced environmental impacts and high standards of ethical business conduct. As part of our procurement process, business associates are required to confirm their commitment to these standards through a supplier declaration.

While Avaloq does not control the operations of its business associates, we use contractual requirements, due diligence processes and ongoing monitoring to seek to prevent and mitigate any risks or adverse impacts.

## Our approach

Avaloq's Vendor Management, Compliance and Vendor Risk Management teams work together to ensure the effective management of our supply chain. We set clear expectations for business associates and integrate ESG considerations into procurement, due diligence and ongoing risk management processes.

Business associates are subject to a structured, risk-based due diligence process that considers legal, ethical, ESG and reputational factors. This includes initial screening, periodic reassessments and continuous monitoring, enabling timely identification and mitigation of potential risks. Any red flags raised initiate appropriate counteractive measures and may lead to the disqualification of the prospective business associate.

In FY2025, we strengthened this approach by introducing an ESG rating provided by an independent rating agency. This complements other sources, including company disclosures and industry benchmarks, and supports more informed decision making and consistent risk mitigation across the supply chain.

The Vendor Risk Management function provides additional oversight of third-party risks by conducting structured vendor risk assessments with relevant subject-matter experts. These assessments include comprehensive questionnaires addressing material sustainability topics such as governance, human rights and environmental performance.



FY2025 supply chain performance<sup>5</sup>

# 75%

of our top-spending vendors, collectively accounting for 80% of total spend, have signed our responsible business declaration.

# 460

new due diligence checks and 668 rescreening checks were conducted on business associates, with 206 red flags identified.

# 95%

of our Tier 1 business associates receive a comprehensive questionnaire that includes material sustainability issues.

# Business

At Avaloq, we help our clients stay ahead in a rapidly evolving world. Our platforms embed accessibility principles to ensure inclusive access, while our responsible AI practices and ESG-aligned investment capabilities empower firms to meet growing investor expectations and comply with a complex regulatory framework.

## What you will find in this section

- Increasing accessibility and inclusion
- Ensuring responsible AI
- Orchestrating the shift to sustainable investing

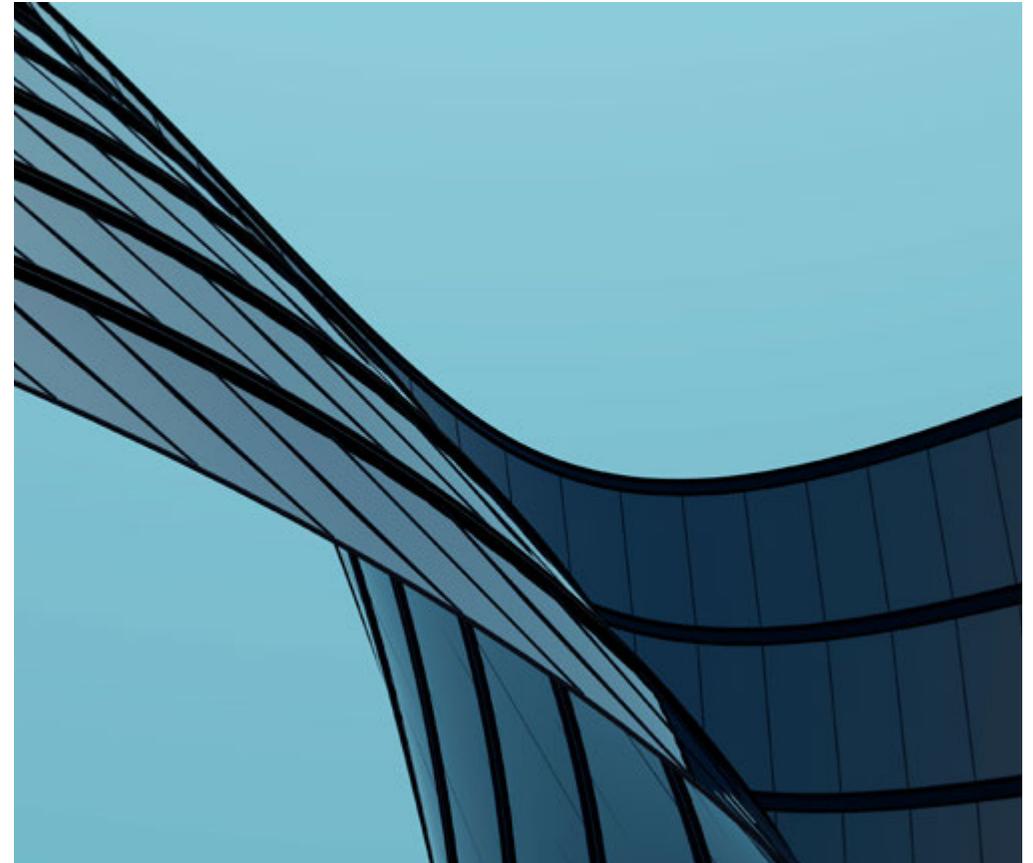
# Increasing accessibility and inclusion

Accessibility is essential to the delivery of inclusive, high quality technology solutions for the Avaloq community. We want to ensure that our software products and digital services are accessible to all users, regardless of ability or device. To achieve this, we have integrated accessibility into our product design, development and quality assurance processes.

We design, develop and evaluate our products in accordance with internationally recognized accessibility standards and applicable regulatory requirements. These include the *European Accessibility Act* (EAA), which defines mandatory accessibility requirements for specified digital products and services; the *Web Content Accessibility Guidelines* (WCAG) 2.2 (ISO/IEC 40500:2025); and the European Telecommunications Standards Institute (ETSI) harmonized standard for digital accessibility, EN 301 549.

The Avaloq Accessibility Product Standard — one of several subject-specific product standards that all new product releases are reviewed against before launch — defines how accessibility requirements are embedded across the product lifecycle at Avaloq and audited during each release phase.

Accessibility improvements are treated as core product-quality measures and are a shared responsibility across design, engineering, quality assurance and client success teams.



Accessibility is embedded across multiple stages of the product lifecycle. Our approach encompasses:

#### Design

Applying best practice early in design reviews, ensuring components and layouts support keyboard navigation, sufficient colour contrast, clear labelling and logical structure.

#### Development

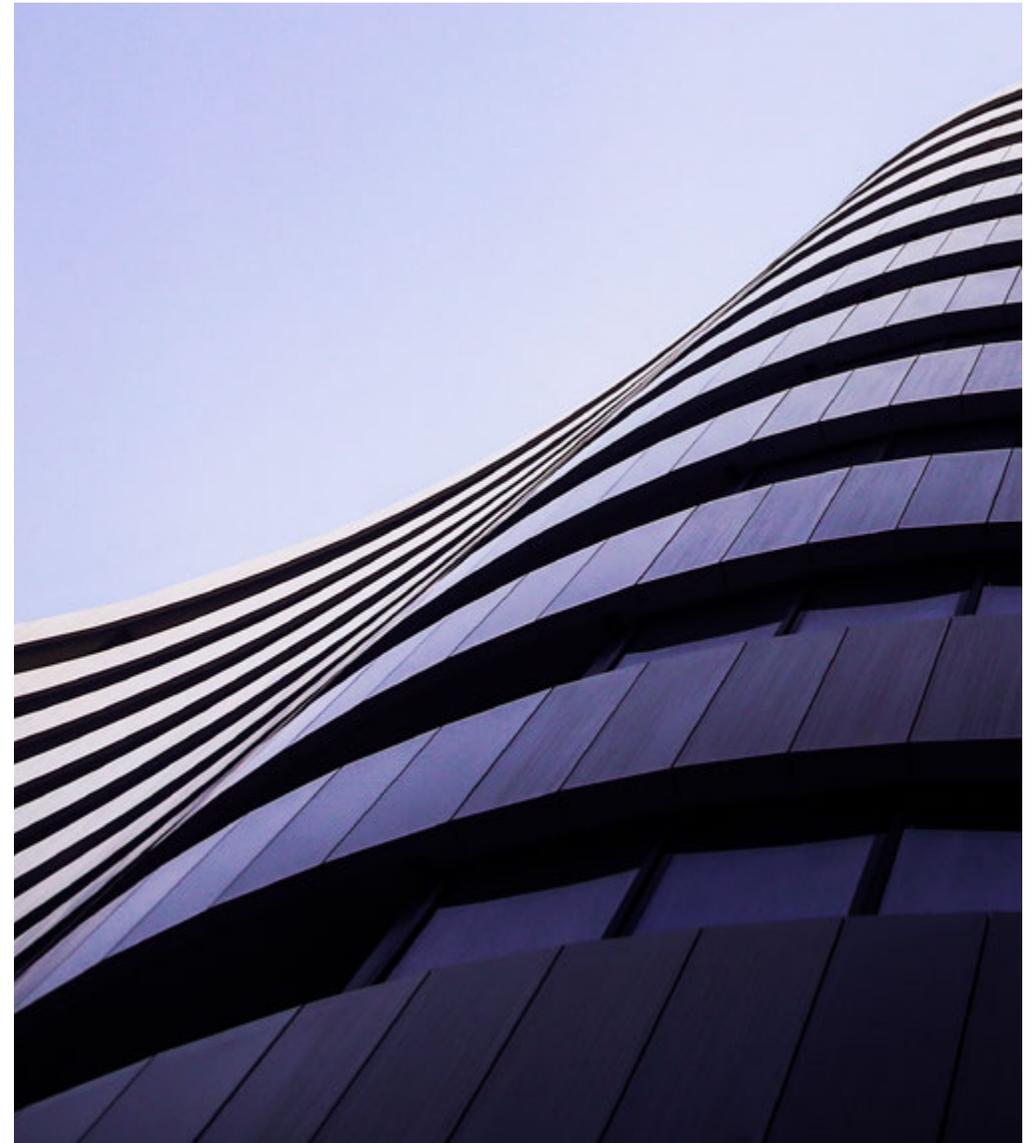
Following the Avaloq Accessibility Product Standard and using semantic markup, Accessible Rich Internet Applications (ARIA) and accessible design patterns, aligned with WCAG 2.2.

#### Testing and verification

Combining automated scans, manual audits and user testing with assistive technologies such as screen readers, magnifiers and speech recognition software.

#### Continuous improvement

Reviewing compliance with the EAA regularly as part of the product release cycle and ensuring alignment with the relevant standards: WCAG 2.2 Level AA and ETSI EN 301 549.



# Ensuring responsible AI

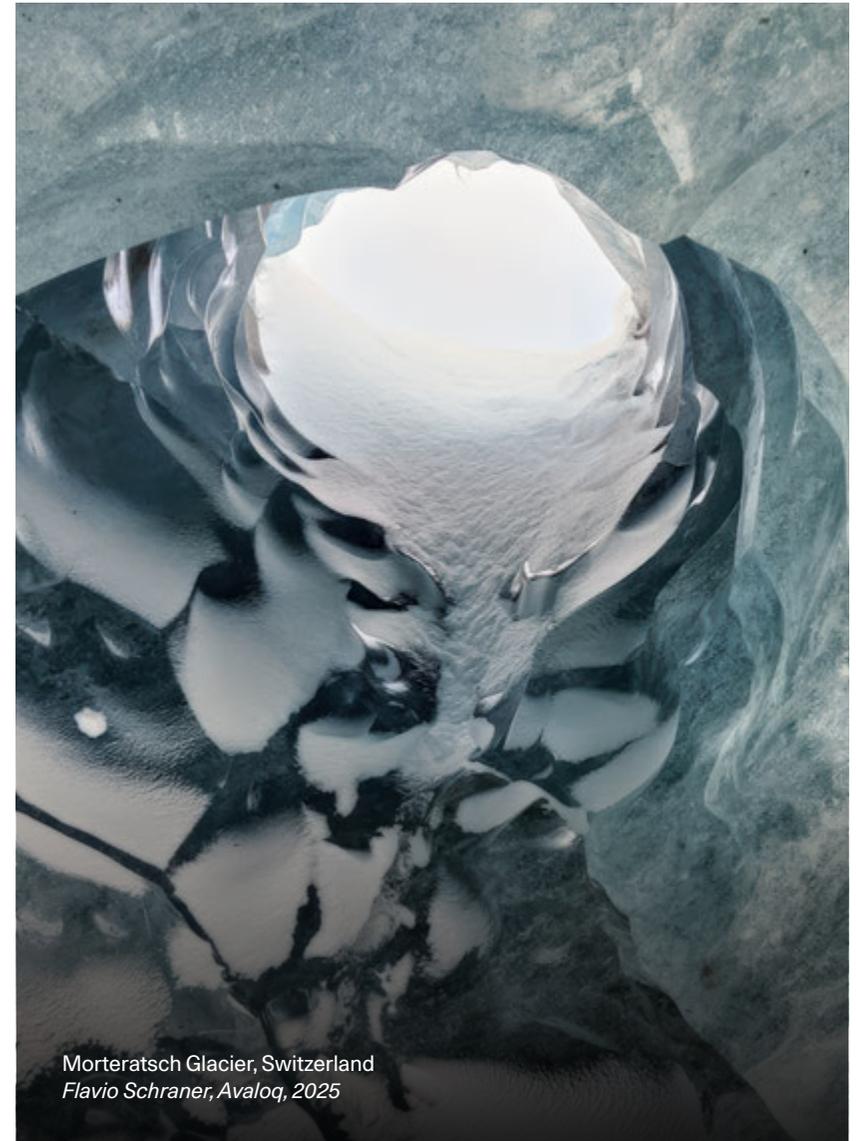
Avaloq is committed to being a responsible and trustworthy AI consumer and provider. As part of our preparation for AI regulation, we have established an AI Compliance Committee (AICC) with a mission to effectively govern the compliance of AI initiatives and mitigate associated risks.

The AICC consists of representatives from our legal, data protection, risk, information security, compliance, vendor management and AI innovation teams. It oversees and monitors AI activities within Avaloq and provides guidance and support to our colleagues as they develop and implement AI use cases and solutions.

We see the significant potential for generative AI to impact the financial industry. In the back-office, AI can automate the processing of unstructured data, streamlining tasks that are traditionally manual and error-prone. On the front-end, AI enables more personalized and responsive client engagement, helping advisers tailor recommendations and deliver real-time insights.

To drive innovation across our business, we have established an AI Lab, which works closely with NEC Research and Lab teams and has access to the latest applied research internationally. Avaloq also leverages secure and compliant AI cloud services from Hyperscalers (such as Amazon, Google and Microsoft). Within this ecosystem, we are delivering value in software development, banking operations, office products and client IT services to enhance efficiency and service quality.

Avaloq ensures AI compliance by deploying AI observability and explainability tools, while adhering to global regulations per client requirements, particularly the *EU Artificial Intelligence Act*. We implement use cases responsibly across categories ranging from 'no risk' up to 'limited risk'.



Morteratsch Glacier, Switzerland  
Flavio Schraner, Avaloq, 2025

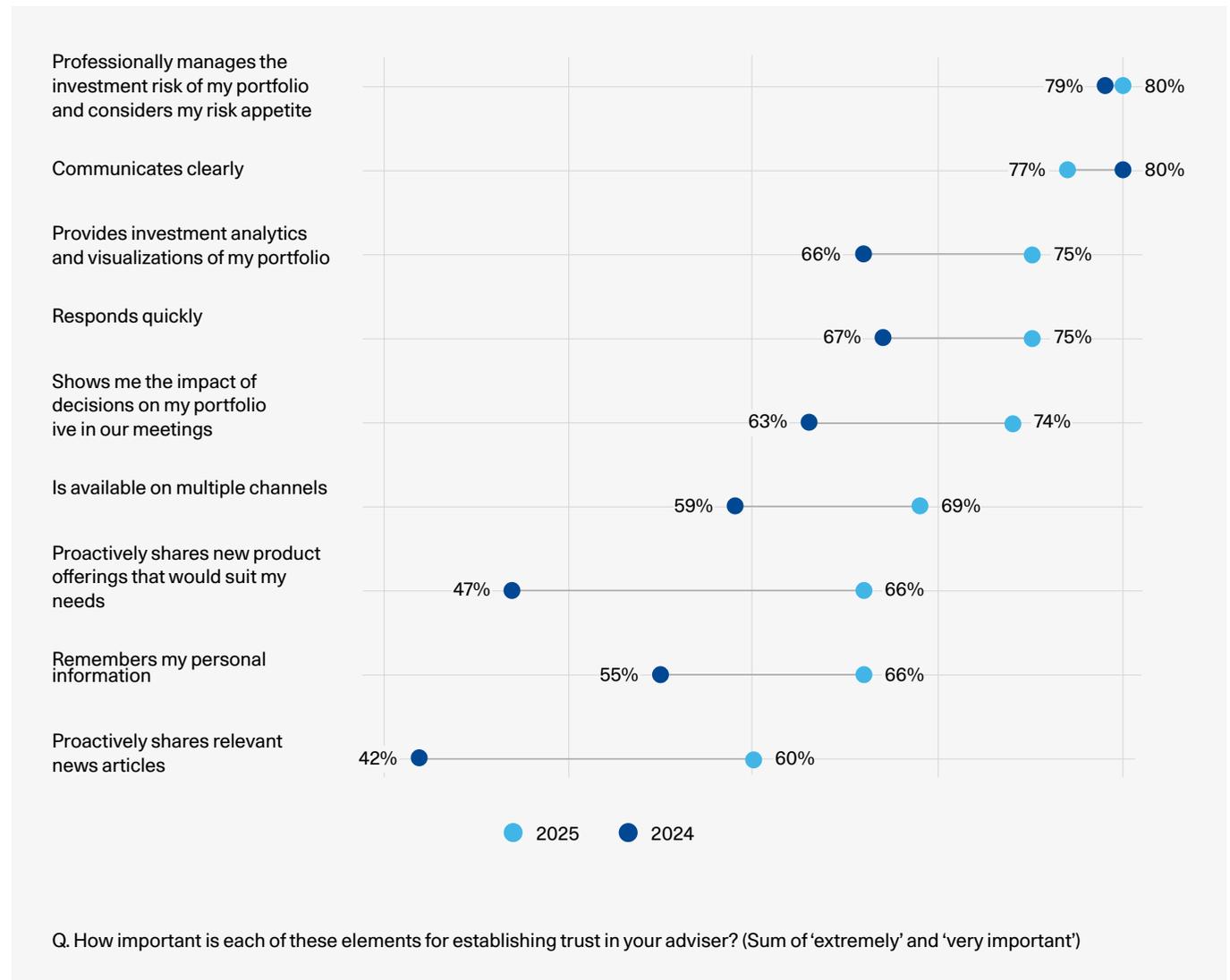
## We see the potential of AI as a strategic tool to build trust

When asked about reasons for switching banks or wealth managers, 42% of investors cited a lack of trust in the adviser assigned to them and 37% pointed to a lack of transparency. In the United States, the figure for lack of trust rises to 60%, the highest globally. At the same time, wealth managers struggle to deliver personalization at scale, with 38% identifying lack of time as the main barrier.

With 52% of investors globally comfortable with AI-supported investment advice, AI can offer a solution. By automating routine tasks and enabling advanced analytics, AI can free advisers to focus on high-value interactions and directly support the factors their clients rate as most important for building and maintaining trust, including personal risk consideration, portfolio visualization and quick responses.<sup>4</sup>

Findings from the Avaloq Wealth Insights 2025 Report<sup>4</sup>

Figure 9: Elements for trust in advisory, global



# Orchestrating the shift to sustainable investing

We help our clients meet investor demand for portfolios that align with their values and for investment advice that provides clarity about the sustainability impact of their investment choices. In doing so, we support the flow of global capital to investments that create long-term value for society.

Avaloq's ESG solutions give banks and wealth managers the ability to capture their clients' ESG preferences, evaluate ESG implications when creating proposals and analyse and monitor portfolios using ESG criteria.

Avaloq's model portfolio solutions enable our clients to meet regulatory requirements and ensure a consistent approach to the latest standards, including the Markets in Financial Instruments Directive 2014 (MiFID II) and the EU Sustainable Finance Disclosure Regulation (SFDR). Our platform supports multiple capabilities including the alignment of client portfolios in line with their ESG preferences.

Through third-party integration, wealth managers can produce detailed reports that help investors understand their exposure to a range of ESG risks as well as the impact of their portfolio on a range of ESG metrics. These can include the climate impact of their investments or their exposure to controversial industries like tobacco or weapons.



Simplicity, Switzerland  
Piroska Bregyan-Ziegler, Avaloq, 2024

“At Avaloq, we innovate responsibly. With our digital expertise, we help clients earn trust, deliver exceptional experiences and shape the future of finance.”



Jens Rühmkorf  
Head of Product Strategy & Management  
Avaloq

## We found that sustainable investing continues to have global appeal

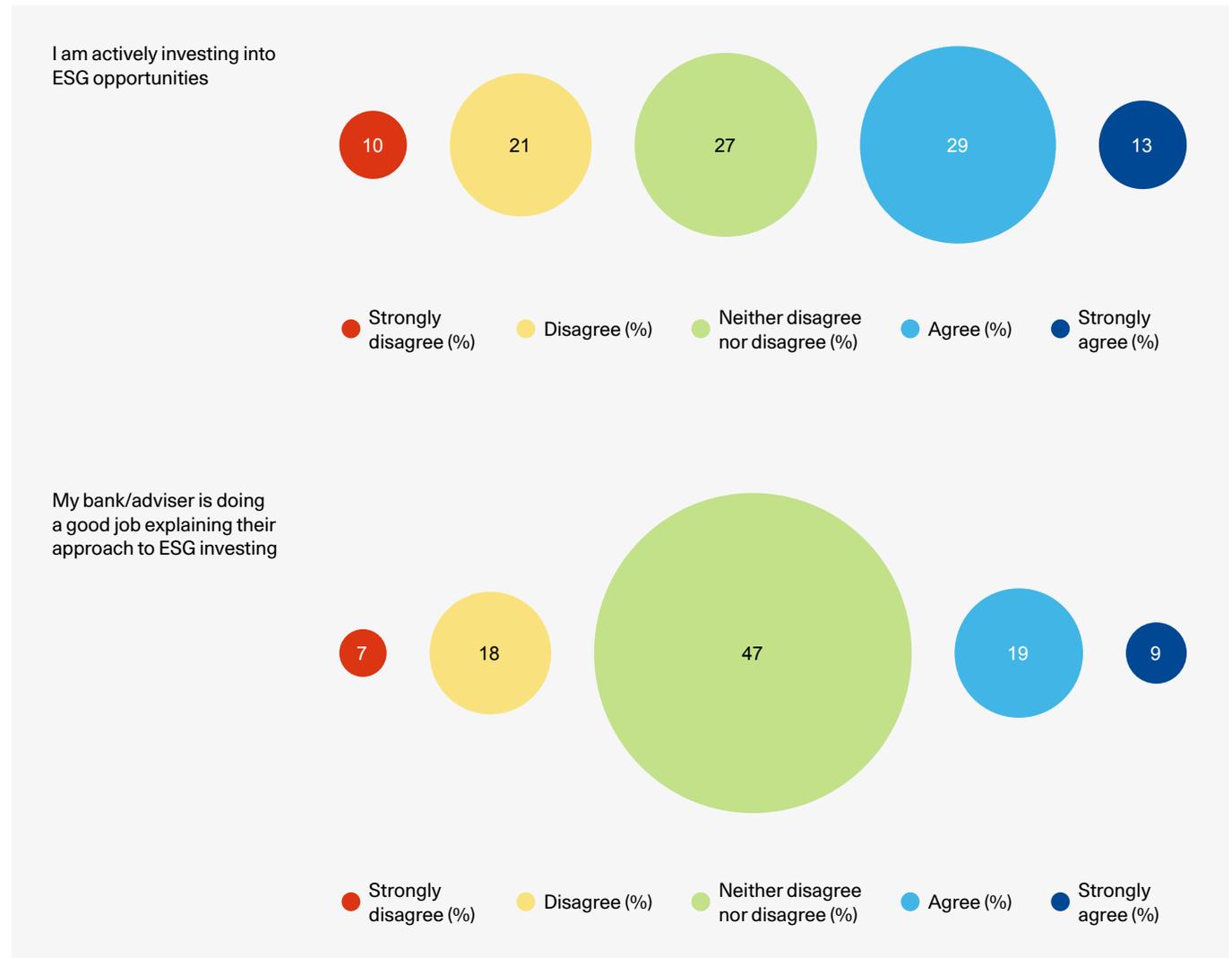
Interest in sustainable or ESG investing continues to grow, with the share of professionals citing its importance for client engagement rising from 55% in 2024 to 63% in 2025.

In Asia, this increase is even more pronounced, jumping from 41% to 67%, as the region increasingly embraces ESG as central to value creation and legacy planning. Globally, the proportion of investors actively pursuing ESG opportunities has climbed from 29% to 41% over the same time period.

Satisfaction with banks' ESG offerings is up to 42% in 2025, compared to 36% in 2024. However, fewer investors, down 5 percentage points to 29%, feel their bank or adviser is clearly explaining their ESG approach. This indicates an opportunity for wealth managers to lead the market by delivering a better experience.

Findings from the Avaloq Wealth Insights 2025 Report<sup>4</sup>

Figure 10: Thinking about ESG investing, to what extent do you agree or disagree with the following statements?



## We found that investors have a positive outlook on the potential of sustainable investing

While investors are now 4 percentage points less inclined than in 2024 to accept a trade-off between returns for ESG-aligned investments, most remain willing to accept some decrease in performance to access sustainable investments.

Investor expectations on returns are positive, with most investors continuing to expect ESG investments to have a positive, or at least neutral, impact on their portfolio.

# 63%

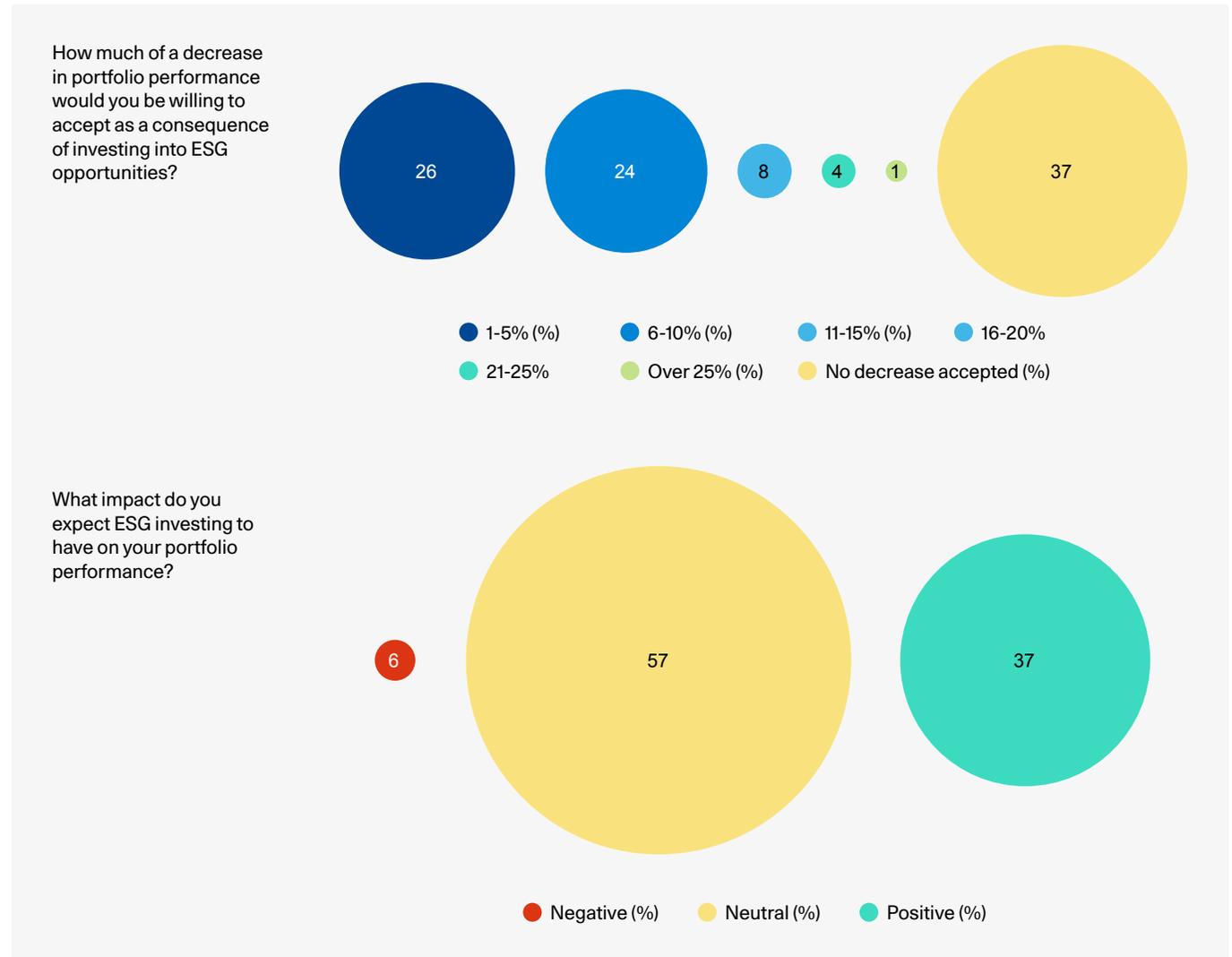
of investors are willing to accept some level of reduced returns in exchange for ESG-aligned investments (2024: 67%).

# 94%

of investors believe that ESG-aligned investments will either have a positive or neutral impact on their portfolio returns (2024: 93%).

Findings from the Avaloq Wealth Insights 2025 Report<sup>4</sup>

Figure 11: Investor views on ESG and portfolio performance



# Appendix

Morteratsch Glacier, Switzerland  
*Flavio Schraner, Avaloq, 2025*

## What you will find in this section

- GRI/ESRS content index
- Further details on climate data
- Sustainable Development Goals
- References

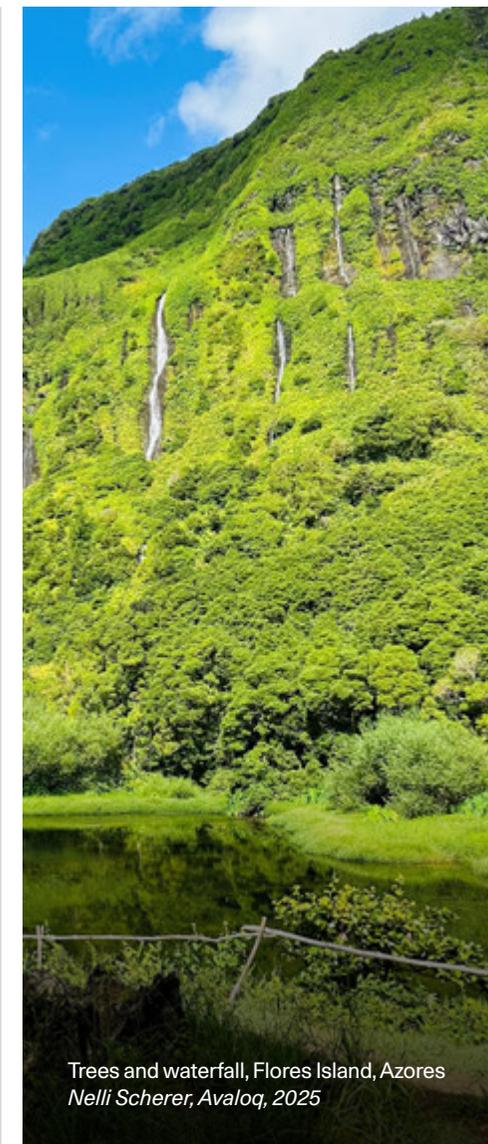
# GRI/ESRS content index

Avaloq has prepared the information contained in this Global Reporting Initiative (GRI) content index for the reporting period 1 April 2024 to 31 March 2025, with reference to the GRI 2021 Universal Standards. We have also undertaken an initial mapping to the European Sustainability Reporting Standards (ESRS) to illustrate how our current disclosures relate to the emerging CSRD requirements.

This index indicates where disclosure-relevant information can be found, however it does not imply that all disclosure requirements have been fully met. In some cases, the information provided may be partial. We are committed to improving the completeness and alignment of our reporting over time.

Table 4: GRI/ESRS content index

Topic	Description	Cross-reference(s) (ESRS)	Section/location
<b>GRI 2: General disclosures</b>			
GRI 2-1	Organizational details	ESRS 2 SBM-1	Introduction; About Avaloq; Our locations
GRI 2-2	Entities included in the organization's sustainability reporting	ESRS 2 BP-1	Context for this report (scope includes Avaloq and fully owned or major operating subsidiaries)
GRI 2-3	Reporting period, frequency and contact point	ESRS 2 BP-1	Context for this report (FY2025 defined as 1 April 2024 to 31 March 2025)
GRI 2-4	Restatements of information	ESRS 2 BP-2	Climate data restated following improvements to calculation methodology, however no significant change in GHG emissions or reduction trajectory
GRI 2-5	External assurance	ESRS 2 BP-1	Sustainability information is not yet externally assured
GRI 2-6	Activities, value chain and other business relationships	ESRS 2 SBM-1	About Avaloq



Trees and waterfall, Flores Island, Azores  
Nelli Scherer, Avaloq, 2025

Table 4: GRI/ESRS content index

Topic	Description	Cross-reference(s) (ESRS)	Section/location
GRI 2-7	Employees	ESRS S1-5	About Avaloq; Workforce analysis
GRI 2-9	Governance structure and composition	ESRS 2 GOV-1	Governance approach; Our website: <a href="http://www.avaloq.com/about/leadership">www.avaloq.com/about/leadership</a>
GRI 2-12	Role of the highest governance body in sustainability	ESRS 2 GOV-1	Governance approach
GRI 2-22	Statement on sustainable development strategy	ESRS 2 SBM-1	Message from our CEO; Sustainability at Avaloq
GRI 2-23	Policy commitments	ESRS G1-1; ESRS S1-1; ESRS S2-1	Sustainability at Avaloq; Ensuring responsible business conduct
GRI 2-26	Mechanisms for seeking advice and raising concerns	ESRS G1-1; ESRS S1-2	Speak-up culture and grievance mechanisms; Protection against retaliation
GRI 2-27	Compliance with laws and regulations	ESRS G1-4	0 incidents in the reporting year
GRI 2-29	Approach to stakeholder engagement	ESRS 2 SBM-2	Fostering colleague connection; Speak-up culture and grievance mechanisms
GRI 2-30	Collective bargaining agreements	ESRS S1-7	Commitment to social dialogue



Beautiful valley, Ticino Switzerland  
Lorenza Gazziero, Avaloq, 2025

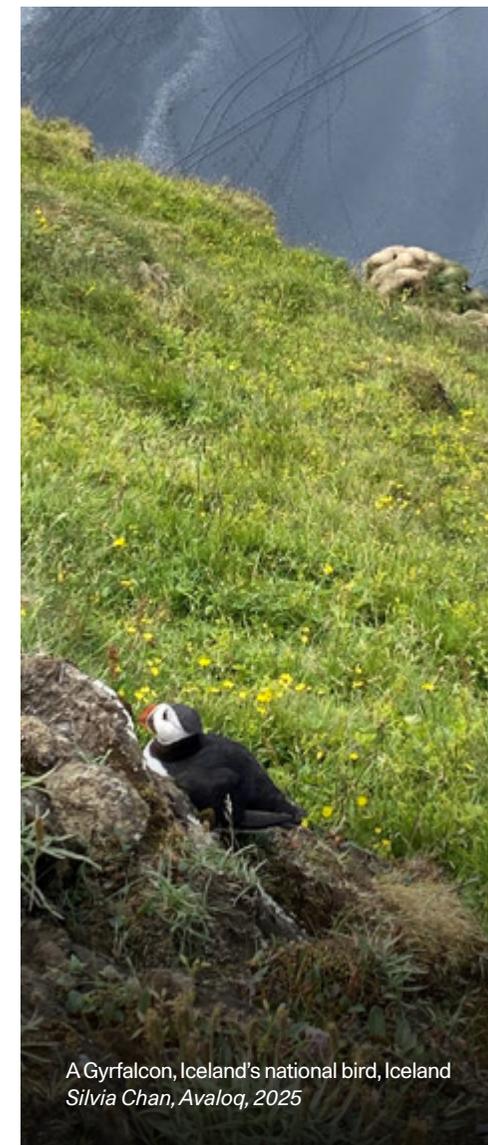
Table 4: GRI/ESRS content index

Topic	Description	Cross-reference(s) (ESRS)	Section/location
<b>GRI 3: Material topics</b>			
GRI 3-1	Process to determine material topics	ESRS 2 IRO-1	Sustainability at Avaloq
GRI 3-2	List of material topics	ESRS 2 IRO-2	Sustainability at Avaloq
GRI 3-3	Management of material topics	ESRS 2 GDR-P; GDR-A; GDR-M; GDR-T	Introduction; Environment; People; Governance; Business
<b>GRI: Topic standards</b>			
GRI 205-2	Communication and training about anti-corruption policies and procedures	ESRS G1-1; ESRS G1-3	Ensuring responsible business conduct
GRI 205-3	Confirmed incidents of corruption and actions taken	ESRS G1-4	0 incidents in the reporting year
GRI 302-1	Energy consumption within the organization	ESRS E1-7	Managing our operational impact; Fossil-fuel free energy
GRI 302-4	Reduction of energy consumption	ESRS E1-7	Our locations; Implementing green IT; Data centres
GRI 304-3	Habitats protected or restored	ESRS E4-3	Preserving and restoring nature
GRI 305-1	Direct (Scope 1) GHG emissions	ESRS E1-8	Monitoring our climate impact; Our GHG emissions



Table 4: GRI/ESRS content index

Topic	Description	Cross-reference(s) (ESRS)	Section/location
GRI 305-2	Energy indirect (Scope 2) GHG emissions	ESRS E1-8	Monitoring our climate impact; Our GHG emissions
GRI 305-3	Other indirect (Scope 3) GHG emissions	ESRS E1-8	Monitoring our climate impact; Our GHG emissions; Engaging our supply chain; The shift to hybrid working
GRI 305-4	GHG emissions intensity	ESRS E1-6	Appendix; Further climate data
GRI 305-5	Reduction of GHG emissions	ESRS E1-4; ESRS E1-5; E1-9	Monitoring our climate impact; The shift to hybrid working
GRI 306-3	Waste generated	ESRS E5	Waste reduction; Responsible management of e-waste
GRI 306-4	Waste diverted from disposal	ESRS E5	Waste reduction; Responsible management of e-waste
GRI 308-1	New suppliers that were screened using environmental criteria	ESRS G1-2	Raising supply chain expectations
GRI 404-1	Average hours of training per year per employee	ESRS S1-12	Developing our colleagues; The Avaloq Academy
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	ESRS S1-4	Developing our colleagues



A Gyrfalcon, Iceland's national bird, Iceland  
Silvia Chan, Avaloq, 2025

Table 4: GRI/ESRS content index

Topic	Description	Cross-reference(s) (ESRS)	Section/location
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	ESRS S1-4; ESRS S1-5	Championing fairness and excellence; A culture of feedback
GRI 405-1	Diversity of governance body and employees	ESRS S1-8	Building belonging and connection; Workforce analysis
GRI 405-2	Ratio of basic salary and remuneration of women to men	ESRS S1-16; ESRS S1-15	Championing fairness and excellence; Fair rewards and benefits
GRI 414-1	New suppliers that were screened using social criteria	ESRS G1-2; ESRS S2-3	Raising supply chain expectations
GRI 416-1	Assessment of the health and safety impacts of product and service categories	ESRS S4	Increasing accessibility and inclusion
GRI 417-1	Requirements for product and service information and labelling	ESRS S4	Increasing accessibility and inclusion; Orchestrating the shift to sustainable investing



Table 4: GRI/ESRS content index

Topic	Description	Cross-reference(s) (ESRS)	Section/location
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESRS S4; ESRS S4-4	0 incidents in the reporting year
GRI 403-9	Work-related injuries	ESRS S1-13	0 incidents in the reporting year
<b>Standalone ESRS disclosures (no reasonable GRI equivalent)</b>			
Entity-specific (GRI 3 / ESRS 1)	Technology and product innovation (X1.3)	ESRS 1 (entity-specific disclosures), ESRS 2 IRO-1, ESRS 2 SBM-3, ESRS S4 (social inclusion, access to products and services)	Business



Balcony View, French Alps  
Elodie Lhuillier, Avaloq, 2025

# Further details on climate data

## GHG emissions over time

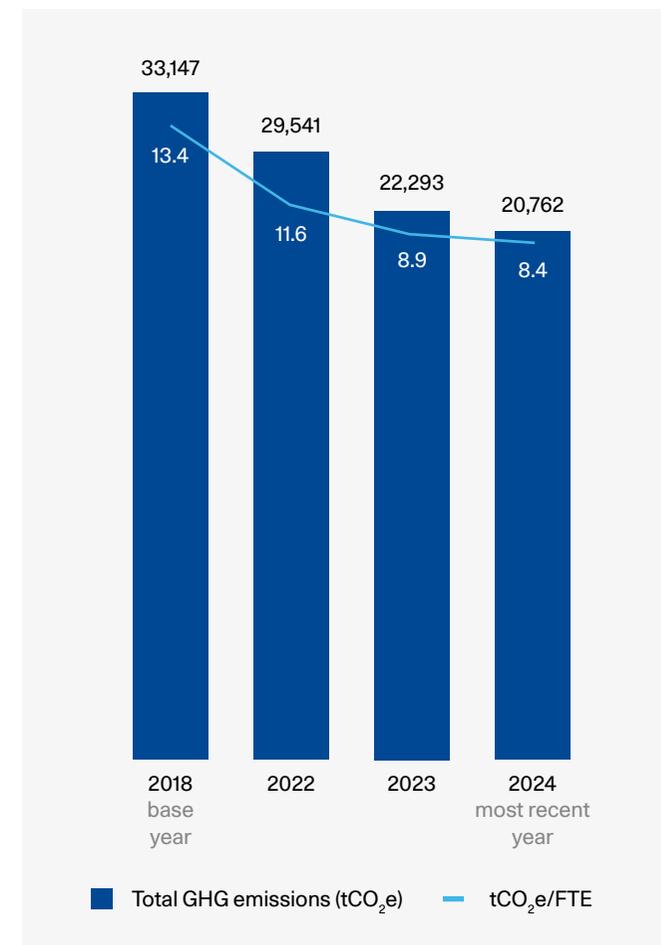
Table 5: Avaloq's GHG emissions 2018 – 2024 (tCO<sub>2</sub>e)

Scope	Category	2018	2019	2020	2021	2022	2023	2024	
1	Direct GHG emissions (fugitive emissions, stationary and mobile combustion)	1,841	2,245	567	435	84	76	47	
2	Purchased energy (electricity, heating, cooling)	location-based	3,433	1,684	1,144	1,188	1,808	1,712	1,569
		market-based	3,199	287	403	377	779	545	453
	Purchased goods and services	20,052	2,821	1,241	2,504	24,449	17,301	16,116	
	Capital goods	503	621	586	671	1,101	874	450	
	Fuel- and energy-related activities	368	516	443	505	474	506	505	
3	Upstream transportation and distribution	69	2	7	24	8	9	6	
	Waste generated in operations	83	333	57	21	15	11	17	
	Business travel	4,637	4,960	1,856	237	770	1,327	1,360	
	Employee commuting	2,395	2,745	708	763	1,862	1,644	1,808	
	<b>Total scope 3</b>	<b>28,107</b>	<b>11,998</b>	<b>4,898</b>	<b>4,723</b>	<b>28,678</b>	<b>21,672</b>	<b>20,262</b>	
	<b>Total GHG emissions (market-based)</b>	<b>33,147</b>	<b>14,530*</b>	<b>5,869*</b>	<b>5,535*</b>	<b>29,541</b>	<b>22,293</b>	<b>20,762</b>	
		base year						most recent year	

Scope 1: Direct emissions from operations we own or control  
 Scope 2: Indirect emissions from purchased electricity, heating and cooling  
 Scope 3: Other indirect emissions that occur outside of Avaloq's operations  
 FTE: Full-time equivalent employee

\* GHG emissions from Scope 3 purchased goods and services are not comparable in 2019, 2020 or 2021 due to our updated methodology in recent years, which has been applied to our baseline year to enable comparability over time

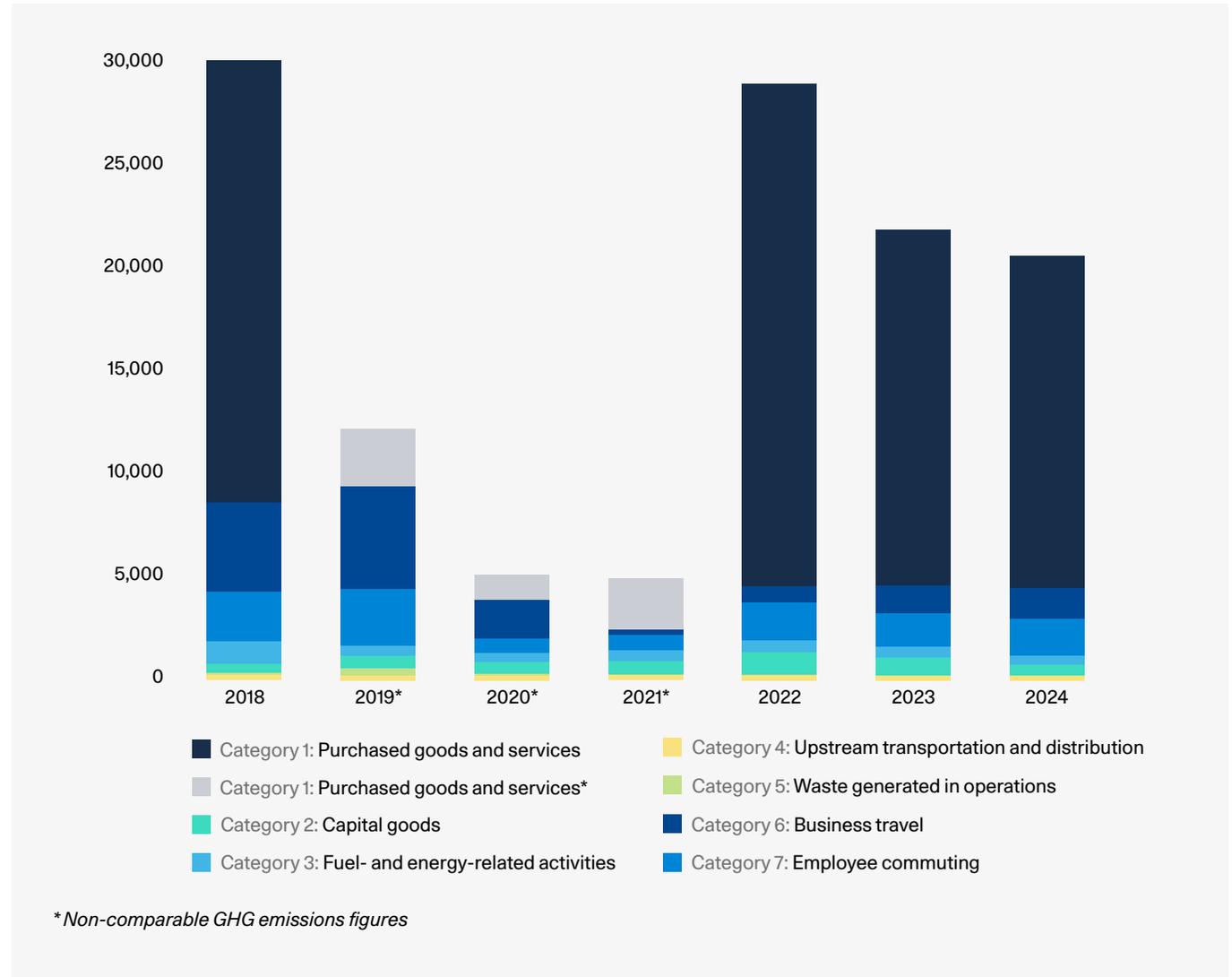
Figure 12: Intensity of GHG emissions per FTE over time



## Scope 3 GHG emissions

Avaloq's predominant source of GHG emissions is Scope 3. The largest component of these is attributable to purchased goods and services, which account for 78% of our total GHG emissions. In 2022, we improved our calculation methodology for this source to include all procurement spending data, supplementing it with supplier-specific data where available. We applied the same methodology to our baseline year to enable a direct comparison of GHG emissions over time. These changes are reflected in the graph "Scope 3 GHG emissions over time".

Figure 13: Scope 3 GHG emissions over time (tCO<sub>2</sub>e)



## Technical details for carbon credit projects

Table 6: Carbon credits purchased for 2024 GHG emissions

Project	Location	Technology	Method	Amount carbon credits	Standard	Registry ID	Durability
Wongphai Biochar A1	Thailand	Artisinal Biochar	Removal	150 t	Global Artisan C-Sink	GCSP1029	1,000+ years
CarbonCure Concrete Mineralization	United States of America	Carbonated Materials	Avoidance and removal	300 t	Verified Carbon Standard	VCS3207	Not relevant as not exposed to reversal risk
Katingan REDD+ Forest Protection	Indonesia	REDD+	Avoidance	1,200 t	Verified Carbon Standard	VCS1477	60+ years



## GHG Inventory

Avaloq applies the operational control approach to define our organizational boundary, including all operations over which we have authority to implement operating policies. Our GHG inventory covers Avaloq and its fully owned or major operating subsidiaries, with emissions reported for the calendar year 2024.

This table summarises Avaloq's GHG emissions inventory coverage across Scope 1, 2 and 3, including inclusion status, calculation methodologies and emission factor data sources. The inventory is prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.

Emission factors are sourced via the Normative platform using recognized international and regional databases. In line with the GHG Protocol Corporate Standard, categories that are not relevant to our operations and do not contribute materially to our value chain emissions are excluded.

Table 7: Status, methodology and factors applied for GHG emission categories, Scope 1 - 3, 2024

Scope & category	Status	Methodology / explanation	Emission factor database / data source
Scope 1: Stationary combustion (backup generators)	Relevant and included	Diesel fuel consumption data from backup generators is collected from fuel purchase and usage records. Emissions are calculated by applying fuel-specific emission factors for CO <sub>2</sub> , CH <sub>4</sub> , and N <sub>2</sub> O.	Department for Energy Security and Net Zero (DESNZ) (2024) via Normative; internal fuel logs
Scope 1: Fugitive emissions	Relevant and included	Fugitive emissions (e.g. refrigerant leakage) are monitored through facilities records.	DESNZ (2024) Emission Factors (EFs) for refrigerants (used in air conditioning and refrigeration) via Normative
Scope 2: Purchased electricity (location-based)	Relevant and included	Electricity consumption from utility bills is multiplied by country- or region-specific grid average emission factors, reflecting the average emissions intensity of electricity grids where Avaloq operates.	International Energy Agency (IEA) Emissions Factors (2024); AIB (Association of Issuing Body) residual mixes where applicable
Scope 2: Purchased electricity (market-based)	Relevant and included	Electricity consumption is reported using supplier-specific emission factors or contractual instruments. Avaloq sources 100% renewable electricity supported by RECs.	AIB (2023) residual mix; EECS (European Energy Certificate System); IEA Emissions Factors (2024)
Scope 3-1: Purchased goods and services	Relevant and included	Spend-based estimation using environmentally extended input-output modelling applied to procurement expenditure. Supplier-specific data will be incorporated where feasible over time.	EXIOBASE v3.8.2 via Normative; procurement and finance data

Table 7: Status, methodology and factors applied for GHG emission categories, Scope 1 - 3, 2024

Scope & category	Status	Methodology / explanation	Emission factor database / data source
Scope 3-2: Capital goods	Relevant and included	Spend-based estimation applied to capital expenditure reflecting upstream emissions from the production of long-lived assets.	EXIOBASE v3.8.2 via Normative; capital expenditure data
Scope 3-3: Fuel- and energy-related activities (not included in Scope 1 or 2)	Relevant and included	Upstream well-to-tank and transmission/distribution emissions calculated from Scope 1 fuel and Scope 2 electricity consumption.	DESNZ (2024); IEA Emissions Factors (2024) via Normative
Scope 3-4: Upstream transportation and distribution	Relevant and included	Estimated using available logistics data where possible; otherwise embedded within spend-based procurement estimates in line with GHG Protocol guidance.	EXIOBASE v3.8.2 via Normative; logistics and procurement data
Scope 3-5: Waste generated in operations	Relevant and included	Waste volumes by treatment method multiplied by disposal-specific emission factors.	DESNZ (2024) via Normative; waste contractor data
Scope 3-6: Business travel	Relevant and included	Distance- or activity-based calculation using travel booking data for air, rail and hotel stays.	DESNZ (2024); IEA Emissions Factors (2024) via Normative; travel booking data
Scope 3-7: Employee commuting	Relevant and included	Estimated using employee survey data to determine commuting modes, distances and frequency.	DESNZ (2024) via Normative; employee commuting survey
Scope 3-8: Upstream leased assets	Relevant but not included	Reliable data for landlord-controlled heating, cooling, and refrigerant systems is not currently available; inclusion will be reassessed as data quality improves.	Not calculated, landlord data unavailable

Table 7: Status, methodology and factors applied for GHG emission categories, Scope 1 - 3, 2024

Scope & category	Status	Methodology / explanation	Emission factor database / data source
Scope 3-9: Downstream transportation and distribution	Not relevant, not reported	Avaloq does not manufacture, sell or physically distribute products.	Not applicable
Scope 3-10: Processing of sold products	Not relevant, not reported	Avaloq provides services only and does not sell physical products requiring downstream processing.	Not applicable
Scope 3-11: Use of sold products	Relevant but not included	Potential emissions from customer-operated IT infrastructure (e.g. data centres) have not yet been quantified due to data and methodological limitations.	Not yet quantified
Scope 3-12: End-of-life treatment of sold products	Not applicable, not included	No physical products are sold by Avaloq.	Not applicable
Scope 3-13: Downstream leased assets	Not applicable, not included	Avaloq does not operate downstream leasing activities.	Not applicable
Scope 3-14: Franchises	Not applicable, not included	Avaloq does not operate under a franchise model.	Not applicable
Scope 3-15: Investments	Relevant but not included	This category may be relevant depending on the nature of Avaloq's financial holdings; emissions will be assessed in future reporting cycles.	Not yet quantified

## Avaloq compliance training

Table 8: Avaloq compliance training, FY2025

Course title	In-scope colleagues	Training completion rate (% of colleagues in scope for training)
Sustainability	All	99%
Whistleblowing	All	99%
Annual Data Protection	All	98%
Anti-Bribery and Corruption	All	98%
Business Continuity Management	All	98%
Client Assets	UK colleagues	100%
Competition Law	Global Sales	96%
Fraud	All	97%
Global Sanctions	Banking Operations and Global Sales	97%
Information Security	All	98%
Operational Risk Management Essentials	Banking Operations	97%
Personal Data Protection	Singapore colleagues	98%
Preventing Market Abuse	UK colleagues	99%
Anti-Discrimination and Harassment	UK colleagues	98%



Harmony in Thistle, Switzerland  
Anton Zaviriukhin, Avaloq, 2025

# Sustainable Development Goals

## How we support the SDGs

### Goal 4: Quality education

Our training initiatives equip individuals with the necessary skills to navigate and succeed in an increasingly digital world. Through the Avaloq Community Impact Programme, we support educational projects in our communities.



### Goal 5: Gender equality

Our structured hiring and performance management processes and targeted leadership programmes promote equitable progression. We monitor representation, reward outcomes and pay equity to improve gender equality.



### Goal 8: Decent work and economic growth

We foster economic growth and decent work by creating jobs in the technology industry, offering fair wages and benefits and ensuring a safe and inclusive working environment. Furthermore, our offering supports efficient and resilient financial systems.



### Goal 9: Industry, innovation and infrastructure

By developing secure and resilient wealth management technology we strengthen digital financial infrastructure. We embed accessibility standards to support inclusive digital experiences, and our responsible AI governance helps ensure AI safety and ethics.



### Goal 12: Responsible consumption and production

We focus on reducing waste through prevention, reuse and recycling. Our colleague purchasing scheme and partnerships with certified e-waste recycling providers support the lifecycle extension of IT equipment and promote circularity.



### Goal 13: Climate action

We contribute to climate action by operating in a manner that reduces our carbon footprint. We invest in projects that go beyond our value chain to reduce global GHG emissions, restore nature and support the development of carbon removal technologies.



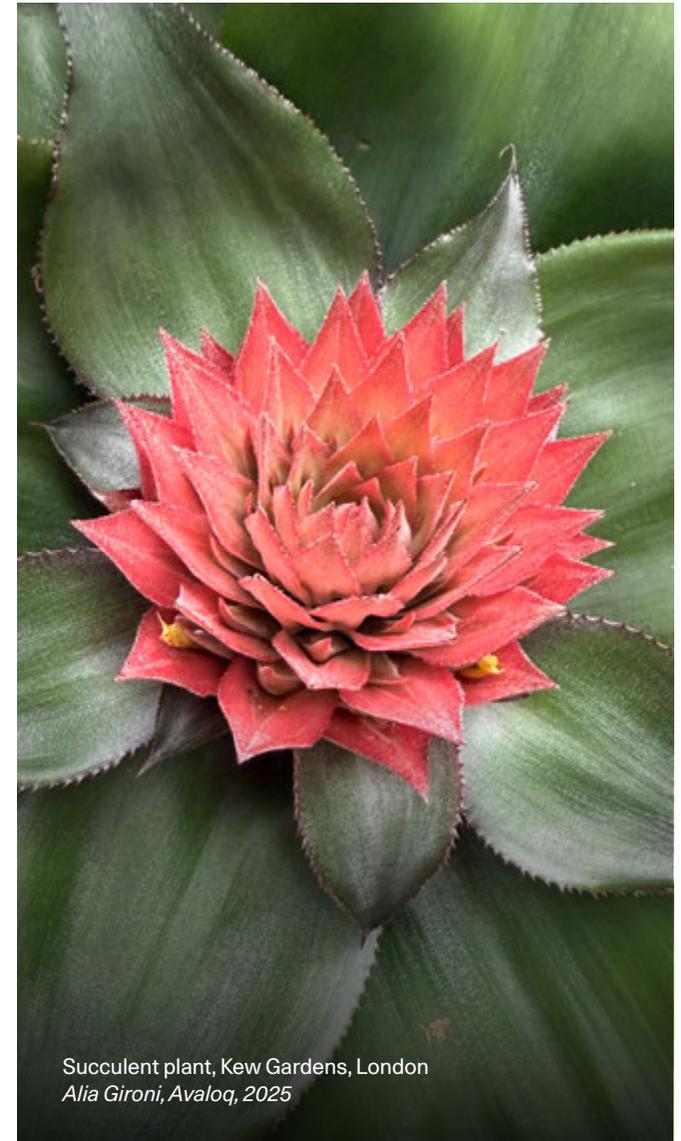
### Goal 16: Peace, justice and strong institutions

We operate with transparency and comply with all applicable laws and regulations, maintaining robust checks and balances to prevent bribery and corruption in our value chain. Our solutions help our clients deliver responsible and compliant financial services.



# References

- 1 Nature security assessment on global biodiversity loss, ecosystem collapse and national security. United Kingdom Government, 2026.
- 2 Above and beyond. A Science Based Targets Initiative (SBTI) report on the design and implementation of beyond value chain mitigation (BVCM). Version 1.0. SBTI February, 2024.
- 3 Community Impact Programme feedback survey. Avaloq, 2025.
- 4 Avaloq Wealth Insights 2025 Report: Findings from our 2025 survey that gathered responses from 3,851 affluent to ultra-high-net-worth investors. Participants came from Germany, Switzerland, the United Kingdom, the Netherlands, Belgium, Luxembourg, Italy, Hong Kong, Japan, Thailand, Singapore, Malaysia, Vietnam, the United Arab Emirates and the United States of America. Avaloq also surveyed 456 wealth management professionals, including relationship managers, investment advisers and portfolio managers, across the same 15 markets to gain insight into their perspectives and experiences in client service.
- 5 Supply chain definitions:
  - Business associate: External parties with whom Avaloq has, or intends to establish, a business relationship, including clients, prospects, vendors/suppliers and partners.
  - Vendor/supplier: A third party that provides goods or services directly to Avaloq under a commercial agreement.



Succulent plant, Kew Gardens, London  
*Alia Gironi, Avaloq, 2025*

# About Avaloq

Leading the way in  
wealth management  
technology  
and services

Avaloq is a global leader in digital banking solutions. Its banking platform and wealth management technology are delivered through Software as a Service (SaaS) and on-premises models. Avaloq offers Banking Operations via Business Process as a Service (BPaaS), which gives clients a high degree of automation to boost back-office efficiency. More than 170 banks and wealth managers worldwide trust Avaloq for its innovative products and reliable services. Avaloq is a subsidiary of NEC Corporation, a global leader in the integration of IT and network technologies.

Find out more at [avalog.com/contact-us](https://avalog.com/contact-us)