AVEVA

INSIGHT TO IMPACT

2025 Sustainability Report

At AVEVA, we are on a mission to build a more resilient future. To achieve this, we are harnessing our software to help accelerate our customers' sustainability journeys and integrating responsible, sustainable practices into our own business operations and culture.

About this report

In this 2025 sustainability report, we share the progress we have made in the final year of our 2025 Environmental, Social and Governance (ESG) strategy—what we have achieved, the challenges we have faced and the opportunities we have to drive positive impact through our operations and products.

Data included in this report reflects global, company-wide numbers for the time period between January 1, 2025 and December 31, 2025 (CY25), unless otherwise stated. It has been prepared in alignment with the Sustainability Accounting Standards Board (SASB) index and includes a Global Reporting Initiative (GRI) reference.

Letter from the CEO

When AVEVA set its sustainability ambitions in 2021, the context was strikingly different. Today, businesses are navigating a more volatile landscape, marked by shifting supply dynamics, an accelerating energy transition, evolving geopolitical priorities and rapid advances in AI. These forces are redefining how industries operate and create value.

In this environment, transformation is neither easy nor optional. It requires sustained focus, difficult choices and long-term commitment. What we are seeing, however, is that the organizations taking concerted action now are building advantages that will endure. Progress made in challenging times is often the sturdiest change.

Against this backdrop, we have remained focused on delivery. Of our 15 ESG commitments, we achieved five and exceeded nine, strengthening our approach and continuing to raise the bar for responsible performance. Just as importantly, we have done so in a way that reinforces long-term value—for our customers, our partners and broader society.

In the one area where we did not fully meet our ambition, we have made meaningful progress and strengthened our understanding through the process. This report is not an expression of success alone, but a transparent account of our journey, shared to support learning, reinforce accountability, and demonstrate that the work continues and is delivering tangible results.

One principle has become increasingly clear: meaningful progress at scale depends on collaboration. No company can address these challenges alone. By working across ecosystems—combining technology, expertise and shared ambition—we can accelerate impact in ways that would not be possible independently. This is particularly true as the role of AI continues to expand, where the need to match innovation with integrity is fundamental.

I am proud of our teams for the progress we are making, and the role our solutions play in enabling greater sustainability in industry. We tackle complex challenges collectively and with commitment—across our people, our products and our operations.

Looking ahead to 2030, the pace of change will only accelerate. As industries move beyond digitalization toward more software-defined business models, those moving decisively today will set the direction for what comes next. We intend to remain at the forefront, leading by example through our own sustainable transformation and helping to drive systemic change.

> "By working across ecosystems—combining technology, expertise and shared ambition—we can accelerate impact in ways that would not be possible independently."

Caspar Herzberg
Chief Executive Officer

Advancing responsible AI in practice

"The opportunity we have in our lifetime is to ensure we are using AI to solve the right problems."

Lisa Wee, Chief Sustainability Officer

As AI adoption accelerates, so does the need to deploy it with clear purpose, strong governance and measurable impact

At AVEVA, we embed AI into our solutions where it delivers measurable outcomes today, while building the governance, standards, and capabilities needed to scale its use responsibly.

In industrial settings, AI can play a critical role in improving efficiency, enhancing safety, and supporting reductions in emissions and resource use, depending on how it is designed and deployed. Many applications—particularly predictive analytics and optimization—are less computationally intensive than generative AI and offer immediate opportunities to deliver impact.

As AI adoption expands across the economy, its energy demand is increasing, driving significant infrastructure build-out. This reinforces the importance of designing and deploying AI in ways that are efficient, targeted, and aligned with sustainability priorities, with a focus on delivering net benefit over time.

We are focusing on strengthening governance and prioritising high-value use cases across our products and operations. While this work is evolving, these examples illustrate how AI is already contributing to sustainability outcomes across industries.

ENERGY: ENCE

Optimizing energy systems with predictive analytics

As renewable energy increases grid variability, Ence's biomass plants face continuous load changes that reduce efficiency. Using AI-enabled advanced process control, Ence deployed predictive models to anticipate combustion behavior and dynamically adjust operations in real time. The models reduced emissions by up to 10% and lowered biomass fuel consumption by approximately €150,000 annually.

MANUFACTURING: NESTLÉ

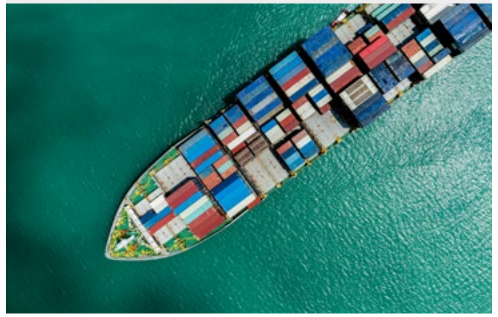
Optimizing production efficiency with machine learning

Nestlé partnered with AVEVA in a lighthouse project to optimize the production of its powder beverage products. With AVEVA, Nestlé designed a solution that uses real-time production data and advanced analytics to limit variability. This process improvement resulted in up to 10% savings on powder in jars.

MARINE: CSL

Optimizing vessel performance and fuel efficiency with data-driven insights

CSL deployed a fleet-wide data platform across more than 40 vessels to optimize operational and fuel performance. Continuous monitoring and anomaly detection improved decision-making and efficiency. This led to a 29% reduction in carbon intensity and the avoidance of 8,233 tons of carbon dioxide equivalent (CO_2e), alongside significant fuel savings.



WATER INFRASTRUCTURE: LACSD

Optimizing wastewater treatment operations through advanced analytics

AI models integrating water quality, flow and weather data enabled dynamic control of wastewater treatment, replacing static dosing and manual adjustments at LACSD. This reduced chemical use, improved flow stability and increased overall treatment efficiency.

OUR APPROACH TO INDUSTRIAL AI

Designed for industrial systems
Pragmatic AI built on deep domain expertise

Responsible deployment
Strengthening governance and accountability

Working with partners
Collaborating to help shape shared standards

Focused on Impact
Designing and deploying AI for sustainable outcomes

Our strategy and progress

We empower industry players with the information, insights and connected capabilities they need to advance innovations that help address some of the world's greatest challenges. At the same time, we harness our capabilities to drive progress internally, taking concerted action for people and the planet.

Our ESG strategy guides us in this effort, informing our approach to sustainability and responsible business. It is centered on three pillars—technology handprint, operational footprint, and inclusive culture—and underpinned by robust governance. It includes clear 2025 ambitions aligned with the 2030 UN Sustainable Development Goals (SDGs) where we believe we have the greatest scope to influence. AVEVA will announce our 2030 ambitions at a later date, aligned with the Schneider Electric Group (the Group).

As a member of the Group, AVEVA reports annual financial and extra-financial data through the Group's Universal Registration Document. We are part of the Group's double materiality assessment approach for Corporate Sustainability Reporting Directive (CSRD) reporting. To better understand our own priority ESG topics, we completed a thorough exercise in 2024 to identify the issues that matter most to our people and business and what is most important to our wider stakeholders.

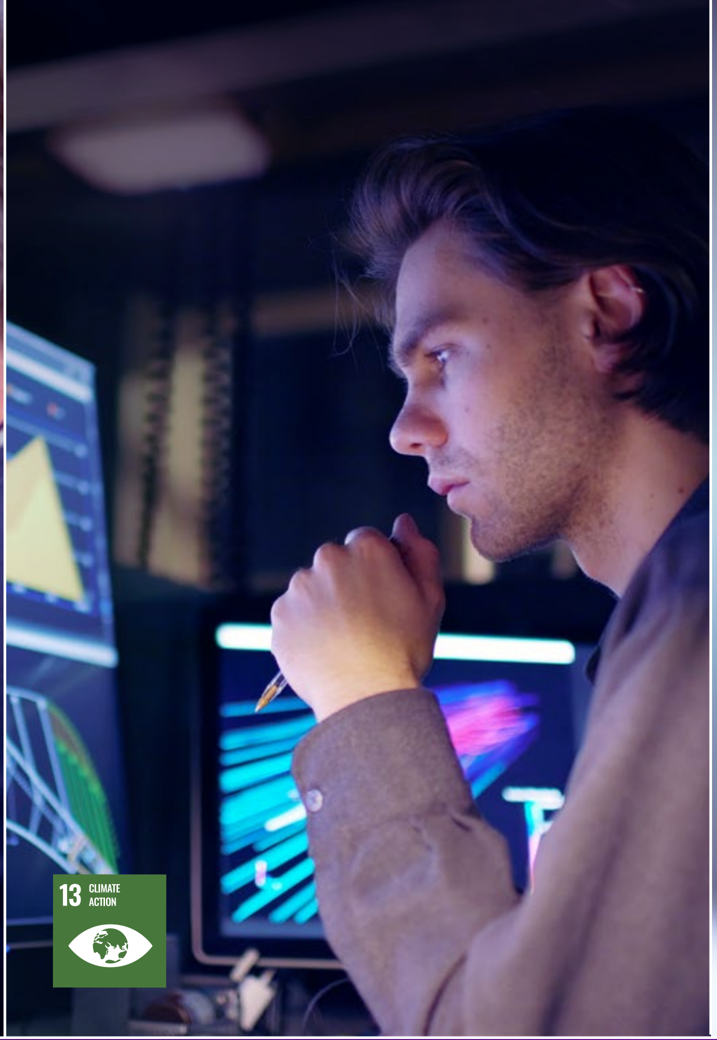
AVEVA was awarded EcoVadis Platinum rating in 2025 (Top 1%)

TECHNOLOGY HANDPRINT

Inspiring our customers to transform the environmental and social impacts of their business through our trusted and secure software

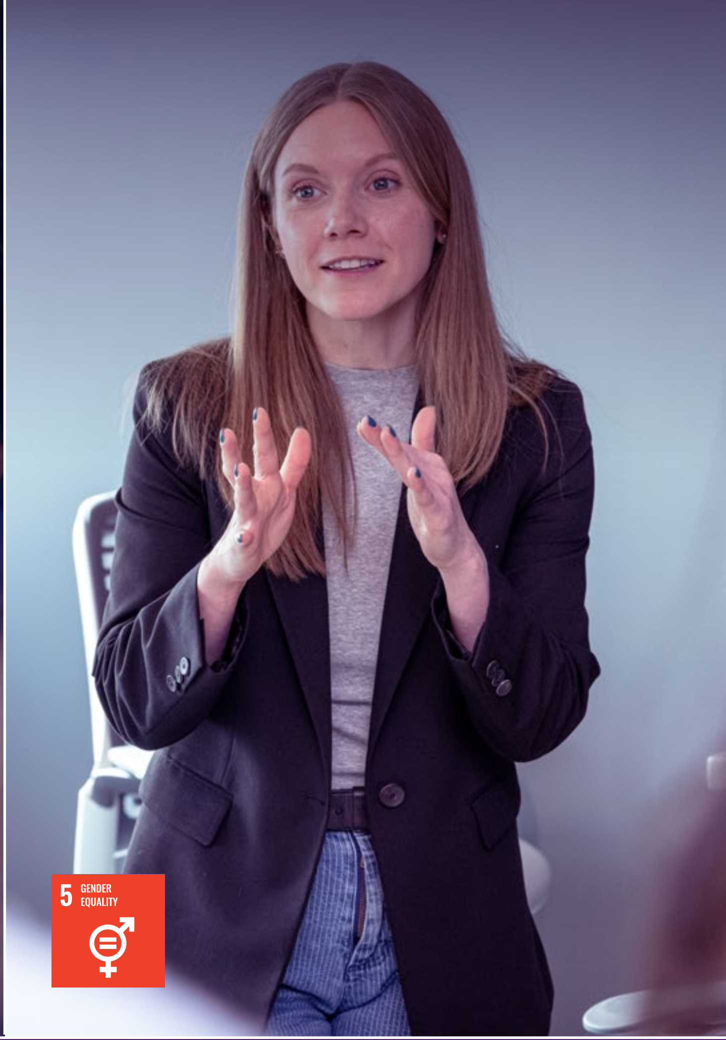
OPERATIONAL FOOTPRINT

Exemplifying ethical business practices and environmental stewardship across our value chain



INCLUSIVE CULTURE

Enabling a culture of inclusion, wellbeing and opportunity for our people and communities



GOVERNANCE

Maintaining strong governance structures that guide us to operate responsibly, transparently and with integrity.

2025 ambition progress

When we set our 2025 ambitions, we knew we would have to work hard to achieve them. In our milestone year, we are proud to have achieved 14 out of 15 of our ambitions. This year is a moment of celebration for AVEVA and a chance to renew our focus as we look to what's next and how we can continue to drive further impact.

Technology handprint	CY25 ambition	CY25 progress	
1. Increase number of customer cases modeled on saved and avoided emissions	30	**35**	EXCEEDED
2. Increase percentage of portfolio for which power consumption measurements are in place	100%	**100%**	ACHIEVED
3. Increase number of sustainability innovation ideas that make it to production annually	6	**6**	ACHIEVED
4. Remain in the top 25% of security benchmarks[1]	Top 25%	**Top 1%**	EXCEEDED
5. Train all employees annually on cybersecurity	100%	**99.2%**	ACHIEVED[2]

Operational footprint	CY25 ambition	CY25 progress	
6. Reduce greenhouse gas (GHG) emissions across operations (Scopes 1 and 2) by 90%	90%	**95%**	EXCEEDED
7. Reduce GHG emissions associated with business travel (Scope 3) by 20%	20%	**37%**	EXCEEDED
8. Divert e-waste from landfills each year (in tons)	5	**7.1**	EXCEEDED
9. Increase percentage of suppliers by spend engaged on our Responsible Sourcing Program[3]	80%	**86%**	EXCEEDED
10. Maintain employee confidence in reporting unethical behavior to top 25% for industry	Top 25%	**Top 5%[4]**	EXCEEDED

Inclusive culture	CY25 ambition	CY25 progress	
11. Attain pay parity at below 1% difference between women and men	<1%	**0.08%**	ACHIEVED
12. Improve employee engagement score year-over-year[5]	7.8	**7.9**	EXCEEDED
13. Double hiring opportunities for interns, co-ops, graduates and apprentices	320	**339**	EXCEEDED
14. Ensure all employees have an annual talent review	100%	**100%**	ACHIEVED
15. Increase average reportable learning hours	40	**30**	IN PROGRESS

1 This is determined by AVEVA's BitSight score, which was 810 in 2025.
2 Our training data reflects all employees at a point in time, including recent new hires; as onboarding occurs on a rolling basis, 100% completion at any single point is not practically attainable.
3 Suppliers by spend relates exclusively to suppliers whose purchase orders (POs) were input and payment was completed within a specific year.
4 This is determined by AVEVA's Peakon score to the survey question related to reporting unethical behavior, which was 8.8 in 2025.
5 This is determined by AVEVA's overall Peakon employee engagement score—our global survey tool.

How we create value

From the partners who deploy our solutions to the leaders using AVEVA every day, we are committed to creating sustainable value across the entire industrial ecosystem. Our software powers radical collaboration—connecting trusted data, AI-enriched insights and human expertise across industries to help our 20,000+ customers deliver life's essentials efficiently, safely and sustainably.

From the IT hardware we source for the development of our products to the finalized software solutions we deliver to customers, our value chain touches every part of the connected industrial economy. Guided by our ESG strategy, we seek to drive measurable performance against our priority topics throughout our value chain, working closely with our stakeholders to address our material impacts and risks.

PRIORITY ESG TOPICS

1. Product quality and safety
2. Sustainability-enabling solutions
3. Data privacy and cybersecurity
4. Responsible technology design and use
5. Climate change mitigation (GHG emissions)
6. Employee development
7. Human rights
8. Responsible sourcing
9. Community impact

WHAT WE RELY ON

Natural resources
Energy and water supporting global operations and platform delivery

Technology and infrastructure
Cloud infrastructure and IT hardware enabling delivery in 100+ countries

Global workforce
6,500+ employees across 40+ countries

Capital and investment
Ongoing investment in research and development (R&D), product innovation and long-term growth

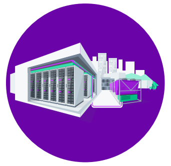
Strategic relationships
Strong supplier partnerships and a global ecosystem of 6,000+ partners

Intellectual property
350+ patents for proprietary software, AI capabilities and the AVEVA platform

UPSTREAM 7 8

IT suppliers
Technology providers supplying the hardware and infrastructure behind AVEVA's operations and products.

Indirect suppliers
Professional services and business support providers enabling global operations.



Cloud services
Cloud infrastructure partners delivering AVEVA's platform securely and with increasing energy efficiency

OWN OPERATIONS 4 5 6

Our offices
40+ offices across 25+ countries, providing our global workforce with the spaces they need to collaborate, innovate and deliver for customers.

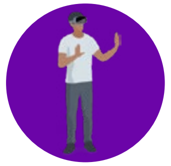
Research and development
Designing and building industrial software guided by green software principles, with a focus on energy efficiency and responsible AI across the product lifecycle.

Marketing and sales
Bringing AVEVA's solutions to market through responsible, transparent communications and a global go-to-market operation.

DOWNSTREAM 1 2 3 4 9

Partners
A global ecosystem of more than 6,000 organizations of systems integrators, resellers and implementation partners who deploy and extend AVEVA solutions to meet the specific needs of industries worldwide.

Products
Industrial software and AI-powered solutions delivered on the cloud, on-premises and with a hybrid approach designed to help customers optimize operations, improve efficiency and enable more sustainable industrial systems.



End users
More than 20,000 customers using AVEVA technology to drive measurable performance and sustainability outcomes.

EXTERNAL DRIVERS

- Climate change and net-zero transition
- Industrial digital transformation
- Regulatory and governance evolution
- Supply chain disruption and geopolitical complexity
- Global sustainability leadership forums

INNOVATION

TECHNOLOGY HANDPRINT

Our software helps customers reduce emissions, increase circularity and improve resilience. We design for security, efficiency and sustainability, collaborating to drive wider progress.

INTELLIGENCE

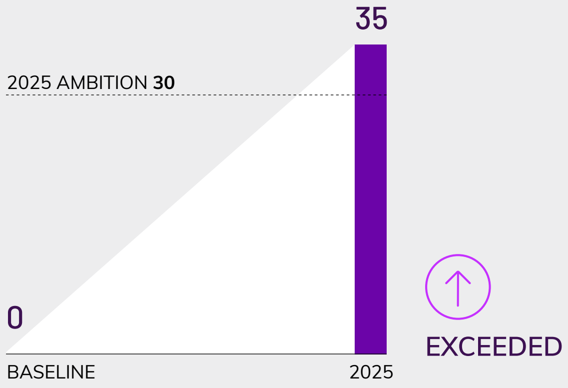
IN THIS SECTION

Sustainability through industrial software

At AVEVA, we recognize that we are part of an interconnected, fast-evolving world where global challenges are shaped by shared data, technology and purpose.

We see this as an opportunity to leverage industrial intelligence, turning data into insight and technology into transformation. Across the globe, our customers are harnessing AVEVA software to decarbonize, close the loop on material use and transform their operations for greater resilience.

Increase number of customer cases modeled on S&A emissions



Reducing emissions across industries

AVEVA software empowers customers to reduce and avoid emissions by delivering self-service, data-driven decision support that enables smarter performance management and optimization. Building on our initial approach of modelling impacts through individual customer case studies, exceeding our 2025 ambition of 30, we have leveraged these insights to develop a methodology for assessing cumulative saved and avoided (S&A) emissions. In 2025, we continued making improvements to this workstream, refining the methodology and shifting to a total tCO_2e S&A cumulative ambition. We also expanded our focus to cover eight industries, adding infrastructure, chemicals, and pulp and paper to the original five in our pilot, covering roughly 20% of our overall business.

Together with a third-party auditor, we have assured a total of 35.8 million tCO_2e S&A emissions by in-scope customers in 2025. This progress has been achieved through collaboration with industry principals, product managers and data suppliers to gather all necessary data for the calculation.

For a deep dive into our saved and avoided emissions journey, read how AVEVA helps industries decarbonize.

Saved and avoided emissions

Manufacturing
13.2 million tCO_2e

Consumer products
5.0 million tCO_2e

Infrastructure
1.0 million tCO_2e

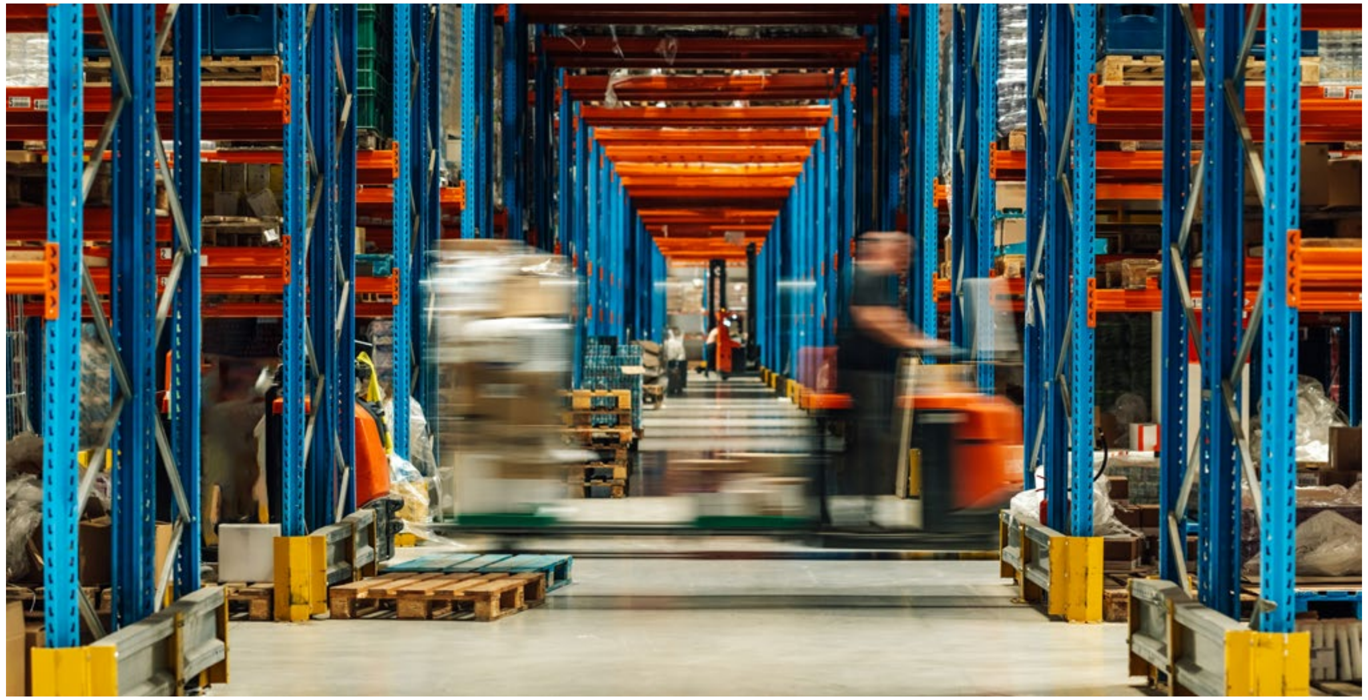
Pharmaceuticals
1.6 million tCO_2e

Mining, metals and minerals
12.2 million tCO_2e

Chemicals
1.6 million tCO_2e

Pulp and paper
0.5 million tCO_2e

Renewables
0.7 million tCO_2e

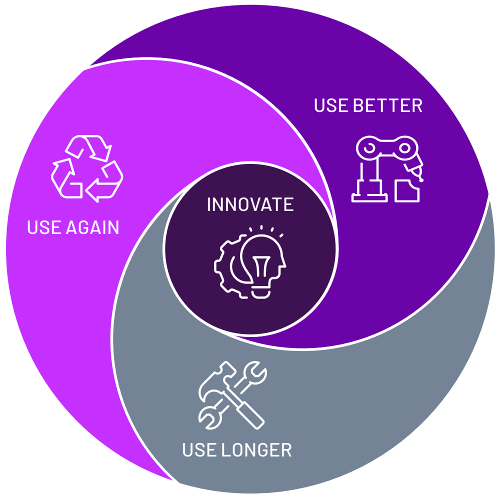


Circularity: Delivering value across the industrial lifecycle

The circular economy is about moving from a linear “take–make–waste” model to a closed-loop system that reduces, reuses and recovers materials, while extending and optimizing the use of assets. Across the industry, this requires greater visibility into how resources are designed, used, maintained and recovered over time.

At AVEVA, we support this transition by improving how materials are developed and used, and how assets are managed across the industrial lifecycle. By combining digital engineering, data integration and real-time operational visibility, our solutions help customers reduce waste, improve efficiency and unlock more circular ways of working across both engineering and operations.

AI and advanced analytics are also enabling longer asset lifecycles, accelerating the development of new materials and low-carbon fuels, and supporting new circular business models that unlock value from resources such as waste.



INNOVATE

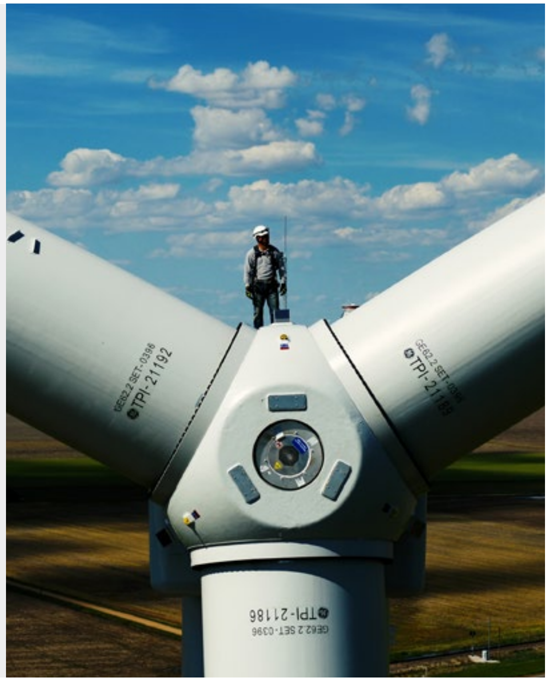
Redesigning materials and processes: Vianode

Vianode is transforming the production of synthetic graphite used in electric vehicle batteries through a significantly lower carbon manufacturing process. By combining new production methods with advanced digital systems, the company is reducing the environmental footprint of a critical material in the energy transition. Our software helped Vianode reduce emissions by up to 90% compared to conventional graphite production.

USE LONGER

Extending asset life through predictive insight: Enel

Enel uses predictive analytics and real-time data to monitor asset condition and performance across its energy infrastructure. By detecting issues earlier and optimizing maintenance timing, the company maximizes asset utilization and avoids premature replacement. Using AVEVA software, Enel avoided €47 million in losses by preventing 466 equipment failures, while extending asset life and reducing material demand.



USE BETTER

Reducing waste and improving production efficiency: Pasta Zara

Pasta Zara uses real-time data and digital manufacturing systems to improve visibility and control across packaging operations. By reducing variability and optimizing production performance, the company minimizes overfill and material waste across its product lines. AVEVA solutions helped reduce product giveaway by 160,000 kg annually and avoided 250–400 tons of CO_2 emissions.

USE AGAIN

Recovering value from waste: LondonEnergy

LondonEnergy operates a large-scale waste-to-energy facility, using digital systems to improve visibility and optimize operations across complex processes. By converting residual waste into heat and power, the facility reduces landfill use while recovering value from materials. With support from AVEVA software, LondonEnergy was able to reduce site energy consumption by 20% while generating heat and power for tens of thousands of homes.

Strengthening resilience across critical infrastructure

As industrial systems become more interconnected and exposed to climate, operational and cyber risks, resilience is an increasingly critical component of sustainable performance. We support customers in strengthening resilience across three dimensions: maintaining stable operations, improving the reliability of critical assets and enabling system-level responses to emerging risks.

At an operational level, our software provides real-time visibility and control, helping customers maintain continuity of essential services such as water and energy. We also enhance infrastructure resilience by enabling predictive maintenance and performance optimization, extending the reliability of critical assets across industries.

At a system level, digital solutions support organizations in anticipating and responding to large-scale disruptions, helping manage increasing complexity across interconnected systems.

ONS, BRAZIL

Strengthening grid reliability through real-time renewable dispatch

Real-time data integration automates renewable energy dispatch across a complex national grid, improving coordination and reducing reliance on manual processes. Enabled by AVEVA software, ONS saved 211,000 MWh of renewable energy, avoided $11.4 million in costs and achieved a 98% improvement in operational communication efficiency.

JAL JEEVAN MISSION, INDIA

Enabling continuous water delivery at a national scale

Digital monitoring and integrated data systems provide real-time visibility across highly distributed rural water networks, enabling faster issue detection and more consistent service delivery. Leveraging AVEVA software, the Jal Jeevan Mission is able to deliver drinking water to 12 million people across 45,000 villages and cities, ensuring 55 liters per capita per day.

AVISTA, UNITED STATES

Managing climate-driven risk across the electricity network

Predictive analytics aggregate tens of thousands of data inputs to monitor wildfire risk, enabling proactive decisions to protect infrastructure and manage disruptions. With support from AVEVA software and analytics, Avista delivers reliable electricity to 800,000 customers, reducing outage durations and improving response to climate-driven risks.

Enabling connected ecosystems through CONNECT

Software is accelerating a connected industrial ecosystem that fundamentally changes how businesses collaborate and tackle sustainability together. By connecting customers, suppliers and partners through shared industrial data, businesses can move beyond organizational boundaries to unlock the insights and agility needed to optimize operations, reduce waste and drive decarbonization across the entire value chain.

AVEVA is driving this shift through CONNECT, our industrial intelligence platform that brings together over 30 software-as-a-service products to deliver real-time, cross-enterprise insights and unlock new value from industrial data.

Unlocking higher-order sustainability goals requires a radical shift in how we use data. Through our CONNECT platform, we support customers across several industries to develop significant commercial innovation toward decarbonized, circular industrial ecosystems.

Powering connected ecosystems through a digital backbone

Industrial clusters are geographic concentrations of interconnected, energy-intensive industries, such as chemicals, energy or manufacturing hubs and ports.

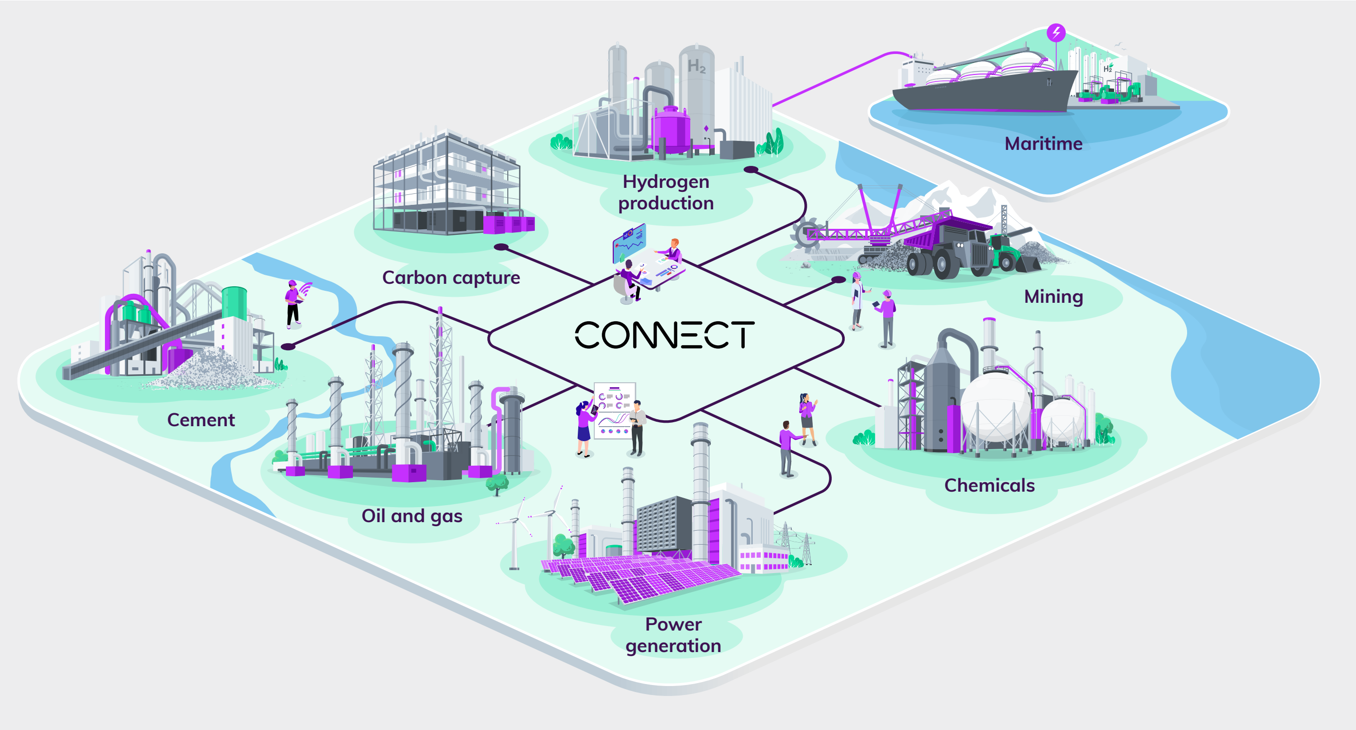
Connected industrial ecosystems take many forms. These can range from integrated industrial clusters to interconnected countries and regions collaborating across shared infrastructure, energy systems and supply chains. Regardless of their form, these ecosystems rely on a robust digital backbone to enable effective collaboration and long-term resilience.

Leveraging digital solutions to drive industrial clusters

AVEVA actively supports the transition of industrial clusters by enabling the digital foundations required for system-level decarbonization and resilience.

One example of industrial clusters in action is our collaboration with Kwinana Industries Council, Circular Ecosystems and Schneider Electric. Together with these organizations and through our CONNECT platform, we're providing a unified digital platform that aims to bring the industrial cluster operations together, transforming separate, traditional systems into one connected, sustainable community, which will help them reach net-zero goals by making smarter decisions with better information.

Read more about our innovative work with WEF on industrial clusters.



Transforming connected public infrastructure

By connecting individual assets across industrial communities, AVEVA is helping enable the emergence of connected countries and regions—underpinned by scalable, secure digital infrastructure that supports data sharing, collaboration and system-level optimization.

As an example, we are partnering with the Government of Maharashtra to develop India's first fully integrated connected state. By accelerating digital transformation and developing a single, integrated platform that enables seamless data exchange and collaboration across departments and sectors, Connected Maharashtra will help support the state's sustainability goals around energy use, emissions and water losses.

Building energy data communities

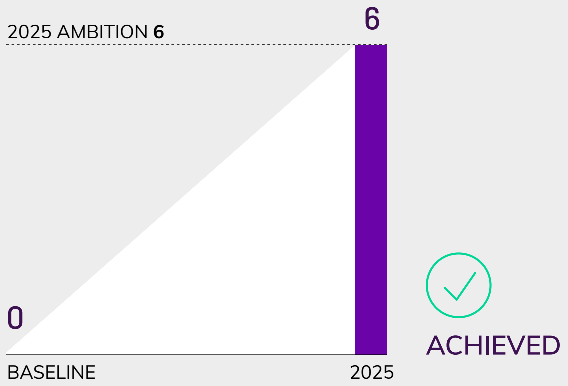
When energy consultants ZGlobal teamed up with Silicon Valley Clean Energy (SVCE), a non-profit energy provider, they knew they would need a fast, secure way to share essential data between themselves and their power producers. Adopting CONNECT meant they could quickly, safely share and analyze datasets in real time, informing collaborative decision-making to optimize power purchase schedules. Not only has the solution saved thousands of dollars in power purchases, but the secure, cloud-based system has unlocked greater levels of trust, transparency and collaboration between ZGlobal, SVCE and their producers.

A culture of continuous innovation

AVEVA software helps unlock sustainable business growth, providing transparent operational oversight and supporting customers to eliminate inefficiencies. Our data-driven solutions advance responsible natural resource use and are designed to accelerate the energy transition while enabling customers to scale sustainability-focused business models.

For our customers, sustainability continues to move from a compliance-driven priority to a core driver of business performance and resilience. In response, we deepened our focus on solutions that connect sustainable outcomes with measurable economic value.

Increase number of sustainability innovation ideas that make it to production annually



Promoting innovative thinking

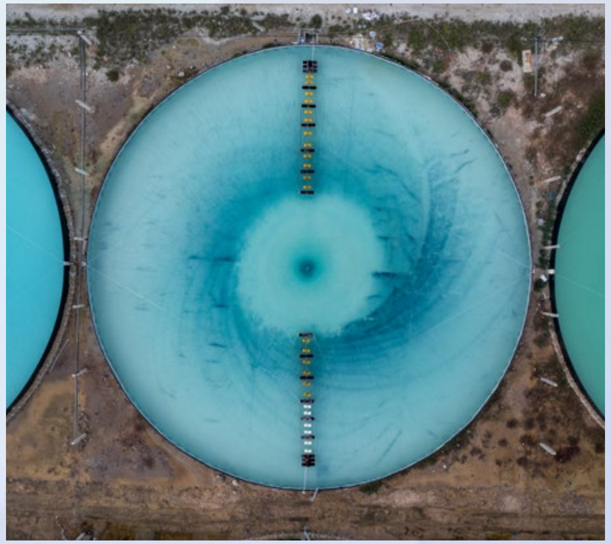
Innovation can come from anywhere, which is why we encourage all our employees to share their ideas. Throughout 2025, we continued to host two regional hackathons for technical employees to submit product innovation ideas. Participation has grown significantly year-over-year, with nearly 400 submissions in 2025 across themes like customer experience, digital twins, sustainability solutions and green software design.

Of those, 19 were shortlisted, with winning ideas including a Green Software Practices checklist. This proposed list is designed to embed sustainability into software development, reducing energy waste from inefficient code, data handling and cloud usage by creating a uniform standard for all AVEVA products. Another, AI-assisted flowsheet generation for process simulation tools aims to reduce manual work and accelerate plant design to support faster adoption of sustainable energy infrastructure.

In 2025, we met our ambition by converting six winning hackathon ideas into real-world products:

- **Renewable energies operator training simulator:** An integrated training simulator unifying power and electricity variables across solar and wind assets with real-time data, optimizing operator efficiency and decision-making.
- **AVEVA Process Simulation sustainability dashboard and metrics:** Adds sustainability metrics like CO_2e emissions and carbon efficiency to process simulation models, allowing engineers to design new processes and optimize existing ones to be more sustainable.
- **Sustainable asset strategy optimization:** Extends AVEVA's Asset Strategy Optimization tool to incorporate sustainability, enabling industrial companies to take a risk-based approach to achieving profitability and sustainability targets within a unified framework.
- **Green Hydrogen FEED product generator:** An automated FEED generator for green hydrogen plants combining AI-optimized design and placement, which reduces project time and cost by up to 98%.
- **Shrink to Green:** Minimizes carbon emissions from GenAI systems through smaller, faster language models supported by smart agentic tools, which maintains query resolution effectiveness while improving efficiency.
- **Green hydrogen electrolyzer platform:** Combines AVEVA solutions to help renewable energy customers efficiently monitor equipment degradation and maintain optimal asset performance.

We are evolving our hackathon model to further mature our innovation pipeline, with plans to introduce two distinct streams: internal process hackathons focused on speed, scale and operational efficiency, and customer-focused hackathons designed to deliver new user value.



Optimizing water purification through simulations

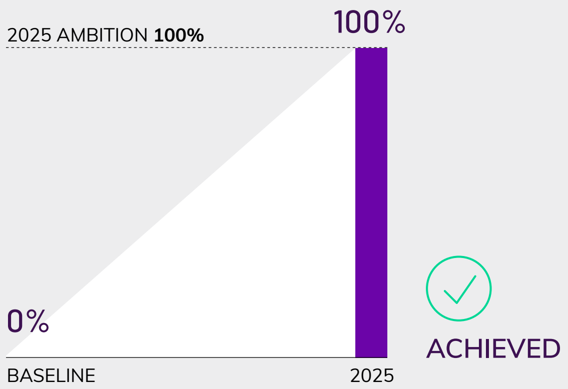
Designed to help engineers and operators innovate with custom modeling, AVEVA Process Simulation can now also play a key role in addressing one of the world's most pressing challenges: access to clean water. In 2025, AVEVA added a Reverse Osmosis model, which helps companies design and optimize water purification systems for regions where seawater or brackish water is the primary resource.

Engineers can digitally simulate the desalination process before physical deployment, accelerating the design of more efficient purification systems, which reduce the energy use and emissions associated with desalination, one of the most energy-intensive water treatment methods.

Secure, efficient and responsible by design

We recognize that while AI can deliver significant efficiency gains for customers, particularly in industrial settings where operations are energy and resource intensive, its overall environmental impact remains complex and not yet fully understood. There is currently no standardized methodology for measuring the net impact of AI across energy, carbon and water, and limited transparency across the broader technology stack.

Increase percentage of portfolio for which power consumption measurements are in place



In response, we are taking a proactive and collaborative approach. We are advancing green software principles across our portfolio and extending this work into our AI roadmap, while continuing to engage with industry initiatives such as the Green Software Foundation and IEEE to help shape emerging standards and improve transparency.

At the same time, maintaining a strong and trusted security posture remains fundamental. As we evolve how sustainability is embedded into our software, we ensure that security, data privacy and reliability remain uncompromised. Together, these priorities underline how we deliver solutions that are efficient, resilient and responsible by design.

Designing sustainable software

We support customers' decarbonization efforts, including by reducing the emissions associated with our solutions. In 2025, we continued to advance green software development, in line with the Green Software Foundation's principles of energy efficiency, hardware efficiency and carbon awareness. By optimizing software efficiency and energy consumption, we have reduced the carbon intensity of our portfolio while maintaining performance and functionality.

Emissions intensity has been measured for 100% of in-scope products. We are embedding these insights into product development and decision-making, working with portfolio teams to identify opportunities to improve efficiency and develop lower-carbon software solutions over time.

Strengthening security governance and oversight

In 2025, our cybersecurity function underwent significant strategic and operational strengthening. Cybersecurity oversight was transferred to the Security Executive Council, which is chaired by our CEO, improving visibility and coordination, and making security a shared priority across departments. We also onboarded a new Chief Information Security Officer, further reinforcing our leadership focus in this area.

To deepen engagement across the organization, we launched a monthly security newsletter and automated reporting for key security controls. Throughout these developments, we remained committed to our four-line-of-defense model, which ensures our security posture is appropriate and that our practices continue to align with our business strategy, industry trends and evolving customer expectations.

We continue to pursue a security strategy that prioritizes regulatory compliance and unified security, and maintains safety. The strategy is built on four pillars:

- Customer first
- True growth
- Industrial technical leadership
- Culture—One AVEVA

Top 1%
among our peer group as rated by BitSight

Our Hyderabad security team gathered for one of several local trainings held globally to meet and discuss best practices.

Protecting customer data

We maintain SOC 2 compliance, highlighting our ongoing commitment to keeping customer data secure and protected. Throughout 2025, we reinforced security practices across our value chain and deepened engagement with both employees and customers to promote shared responsibility for secure data handling.

Our sales and support teams played a key role in embedding these practices in day-to-day interactions, driving faster response times to customer security queries with support from our 24/7 in-house incident response capability. We incurred no monetary losses as a result of legal proceedings related to user privacy in 2025.

Advancing security performance

Our security program adheres to internationally recognized best practices, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework and the International Organization for Standardization (ISO/IEC) 27000 series. In 2025, we surpassed our external security benchmark with a BitSight score of 810, placing us in the top 1% of rated organizations, and recorded zero data security incidents.

We also maintained our ISO 27001 certification for our R&D organization, and continued to complete regular internal and external audits, ensuring we remain proactive in identifying and addressing potential risks and vulnerabilities.

Prioritizing cyber defense

We placed renewed emphasis on equipping both employees and customers with the knowledge and tools to navigate an increasingly complex cybersecurity landscape. In 2025, we moved from annual, generic training to role-specific learning, supported by more in-person sessions. We are also continuing ongoing enterprise-wide training on topics that are function-agnostic. This year, we led 15 focused webinars on topics like executive impersonation and suspicious emails.

During Cybersecurity Awareness Month, our security team visited seven AVEVA sites to host live demonstrations on how easily impersonation and deepfake scams can be created—an increasing threat heightened by advances in AI. We also delivered four virtual webinars during the month, reaching a combined 847 employees with important cybersecurity information.

We are leveraging AI to enhance risk identification and mitigation, strengthen our security team's ability to detect threats and better prepare employees and customers to respond effectively. Looking forward, the security team is continuing to build on these efforts and ensure there is a regular cadence of security training for all functions across the business.

Delivering reliable, trustworthy solutions

AVEVA is committed to building and maintaining resilient solutions that keep our customers' industrial infrastructure and data safe and secure. Beyond building our security culture with internal stakeholders, we continuously improve the security of AVEVA products and software development practices, in line with the IEC 62443 framework for security of Industrial Automation and Control Systems (IACS) and Operational Technology (OT) environments and have received the ISA Secure SDLA certification, confirming the secure design and development of our solutions. Additionally, we maintained our ISO 9001 certification, reinforcing our commitment to quality management across our operations. We value a security-focused customer community and remain committed to advancing initiatives in this space as we further refine our scope and approach.

We are also proactively complying with upcoming legislation, such as the EU's Cyber Resiliency Act (CRA). Our steps include integrating CRA requirements into our Product Lifecycle Policy and our global service delivery approach.

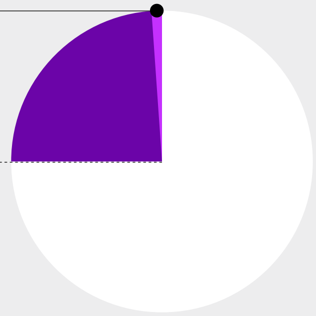
AVEVA's cloud infrastructure, hosted on Microsoft Azure and Amazon AWS, meets leading security standards with comprehensive encryption protocols and granular customer access controls. We maintain continuous security monitoring and conduct regular third-party audits to detect and mitigate emerging cybersecurity risks.

We occasionally receive information requests from law enforcement authorities in the jurisdictions where we operate. We comply with all lawful requests in accordance with applicable legislation.

Remain in the top 25% of security benchmarks

2025 PROGRESS
TOP 1%

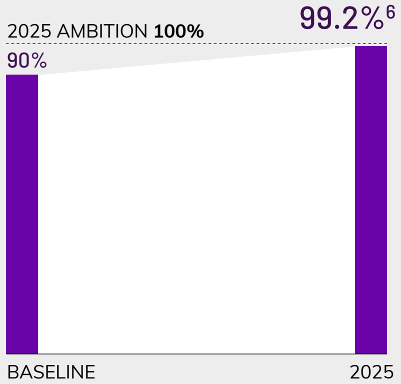
2025 AMBITION
REMAIN TOP 25%



EXCEEDED

Train all employees annually on cybersecurity

2025 AMBITION **100%**



ACHIEVED

[6] This figure reflects all employees at a point in time, including recent new hires; as onboarding occurs on a rolling basis, 100% completion at any single point is not practically attainable.

Partnerships driving progress at scale

Addressing global sustainability challenges requires coordinated action across industries, value chains and geographies. At AVEVA, we work with governments, industry peers, academia and partners to strengthen the role of digital technology in accelerating decarbonization and enabling more sustainable industrial systems.

We view collaboration not simply as a way of working, but as a core driver of impact—connecting data, systems and stakeholders to unlock innovation and scale change. Our role is increasingly to act as a connector across industrial, energy and infrastructure ecosystems, translating digital capability into real-world outcomes and enabling integrated, system-level solutions.

In 2025, we focused our partnerships on areas where collaboration can deliver the greatest impact, including AI and energy infrastructure, low-carbon power systems, industrial clusters and connected ecosystems.

Embedding sustainability into how we work with customers and partners

We prioritize engagement with customers and sectors critical to the low-carbon transition. Through our clean technology incentive programs, we support the development and deployment of solutions across renewable energy, hydrogen, energy storage, carbon capture and low-carbon materials.

In 2025, we initiated projects with 52 customers to support these technologies—reinforcing our role as a partner in scaling sustainable innovation.

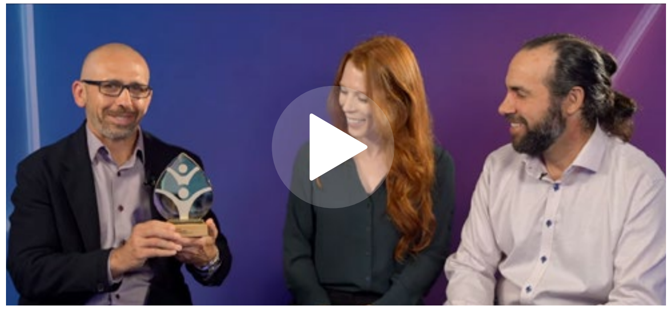
We also continue to strengthen our partner ecosystem, recognizing that transformation at scale requires collaboration across the value chain. Our partner recognition programs identify organizations delivering high-value sustainability outcomes, with 15 partners recognized through our Sustainability Impact Partner program.

AVEVA World 2025: Accelerating Industrial Intelligence

The annual AVEVA World conference brings together customers and partners to showcase how industrial software is applied in real-world settings. A central feature is the Sustainable Impact Award, recognizing customers delivering innovative deployments with measurable sustainability outcomes.

In 2025, the award was presented to the University of California, Davis Department of Viticulture and Enology. Using AVEVA technology, the team implemented real-time diagnostics and advanced analytics across operations—from grape cultivation to wine production—enabling data-driven optimization of agricultural processes and campus energy use.

As part of the award, AVEVA funded the planting of 5,000 trees in California and donated to the Pasadena Community Foundation to support their wildfire relief fund.



Hear from Casne Engineering, winners of the 2025 Sustainability Impact Partner Award.

Watch the video to learn more.

Scaling AI for national energy systems

In the United States, AVEVA is collaborating with the nation's network of research laboratories—including Idaho National Laboratory and the National Laboratory of the Rockies—to explore how AI can be applied at scale across national energy infrastructure.

By combining advanced analytics with large-scale data, this work focuses on improving the efficiency, reliability and resilience of grid systems, enabling more dynamic and responsive energy networks.

To build on this work, AVEVA became an initial collaborator in the U.S. Department of Energy's Genesis Mission, launched in 2025 to accelerate scientific discovery and industrial innovation through AI.

AVEVA delegates spoke at COP30 on the role of digital solutions and responsible AI in accelerating decarbonization (top and middle left), and at the UN Green Digital Action flagship event (bottom left). AVEVA also partnered with the UK Pavilion to showcase technology driving industrial decarbonization and advance policy dialogue and public–private collaboration (middle right).

Driving systems-level change through global collaboration and policy engagement

We play an active role in shaping how digital technology can accelerate industrial transformation. Our partnership with the World Economic Forum (WEF) is central to this, with involvement across multiple initiatives, including the Transitioning Industrial Clusters initiative and contribution to the Digital Collaboration in Industrial Clusters report (2025). As part of this work, we co-hosted a workshop through our Sustainability and Digital Forum to help advance collaboration and share practical insights across stakeholders.

The Transitioning Industrial Clusters initiative brings together 38 industrial clusters across 18 countries, focused on economic growth, decarbonization and employment. Through this work, we are helping define how clusters can evolve into connected ecosystems that integrate clean energy, circularity and resilience.

We are also contributing to WEF's AI & Energy Impact initiative, including participation in the From Paradox to Progress: A Net-Positive AI Energy Framework report. This work explores how AI can deliver system-level sustainability benefits while addressing its energy footprint, reinforcing the importance of aligned standards and transparent measurement.

Together, these initiatives highlight the importance of linking digital innovation with sustainable energy systems—ensuring industrial transformation is both scalable and responsible.

Engaging globally to accelerate climate action

Beyond technical collaboration, we increasingly engage as a business advocate for effective climate policy—demonstrating how digital solutions and responsible AI can accelerate decarbonization and industrial innovation.

We participate at key global forums, including COP30, London Climate Action Week and Climate Week NYC, bringing together industry leaders, policymakers and academics to explore how industrial systems, data and AI can support the energy transition.

Our role is not only to showcase technology, but to position business as a transformational force in delivering climate goals—advocating for policy frameworks that enable innovation and strengthen public–private collaboration.

In 2025, we partnered with the UK Government at COP30 in Belém, supporting discussions that highlight the importance of innovation—helping identify, develop and scale solutions that accelerate sustainable transformation across industrial systems.

Above: At COP30, AVEVA toured a customer's green ammonia–powered demonstration vessel, highlighting the role of industry leadership in accelerating the transition to low-carbon shipping.

Above: At Climate Week NYC, AVEVA joined a panel discussing expanding supply chains, growing the energy workforce, and meeting rising energy demand.

Building capability through research and future talent

Our partnerships with academia and research institutions are critical to advancing how digital technologies are applied to sustainability challenges. By working with universities and research networks, we contribute to next-generation solutions in areas such as AI-enabled infrastructure and energy systems.

We are also investing in future talent by integrating industrial software into academic programs and supporting innovation challenges, equipping the next generation with the skills to apply digital technologies to real-world sustainability challenges.

Through collaboration with educators and industry partners, students gain access to advanced tools and practical use cases, enabling them to develop solutions in areas such as clean energy, asset optimization and system design.

Bringing industrial software into the classroom

In partnership with EDF, we supported an initiative in France by providing AVEVA E3D software to two high schools, giving students access to industry-grade design tools. AVEVA engineers also delivered hands-on training to instructors, ensuring effective integration into teaching.

Inspiring innovation through student challenges

The EcoTech Emerge 2025 Challenge engaged 702 students, with more than 200 submissions and 10 finalists supported through mentorship. Winning team TerraMind was recognized for their toxic metals AI solution that detects various minerals generated from mining operations, using real-time data to forecast whether companies should continue mining in an area based on the environmental impacts of the mining location.

Team TerraMind's founders were invited to present their winning idea at AVEVA World in San Francisco.

AWARENESS

OPERATIONAL FOOTPRINT

Across our operations, we look to reduce emissions and resource use, pursue responsible sourcing and engage our people in ethical practices that respect both people and planet.

ACTION

IN THIS SECTION

Our climate strategy

We continue to reduce our environmental impact. We do this by working toward our climate commitments, incorporating lower-carbon alternatives, investing in carbon credits and more circular operational practices and improving resource efficiency across our value chain.

Guiding our actions is our Climate and Environment program, which drives responsible business practices across four key areas:

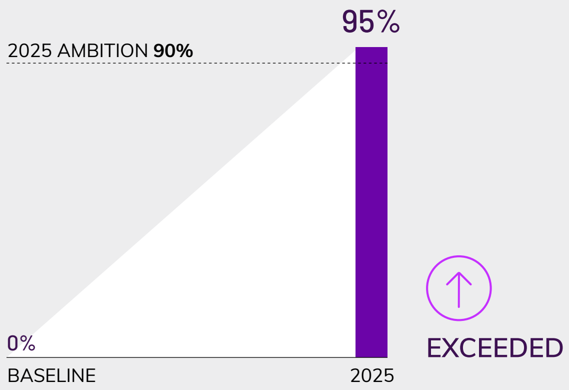
- Climate action, mitigation and adaptation
- Conservation and biodiversity
- Sustainable practices and innovation
- Education and outreach

Targeted climate action

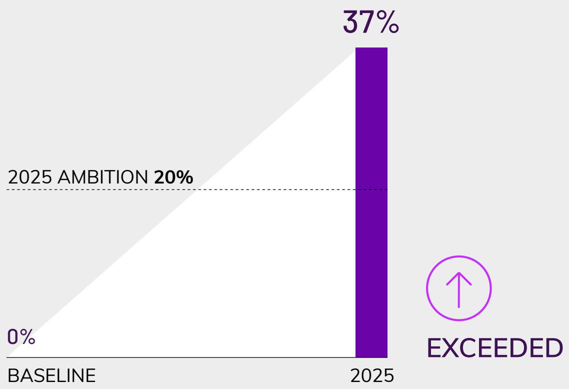
We are committed to reducing emissions and positioning ourselves as a leader among our peers for climate action. To do so, we set climate ambitions validated by the Science Based Targets initiative (SBTi), confirming their credibility and alignment with the latest climate science.

Read about our approach to climate-related risks and opportunities in the governance section.

Reduce GHG emissions across operations (Scope 1 and 2) by 90%



Reduce GHG emissions associated with business travel (Scope 3) by 20%



DERNetSoft: Optimizing renewable energy with AVEVA CONNECT

DERNetSoft, a provider of energy resource management solutions, and AVEVA work together in a true partnership where both technologies amplify each other's impact. AVEVA's CONNECT platform enables DERNetSoft to help customers break through data silos, centralizing distributed renewable energy insights to drive faster efficiency gains and emissions reductions. At the same time, AVEVA integrates DERNetSoft's technology to measure emissions across our own operations. This two-way collaboration proves that when partners strengthen each other, open digital ecosystems accelerate sustainability progress.

Reducing our emissions

In 2025, we continued to exceed our Scope 1 and 2 ambition, achieving a 95% reduction by the end of the year. We realized this progress by maintaining a focus on reducing the size of our fleet, achieving a 75% reduction from 77 vehicles in 2024 to 19 in 2025 with more than half of our remaining fleet now either hybrid or electric vehicles (EVs). We continue to meet our commitment to 100% renewable electricity through the purchase of renewable energy certificates (RECs) and by prioritizing low-carbon buildings in new site selection, including those that do not rely on natural gas or steam systems.

Throughout 2025, our Scope 3 upstream emissions reduced by approximately 18% versus 2024; in particular, purchased goods and services (Category 1) emissions decreased by 14%. This was primarily due to increased adoption of supplier-specific emissions factors, enabling more accurate emissions calculations. Overall coverage of supplier-specific emissions factors reached approximately 30% of suppliers in 2025 (2024: 20%).

Emissions associated with our use of cloud infrastructure increased in 2025 following the inclusion of Scope 3 emissions from cloud providers. This is an ongoing area of complexity, and we are enhancing our data and insights to better understand cloud-related emissions across our products and R&D activities. This will enable us to identify emissions hotspots and identify opportunities for improved efficiency.

>95% reduction

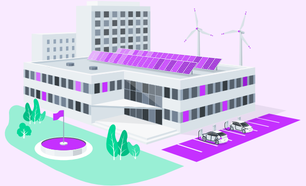
Company petrol/diesel vehicles have been reduced by 96%, a major driver of lower Scope 1 emissions

[7] This increase is primarily attributable to enhanced data granularity and categorization following the transition to Watershed's emissions accounting platform. In Watershed's footprint taxonomy, Energy Use serves as a catch-all category for certain fuel and energy types that do not have a dedicated subcategory, including heavy fuel oils, biofuels and associated well-to-tank emissions. As a result, the increase largely reflects changes in classification, coverage and data completeness rather than a comparable increase in underlying energy consumption.

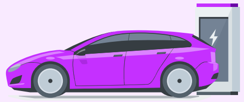
OUR DECARBONIZATION PROCESS

512 tCO_2e
Total Scope 1 and 2 GHG emissions (market-based)

-95%
Change since CY19

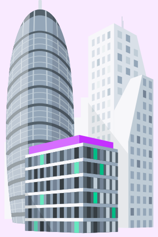


382
Natural gas and diesel fuel
-52%

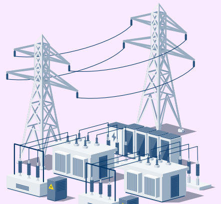


37
Vehicle fleet (petrol, diesel, EV, hybrid)
-90%

0
Electricity
-100%



88
District heating
-83%



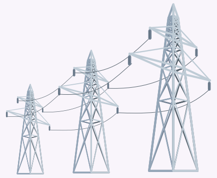
6
Miscellaneous energy[7]
+450%

165,637 tCO_2e
Total Scope 3 emissions

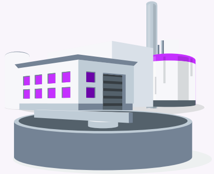
-34%
Change since CY19

34,326
Purchased goods and services
-58%

2,878
Capital goods
-87%

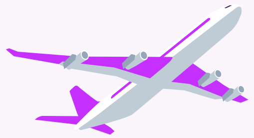


2,096
Fuel- and energy-related activities
-41%

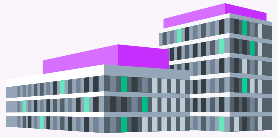


487
Waste generated in operations
-55%

4,574
Employee commuting and work from home
-57%



17,911
Business travel
-37%



223
Upstream leased assets
-57%

103,143
Use of sold products
+1%

Decarbonizing our value chain

Upstream with suppliers

As the second largest contributor to our Scope 3 emissions, engaging suppliers on climate action through our Responsible Sourcing Program (RSP) is critical to reducing our footprint. We are an active member of WEF's Alliance of CEO Climate Leaders and have committed to its Scope 3 Upstream Action Plan. Through this, we work with suppliers to support the adoption of science-based emissions reduction targets.

In 2024, we piloted an initiative to engage key IT suppliers on our net-zero ambitions. In 2025, we strengthened our supplier decarbonization efforts by launching a net-zero supplier engagement initiative to support our Scope 3, Category 1 (purchased goods and services) workstream. We prioritized 22 suppliers based on a combination of emissions significance and spend, segmenting them further based on data availability and readiness. Of those, ten have established sustainability programs and measure their emissions, while five have SBTi-validated targets.

To support supplier decarbonization, we developed a suite of resources and invited approximately 300 suppliers to participate in a UN Global Compact training program focused on measuring and reducing emissions.

Supplier Engagement Leader
CDP
2025

Leader

We received a CDP score of A for supplier engagement on climate action

Downstream with customers

Customer use of sold products remains our largest source of emissions. In early 2025, we completed energy bench testing for all relevant products, enabling us to quantify associated use-phase emissions and establish a baseline to inform future targets. This work marked a critical step in improving the accuracy and credibility of our Scope 3, Category 11 footprint.

Building on this foundation, the initiative has entered the second phase focused on embedding these insights into product development and decision-making, including identifying opportunities to improve efficiency and reduce emissions over time.

To further advance our approach, we participated in the Scope 3 for Software Roundtable hosted by Business for Social Responsibility (BSR), which brought together software companies to enhance accounting methodologies, measurement approaches and transparency around use-phase emissions. Through this forum, we contributed to the development of, and served as a case study in, the Accounting for Scope 3 Use-Phase Emissions for Software Companies whitepaper.

Internally in our offices and travel

Reducing emissions from our direct operations is where we have the greatest level of control. To better manage our energy use, we connected DERNetSoft to submeters in six offices to monitor energy consumption at 15-minute intervals, enabling data-driven optimization of heating, lighting and other building systems.

In 2025, we also initiated a project to consolidate two offices in Cambridge into a single location at our Cambridge Science Park site. As part of this, we are refurbishing the building to improve environmental performance, including installing a new energy management system, replacing gas boilers with heat exchangers and air source heat pumps and enhancing waste management systems. The site will also feature new external green spaces to support local biodiversity.

Accounting for approximately 10% of our Scope 3 footprint, business travel remains a key focus for AVEVA. We encourage employees to choose lower-emission modes of transport where possible. We exceeded our business travel emissions reduction ambition, achieving a 37% reduction in emissions from a 2019 base year. This progress was supported by the company-wide rollout of an internal carbon budget, which empowers functions to make more informed travel decisions. We also hosted a webinar with our Director of Global Travel & Expense and embedded travel data into monthly financial reporting, allowing teams to better understand the environmental and financial implications of their decisions.

Alongside business travel, we continue to assess the impact of employee commuting. In 2025, we achieved a 20% response rate to our annual commute survey. Combined commuting and work-from-home emissions represented approximately 3% of our Scope 3 footprint.

Public transport remains the most common mode of travel to AVEVA offices, followed by car or motorcycle. Most respondents reported working from home at least once a week. While this can lead to a small increase in household electricity use, it has been incorporated into our emissions calculations. Notably, 18% of respondents reported using renewable energy at home, helping reduce their overall impact.

Leader

Our corporate travel program was recognized by the Global Business Travel Association through inclusion on its inaugural Global Leaderboard, highlighting our dedication to targeted decarbonization

Scaling sustainable aviation fuel use

Sustainable aviation fuel (SAF) has the potential to significantly reduce emissions associated with air travel. Through WEF's First Movers Coalition (FMC), we committed to partner with air transport operators to replace at least 5% of our conventional jet fuel demand for our air transport with SAF, which reduces lifecycle GHG emissions by 85% or more when compared to conventional jet fuel by 2030. In 2024, we joined the Sustainable Aviation Buyers Alliance (SABA) to support delivery of this commitment. In 2025, we built on this progress by completing our first major purchase of SAF certificates (SAFc). In a move that brings us in line with fulfilling our FMC commitment five years ahead of schedule, we purchased SAFc from British Airways.

The certificates are backed by a multi-year supply agreement between British Airways and EcoCeres, a leading producer of SAF, and an AVEVA customer. EcoCeres uses our solutions to collect and contextualize real-time data across their refinery operations, monitoring performance and optimizing production for yield, energy efficiency and reliability. Beyond helping them commercially scale production, this data foundation helps them maintain transparency in emissions performance—critical for SAF certification and lifecycle assessment.

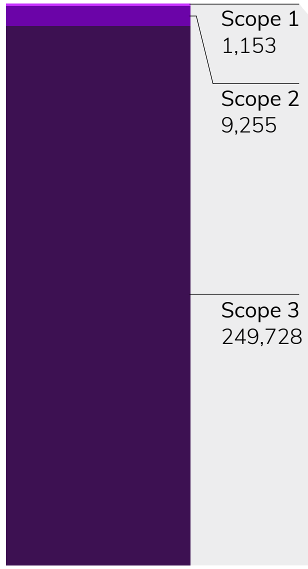
By supporting customers like EcoCeres with our purchasing power, we are investing in solutions that amplify our collective impact.

Our roadmap to net zero

2019

2019 BASELINE

Total: 260,136



GHG emissions (tCO_2e)

2025

2025 AMBITIONS

90% reduction
in Scope 1 and 2 emissions

20% reduction
in Scope 3 emissions associated with business travel

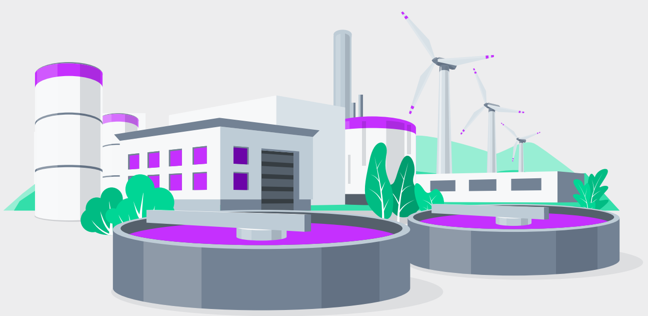
PROGRESS

100%
renewable electricity

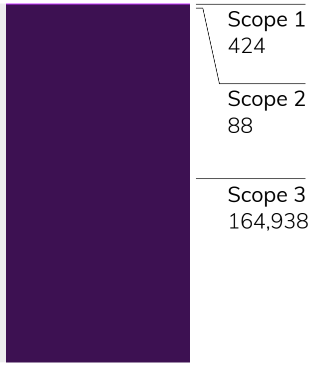
37%
reduction in business travel emissions

86%
of suppliers by spend engaged in Responsible Sourcing Program

100%
of in-scope products have completed energy bench testing



Total: 165,450



GHG emissions (tCO_2e)

2030

2030 SBTI-APPROVED TARGETS

90% reduction
in Scope 1 and 2 GHG emissions, absolute

100%
sourcing of renewable electricity

50% reduction
in Scope 3 GHG emissions, absolute

2050

2050 SBTI-APPROVED TARGETS

Maintain
≥ 90% reduction in Scope 1 and 2 GHG emissions, absolute

90% reduction
in Scope 3 GHG emissions, absolute

FOCUS AREAS:

- Operations
- Business travel
- Suppliers
- Products

HOW WE WILL GET THERE:

- Engage suppliers
- Manage a travel carbon budget
- Improve data and measurement
- Embed sustainability into decisions
- Procure renewable electricity

ACCELERATING OUR EFFORTS:

- Leverage data and digital tools
- Advance industry collaboration
- Drive low-carbon innovation
- Scale market-based solutions

Carbon credits

To support our net-zero ambition, we invest in high-quality carbon credits that deliver co-benefits for ecosystems and communities. We prioritize high-quality carbon removal projects and purchase credits that are certified and verified by reputable third parties with publicly available documentation.

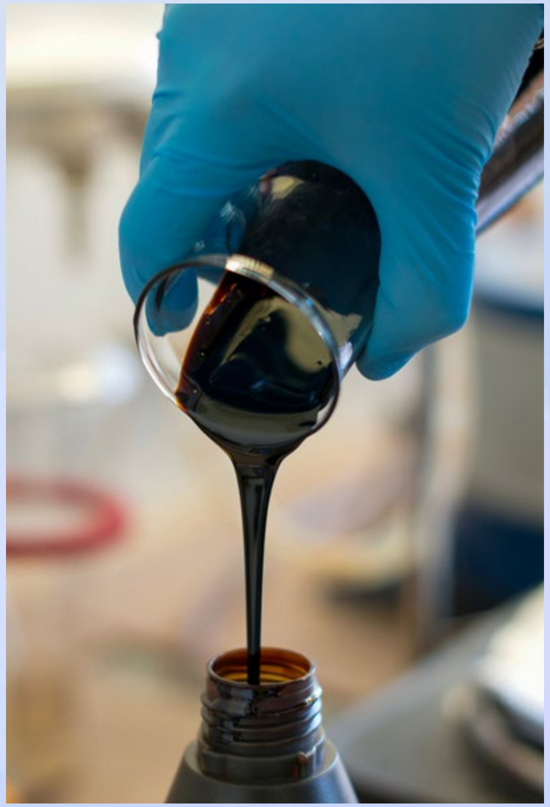
We aim to maintain a diversified portfolio that reflects the regions where we operate and favors projects with strong co-benefits. In 2025, this included investment in ocean alkalinity enhancement solutions, which increase the ocean's capacity to absorb and store CO_2 and help mitigate ocean acidification, with benefits for marine ecosystems. We also invested in biochar and bio-oil sequestration projects that enable long-term carbon storage.

Our 2025 carbon credit portfolio

- **Charm Industrial:** bio-oil sequestration (U.S.)
- **Brodie Biomass:** biochar (UK)
- **NetZero:** biochar (Brazil)
- **Delta Blue Carbon:** mangrove restoration (Pakistan)
- **Darjeeling Revival:** enhanced weathering (India)
- **Planetary:** ocean alkalinity (Canada)

Storing bio-oil with Charm Industrial

Charm Industrial is harnessing the power of biomass to return CO_2 to the earth, converting it to a stable, carbon-rich oil that can be pumped deep underground. Taking unsellable biomass left over after wildfires—as well as third-party bio-oil produced by processing the residuals of forest products—Charm sequesters the bio-oil in a converted well in St. Landry, Louisiana. By doing so, they are helping permanently remove carbon from the atmosphere, out of reach of wildfires, soil erosion and land use change.



Scaling biochar production with NetZero

NetZero is on a mission to scale biochar production in the tropics, simultaneously driving climate action and delivering social benefits. Biochar is carbon-rich charcoal created by heating biomass in low-oxygen conditions, and by transforming plant residue into biochar and storing it in soils, the company enables high-permanence carbon removal while improving soil quality. And, by making biochar available to local farmers, NetZero's product helps boost yields and reduce the need for fertilizers, supporting resilient farmer livelihoods and responsible agriculture practices.

Biochar production generates significant amounts of renewable energy in the form of gases and heat. NetZero recovers this energy for use in its own operations, providing surplus to local partners to collectively reduce energy-related emissions.

Transforming at-risk tea estates with the Darjeeling Revival Project

The Darjeeling Revival Project is transforming heritage tea estates into climate action leaders, harnessing the power of enhanced weathering to turn underutilized land into carbon sinks. By working with farmers to spread Hari Mati (a proprietary combination of organic matter and silicate-rich materials) on farmland, the project helps add essential nutrients to soils, promoting healthy crop growth while accelerating the trapping of CO_2 from rainwater.

Darjeeling's tea estates are facing increasing risks of drought, forest fires, soil degradation and shorter harvests. With this innovative solution, the project is helping build resilience for the region, while creating new jobs for local communities and enhancing incomes for tea producers.

Educating employees on climate action

Driving climate action across our global operations requires collective input from everyone, which is why employee engagement is an increasingly important facet of our climate approach.

Promoting understanding with Climate Fresks

During 2025, we expanded our Climate Day employee program, using a customized Climate Fresk methodology to deepen understanding of climate science's relevance to our business. Sessions in Milan and Cambridge, delivered by internal facilitators to around 40 employees, were structured in three parts: a Climate Fresk workshop, a session on climate and business strategy, and function-specific discussions, such as account planning for the Sales team. These tailored workshops help build a shared, climate-aware culture and equip employees with the knowledge to contribute to our climate goals.

Exploring the connection between planetary health and our wellbeing

As part of our Earth Month 2025 activities, we highlighted the link between our health and the health of the planet. Together with Modern Health, we hosted a discussion in our Europe, Middle East and Africa (EMEA) region on navigating climate anxiety.

We also launched a step challenge using the Personify Health app in the Americas and Asia Pacific (APAC) region. Employees formed teams and competed for over a month. At set milestones, teams reached virtual AVEVA office locations and customer headquarters to learn how AVEVA software accelerates customers' sustainability journeys.

Read more about how we support employee wellbeing.

Above: AVEVA colleagues collaborate during a Climate Fresk workshop, one of several held across offices in 2025, building climate literacy and exploring how climate science connects to their day-to-day roles.

Panelists shared how hydrogen, AI, and emerging technologies are driving decarbonization and boosting operational efficiency for a more sustainable future.

Spotlighting a low-carbon future during Earth Month

Earth Month represents a key opportunity to engage with our employees throughout the business on climate change. In 2025, we hosted a panel discussion, bringing together experts from across climate tech, to discuss how we can accelerate the transition to a low-carbon economy. The panel focused on technology that already exists, how we can scale it at pace and the role digital innovation plays in reducing emissions. Our panelists also discussed the systems-level change needed across investments, collaboration and cultural transformation to turn potential into real-world impact.

Learn how we engaged employees on e-waste during Earth Month.

Nature and natural resource management

We are committed to responsible practices that help safeguard biodiversity and water resources while reducing waste to landfill.

In 2025, we refined our approach to nature, recognizing the complexity of identifying and managing biodiversity impacts within a company that only delivers digital products. As a result, we focused on strengthening our internal capabilities and establishing a more robust foundation for future action.

Embedding nature protection across our operations

During the year, we enhanced our understanding of nature-related risks across our operations using tools such as the WWF Biodiversity Risk Filter and Water Risk Filter. The insights generated will inform the prioritization of future actions across our sites.

We also participated in the Climate and Nature Working Group hosted by BSR. This cross-sector initiative supported companies in developing integrated climate and nature strategies through practical guidance, tools and peer-to-peer knowledge exchange. Participation in the working group helped build internal capabilities and inform our evolving approach to identifying and managing nature-related risks and opportunities.

We continue to integrate environmental considerations into our operational practices. Our site selection guidelines include sustainability criteria covering energy, water and waste, and require consideration of biodiversity impacts, where relevant, when assessing new locations.

Planting forests by recognizing employees

We engage employees in environmental protection by linking recognition to positive outcomes for the planet. Through our internal recognition platform, employees can celebrate and acknowledge each other's achievements. For each recognition, a tree is planted in the AVEVA Forest. In 2025, this resulted in 14,115 trees planted, bringing the total to 76,471 since 2021.

Read more about our recognition platform.

76,471

trees planted since 2021

Waste and circularity

Reducing waste is a core pillar of our sustainability strategy. We recognize that each region has unique priorities, needs and challenges, and therefore tailor our initiatives at the site level.

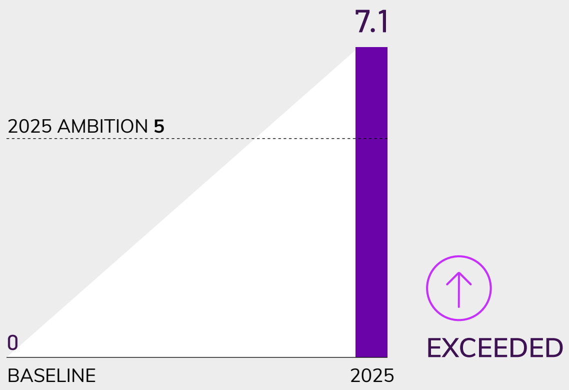
Minimizing office impacts

In 2025, we took steps to reduce waste across our offices. For example, in Kuala Lumpur, we transitioned to rechargeable batteries for office devices, such as PC mice, keyboards and TV controllers. Additionally, across the U.S. and Canada, all single-use paper and plastic cups were removed from offices.

Addressing e-waste

We maintain a dedicated program to divert e-waste from landfills through recycling and reuse, and throughout 2025, we diverted 7.1 tons. To advance our efforts, we onboarded a new global e-waste disposal partner to improve data visibility and consistency. This will enable more granular tracking of waste and recycling rates and help identify opportunities to strengthen our approach to e-waste management.

Diverted e-waste from landfill each year (in tons)



Above: AVEVA received an honorary certificate from a Chinese non-profit organization in recognition of its contributions to public welfare and environmental protection.

The AVEVA Sustainability team takes part in an e-waste initiative, preparing laptops for donation to Busy Button CORE—a charity dedicated to empowering young people through creative arts, education and community engagement.

Celebrating Earth Month with tech circularity

During Earth Month, employees across AVEVA participated in a range of sustainability-focused activities, including internal panel discussions and Action for Good volunteering opportunities. We also continued our Tech Amnesty initiative. Led by our IT team, the initiative brought together teams across regions to donate 550 unused devices for reuse in 2025.

Read more about Action for Good.

Ethical business operations

We are committed to conducting business with uncompromising integrity, embedding clear ethical, environmental and human rights expectations into every stage of our value chain.

Across the company, our efforts are guided by an Anti-Bribery and Corruption Policy, with additional policies and annual training on conflicts of interest, gifts and hospitality, and competition and ethics. Beyond our annual online training program, throughout 2025, we continued to engage employees on ethics and compliance, delivering in-person trainings in India, Singapore and China to ensure everyone understands our expectations.

In 2025, AVEVA did not experience monetary losses from legal proceedings associated with antitrust and anti-competition.

Encouraging employees to speak up

We want all our colleagues to feel safe and empowered to raise concerns about unethical behavior. We continue to maintain a 24/7 ethics hotline, Speak Up, for reporting instances of actual or suspected wrongdoing. In 2025, we continued to deliver regional awareness campaigns to ensure everyone knows how to use the portal and what the process is for investigating and remediating reports.

We received 80 reports throughout the year, signaling employees' increasing confidence in using the Speak Up platform. Each report is thoroughly investigated and assigned to the correct department for further action, if required. To support this process, we have a dedicated investigatory function to ensure timely attention to reports. We maintained employee confidence in reporting unethical behavior in the top 5% for our industry, with an 8.8 Peakon score.

Engaging our supply chain

We set expectations for our suppliers through our Supplier Code of Conduct, which establishes our standards, in line with internationally recognized frameworks.

All new suppliers must sign the code as part of onboarding; during 2025, we refreshed it to ensure ongoing relevance. We are also improving our tracking of Code of Conduct signatures, introducing a new mechanism for managing acknowledgments through our enterprise resource planning system, which will strengthen traceability and support more consistent monitoring and reporting. Most new suppliers already have an equivalent Code of Conduct or accept ours during onboarding.

We were pleased to, once again, surpass our goal to engage suppliers through our RSP, achieving 86% by spend.[9] The program aims to drive progress in ethical sourcing and supplier decarbonization, embedding it into annual supplier assessments to ensure supply partners align with our code and sustainability objectives.

Promoting continuous progress

We assess our top suppliers by spend through a comprehensive ESG questionnaire. Where we identify gaps compared to our Supplier Code of Conduct, we implement corrective action plans (CAP), conducting additional reviews and working with suppliers to address these gaps as needed. During 2025, 32 CAPs were rolled out to suppliers flagged through our previous year's assessment.

Capacity building and supplier training

Building on insights from our ESG questionnaire, in 2025, we launched a supplier capacity-building program in partnership with the UN Global Compact Network UK (UNGC). The Sustainable Supplier Training Program is designed to strengthen suppliers' ESG knowledge and drive continuous improvement in sustainability performance, aligned to the Ten Principles of the UNGC and the SDGs.

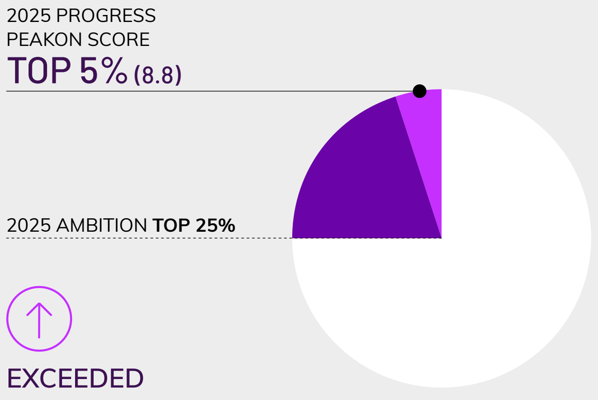
We will continue to deliver this training through to 2027, helping more suppliers—particularly small suppliers and those early on in their sustainability journey—enhance their ESG capabilities.

Using the EcoVadis platform, we also piloted a baseline supplier sustainability assessment aligned to ISO 26000. We plan to expand the assessment next year and continue it on an ongoing basis.

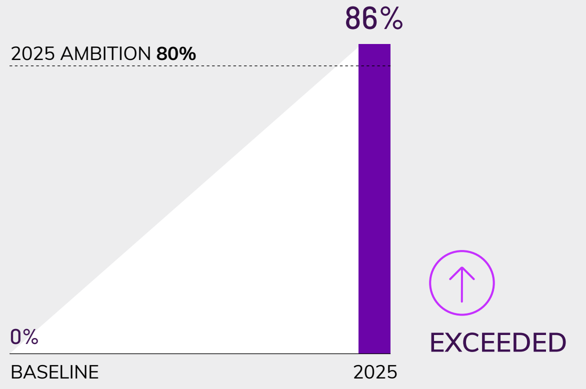
Respecting human rights

We are committed to respecting the fundamental human rights of people throughout our value chain, guided by our Human Rights Policy and Business Conduct Guidelines. To maintain transparency around our ongoing efforts, we also publish an annual Modern Slavery Statement to detail the actions we have taken to prevent modern slavery within our operations and supply chain.

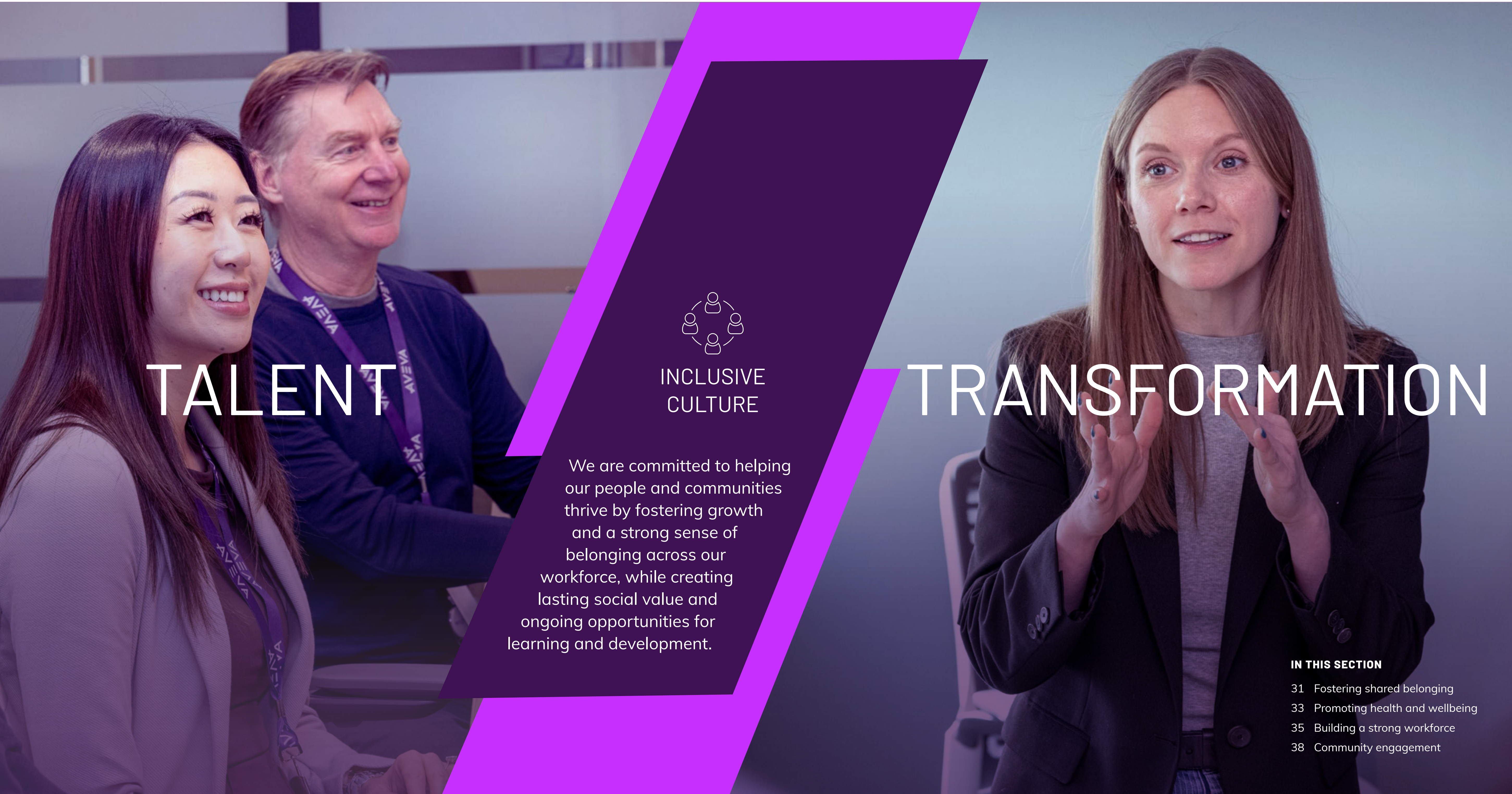
Maintain employee confidence in reporting unethical behavior to top 25% for industry



Increase percentage of suppliers by spend engaged on our Responsible Sourcing Program[8]



[8] Suppliers by spend relates exclusively to suppliers whose purchase orders (POs) were input and payment was completed within a specific year.



TALENT INCLUSIVE CULTURE TRANSFORMATION

We are committed to helping our people and communities thrive by fostering growth and a strong sense of belonging across our workforce, while creating lasting social value and ongoing opportunities for learning and development.

IN THIS SECTION

Fostering shared belonging

We are committed to creating an environment where every colleague feels respected, welcomed and treated fairly. This is supported by policies and practices that promote equity, dignity and belonging across all stages of the employment lifecycle.

Workforce inclusion at AVEVA

To unlock true innovation, we need to bring together people with different viewpoints and experiences. That is why we have built a global team that reflects the geographies and markets we serve and why we foster a culture where people feel valued and empowered to bring their individual perspectives to work, because diversity of thought is what produces stronger results.

We are guided by four inclusion pillars that underpin our programs and projects:

- Fostering inclusion
- Compliance and data
- External communications and benchmarking
- Developing leadership capability

We're proud to be recognized for our program and efforts, receiving recognition on FT Statista's Europe's Diversity Leaders 2025 list. We are also proud signatories of the Race at Work Charter and Change the Ratio in the UK and to have sponsored the Rising Star category at the 2025 Black Tech Awards in the UK for the fourth time.

Employee breakdown

Global employee population	CY23	CY24	CY25
Full time	95.9%	96.44%	96.59%
Part time	1.5%	1.31%	1.25%
Fixed term[9]	2.7%	2.25%	2.17%

Annual turnover	CY23	CY24	CY25
Voluntary and involuntary turnover rate	12.9%	8.9%	12.6%

Local inclusion programs

Our approach to building culture and inclusion rests on delivering locally designed, locally relevant programs that meet the real-world needs of our employees across all geographies. Throughout 2025, we brought that commitment to life, with regionally designed and delivered activities created to advance feelings of belonging for all.

Some of our events include launching a Vidushi program in India to support professional growth and address cultural barriers to progression for women, Pride month celebrations in Madrid and an event in Canada to mark the National Day of Truth and Reconciliation in recognition of the importance of reconciliation for Indigenous communities.

Learn more about our regional initiatives in our latest Inclusion Report.

"At AVEVA, we all share responsibility for creating an environment where people feel valued, respected and able to do their best work. By embedding inclusion into our business and daily practices, we build trust and deepen collaboration. The collective energy and commitment of our people worldwide continue to shape our culture of belonging."

Lena Milosevic MBE
Global Director, Culture and Inclusion

[9] Ends on a particular date.

Driving inclusion with employee groups

We encourage our colleagues to actively contribute to a supportive, inclusive culture at AVEVA; one of the key ways we support this is through our seven employee groups. These groups are open to everyone and enable employees to connect with one another to foster shared learning and the exploration of different inclusion dimensions.

BELIEF @AVEVA

BLACK Voices @AVEVA

DISABILITY @AVEVA

GENERATIONS @AVEVA

PRIDE @AVEVA

SALUTE HONORING OUR HEROES @AVEVA

WOMEN @AVEVA

Leading in disability and neurodiversity inclusion

We aim to be an employer of choice for people with disabilities and neurodivergent individuals. Our Disability and Neurodiversity Action Plan guides our plan to achieve this goal. Throughout 2025, we maintained our Disability Confident Committed status in the UK and laid the groundwork to progress to the second level as a "Disability Confident Employer."

To advance AVEVA as an inclusive workplace for people with disabilities, we need to unite everyone around a shared commitment, starting with our leaders. In 2025, we engaged experts to deliver a series of workshops, designed to help equip leadership with the information they need to strengthen our culture of inclusion and access.

Equal pay for equal work

We are committed to advancing pay equity, compensating employees fairly and equally for equal work, skills and experience. We recognize pay gaps are driven, in large part, by poor decisions taken about investments in employees, including their development. At AVEVA, we are committed to communicating transparently about all employee investments, training people managers to support this approach.

In addition to our equal pay commitment, we pursued and achieved Fair Wage Network certification in 2025, certifying that all AVEVA employees are paid at or above various global living wage thresholds. Throughout the year, we continued to deliver programs designed to help everyone at AVEVA enhance their skills, encouraging them to develop the capabilities they need to pursue their chosen career path. Read more about how we're instilling a growth mindset at AVEVA.

Upcycling our marketing materials in Germany

In 2025, our Germany team partnered with Comebags and Lebenshilfe to upcycle AVEVA event banners into tote bags, creating inclusive employment and advancing circularity by keeping materials out of landfills. Watch the video to learn more.

Promoting health and wellbeing

Our people's health and wellbeing are fundamental to AVEVA's success. We aim to create an environment where every employee can thrive physically, mentally and socially, supported by flexible working practices, dedicated wellbeing resources and an open, caring culture.

AVEVA maintains an Employee Assistance Program (EAP) to provide professional support to our colleagues. Services range from mental health to legal and financial guidance.

A strategy for thriving

Supporting the wellbeing of our employees is a core facet of our culture. In 2025, we continued to evolve our approach, shifting from stand-alone initiatives to a year-round, employee-led culture of wellbeing, connection and appreciation.

Guided by employee feedback, we shifted from hosting a Wellbeing Week to creating a year-round wellbeing calendar with a new topic each month—from setting boundaries and managing stress to sleep, nutrition and cultivating healthy habits. Each theme was brought to life through dedicated intranet content and quarterly webinars with active participation from senior leaders sharing their own wellbeing experiences.

WELLBEING Network

Champions of wellbeing

During the year, we more than doubled the number of members in our Health and Wellbeing Network and expanded our global Wellbeing Champions program to over 30 champions. These employee volunteers promote wellbeing resources in all-hands calls, organize local events and play a fundamental role in boosting employee engagement.

We also launched a Wellbeing Influencer group, providing a more flexible, low-commitment way for employees to get involved in our wellbeing efforts. Members receive monthly content to share within their teams and are consulted on aspects such as employee feedback, communications and the ongoing development of our wellbeing strategy.

Supporting our leaders

In 2024, we piloted an executive wellbeing coaching program; in 2025, we expanded the offering to a wider cohort, reaching 35 leaders with one-to-one coaching on how to manage their own health and wellbeing before expanding their learnings across the company. To encourage greater participation, we shifted to a self-nomination application process, enabling any leader interested in developing healthy habits and supporting team wellbeing to take part.

650 employees

are now members of our wellbeing network, up from approximately 235 in 2024

Taking a holistic approach

We support our people's wellbeing across four interconnected pillars, each designed to address different aspects of what it means to thrive at AVEVA.

Physical and mental health
Prioritize employees' physical and mental health to reduce stress and absenteeism and enhance employees' overall strength, health and capability.

Family and lifestyle
Support employees to grow and nurture their family and enrich their lifestyle outside of work.

Financial fitness
Educate employees to live comfortably in the present and to confidently plan for their financial future.

Connections
Cultivate a sense of belonging, connection and social support within the workplace.

In the Londonderry/Derry, UK office, AVEVA employees participate in an art wellbeing class.

Creating spaces for shared passions

To help employees connect beyond their day-to-day roles, we introduced a series of new online networks in 2025, creating spaces for people to come together around shared passions. These new networks focus on hobbies across four areas—gardening, fitness, crafting and food—and act as a forum for employees to share tips, ask questions and upload photos of their latest creations. To help remote employees feel more connected, we also created a monthly Tea and Talk session, which people can join to foster links with colleagues across functions and geographies.

A comprehensive benefits offering

We are continually enhancing the benefits we offer employees to ensure they meet their needs. For instance, during 2025, we doubled the salary continuance (income protection) benefit in Australia to provide greater financial security during extended periods of illness.

We are in the process of harmonizing our family leave across the business. In the UK and Spain, we increased primary caregiver leave to 20 weeks and secondary to four weeks, fully paid. We also introduced support for fertility treatment, time off for new grandparents and time off for carers' leave. Throughout 2026, we will continue to expand this process to other regions.

In those same markets, we also took an important step in redefining "family" as "the people you choose to love," rather than limiting it to blood relatives. This change enables employees to take up to ten days of bereavement leave for significant non-traditional relationships and has been met with highly positive feedback from employees.

"This is not a small improvement. The new leave amounts are objectively better, but the new definition of 'family' is a game changer from my personal belief's perspective. The family we choose to love is what matters to us and what drives us."

Antonio Retamero
Product Manager

Ensuring the health and safety of our employees

Supporting employee safety and business continuity is core to our commitment to our workforce. We maintain a global Workplace Health & Safety Policy and deliver mandatory, company-wide training on Environmental, Health and Safety to align everyone around our expectations. We also offer office-specific training for our employees and guidance on ergonomics and safe workplace set-up. Our facilities management services provider also routinely trains relevant subcontractors and vendors working in our offices.

We operate a company-wide emergency notification system, AVEVA Alerts, which reaches all employees through multiple channels, including text, call, email, Teams and app notifications, enabling rapid communication during critical situations. The system is designed to address diverse emergency scenarios, from building evacuations and severe weather to security alerts and public health events, ensuring our teams can respond swiftly and safely.

Many of our employees travel internationally and domestically for customer meetings and relevant conferences. To maintain their safety, AVEVA has a partnership with International SOS to provide pre-travel safety advisories, pre-travel briefings, 24/7 support, automated travel check-ins and more than 20 travel-specific online courses.

Building a strong workforce

Our people are the engine of innovation. By offering meaningful work, competitive and fair rewards, flexibility and opportunities to grow, we can attract, develop and retain the talent needed to accelerate a more sustainable industrial future.

In 2025, we continued to strengthen our employer brand and employee experience—from early careers pipelines and internal mobility to learning, recognition and engagement—to ensure AVEVA remains a destination where skilled people choose to join, stay and thrive. Throughout the year, we hired over 600 people, hosting 34 onboarding sessions to equip new starters with the information they need to succeed at AVEVA.

Our AVEVA values guide everything we do. They anchor our strategy, define our culture and shape how we show up—for each other, our customers and the industries we serve. In a rapidly changing world, our values help us attract exceptional talent and ensure we are making decisions aligned with who we are and what we stand for.

Above: Around the world, AVEVA's early career interns and graduates prepare to gain hands-on experience and provide fresh perspectives.

Developing early-career talent

A key facet of our workforce approach is supporting young talent to kickstart their careers. Through several graduate, intern and apprenticeship programs, we help early career talent build valuable, industry-focused skills while enhancing our pipeline. Throughout 2025, we increased participation in our early career programs, recruiting 339 high-potential candidates into early careers opportunities across the organization, equivalent to approximately 5% of our total workforce.

During 2025, we expanded our graduate and apprentice programs into our finance function, while our commercial function introduced a new rotational graduate program. This means that, today, most major functions at AVEVA offer these opportunities, expanding the scale and reach of our programs.

Throughout the year, we focused on continuously enhancing our offerings. For example, in 2025, we refined and streamlined our formal graduate development program, launched in 2024, to help better support participants as they transition into a workplace culture. We also hosted face-to-face induction sessions with all apprentices and graduates globally, providing them with all the information they needed to succeed from day one.

"I'm beyond grateful for the team I have and the environment that allows me to grow not just professionally, but personally. I wouldn't have wanted to start my journey with AVEVA any other way."

Samantha Ngo
Finance Graduate

Our values

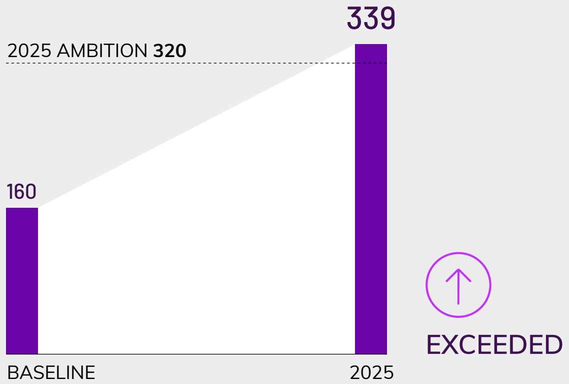
Trust: We put people first and build relationships based on inclusion and respect.

Impact: We make a positive, sustainable difference in the world.

Aspiration: We aim high and surpass the expected.

Curiosity: We ask questions and experiment to find powerful, meaningful solutions.

Double hiring opportunities for interns, co-ops, graduates and apprentices



Supporting continuous learning

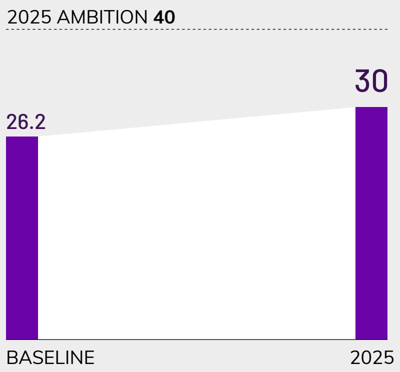
We invest in our colleagues' growth by offering tailored training opportunities for employees across our geographies. All employees have access to LinkedIn Learning while, during 2025, more than 350 people took advantage of our mutual mentorship program. And through our SPARKs program, teams continued to advance collective learning in over 30 topics—prioritizing the themes most relevant to the day-to-day work of their team. AVEVA also provides co-funding for employees pursuing continuing education relevant to their position.

Alongside this, function-owned academies became increasingly significant. The Commercial Learning Academy concentrated on ongoing commercial upskilling while our R&D and Portfolio teams introduced three AI learning pathways to strengthen technical AI capabilities.

To encourage greater peer-led learning, we launched new Viva Engage-based communities. One of these channels, named Grow at AVEVA, is open to all and encourages employees to share their insights to promote cross-team learning. To date, Grow at AVEVA has around 1,000 members. The second community is tailored to leaders and covers topics like leading in the age of AI, managing security awareness in your team and tips for leveraging employee survey insights, with approximately 1,200 participants so far.

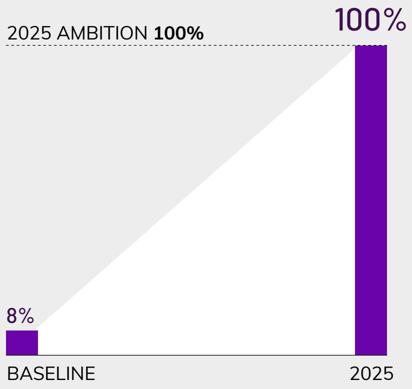
Year-over-year, we have seen an increase in average reportable learning hours per employee, reaching approximately 30 hours in 2025. When building our ESG strategy in FY21, we initially targeted 12 average learning hours per employee. As our data improved, we increased our ambition to 40 hours in FY23 to better align with best practice in the high-tech industry. Though we did not reach this goal in 2025, we have made meaningful progress and strengthened learning data capture across AVEVA. We remain committed to advancing a culture of curiosity and continuous upskilling that supports the growth of our people and our business.

Increase average reportable learning hours



IN PROGRESS

Ensure all employees have an annual talent review



ACHIEVED

350 employees

took part in the 2025 mutual mentorship program

AI for ALL: Driving efficiency and innovation with company-specific agents

When used responsibly, AI can be a powerful tool to unlock greater levels of innovation and efficiency. That is why, in 2025, we rolled out an AI tool, fully compliant with AVEVA's official AI Governance framework and developed in partnership with Relevance AI. Our AI for ALL program, which included an AI ethics training, was first piloted with 726 employees. It has become an important part of our everyday ways of working, helping our colleagues reduce repetitive tasks so they can focus more of their time on ideation, collaboration and problem solving.

To learn about the principles underpinning responsible AI use at AVEVA, see our governance section.

38% reduction

One of our AI for ALL agents resolved more than 900 employee enquiries, reducing escalations to the support team by 38% while improving the quality, accuracy, and speed of resolution

Reflecting on performance and development

In 2024, we piloted a growth framework to drive our employee development approach. Today, this framework is central to how we encourage employees to reflect on their capabilities and enhance their development, directly informed by employee aspirations and aligned to business requirements. At the heart of this framework are regular and open check-ins between our colleagues and their managers, serving as an opportunity to connect on goal progress, development opportunities and wellbeing. We were proud to receive a 95% satisfaction score for performance check-ins, demonstrating the value of incorporating conversations about individual growth and wellbeing into manager-employee discussions.

During 2025, we completed talent reviews for 100% of eligible employees. We also introduced a new assessment for senior appointments and key talent development. Candidates and employees are assessed against our Leadership Expectations and role-specific skills to bring increased rigor and ensure capability and values fit across leadership.

Accelerating career growth

To help people advance at AVEVA, we invest in two key talent acceleration programs across our geographies and functions: Emerging Talent and Enabling Talent. New in 2025, Emerging Talent is designed to ensure a strong pipeline of global talent by cultivating the mindsets and skillsets needed to thrive in a rapidly evolving tech environment. Enabling Talent aims to strengthen mid-level talent, preparing them to enter more senior or complex roles in the future. During 2025, 154 high-potential employees completed these two talent acceleration programs, developing the skills they need to accelerate their career growth.

"I'm much more aware of my strengths and diminishers as part of my leadership style. Having that awareness has made me a more effective leader."

Enabling Talent participant

Above The AVEVA People Awards celebrate and recognize the outstanding contributions team members make.

We also invest in development for all leaders, with 1,300 employees participating in 2025. This included launching a new self-paced Exploring People Management resource for individuals who are considering people manager roles, helping them understand what management involves and to start building the transferable skills they need for team leadership success. We also introduced a new program on inclusive and collaborative leadership, refreshed our New Manager pathway and continued to expand our Leadership Coaching offering.

Keeping our people engaged

We are committed to creating an environment where our people feel connected and valued, and one way we can measure this is through quarterly pulse surveys. These surveys are a direct line to our employees, providing valuable insights that empower us to act. In 2025, we recorded a Peakon Engagement Score of 7.9, demonstrating a consistent engagement level compared to 2024. Equipped with these survey insights, we enable our managers to lead meaningful conversations with their teams and to implement improvements locally. This feedback is invaluable, driving company-wide enhancements in recognition, career pathways and reward practices.

Recognizing our employees' passion

The annual AVEVA People Awards is our event to recognize our employees' amazing talent and contributions. In 2025, almost 1,000 employees were peer-nominated across seven categories—a significant increase from 725 the previous year. This recognition program is how we celebrate excellence in every form, from quiet determination to daring innovation. This year, we were honored to celebrate our winners in person, in Frankfurt, thanking them for their passion and dedication that drives us all forward.

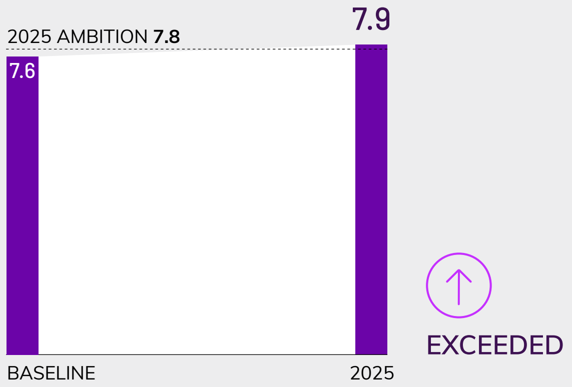
"Our approach to employee engagement at AVEVA is built on a foundation of listening. We utilize multiple channels not just to talk, but to understand where our focus is needed, ensuring our communications and support are always evolving for the better."

Debbie Install

Senior Vice President, Engagement and Workplace Experience

Having launched the My Recognition platform in 2024, we continued to embed this resource across the organization in 2025. Designed as an informal peer-to-peer recognition social platform, usage has increased year-over-year, with colleagues taking the time to show their appreciation for one another. In 2025, more than 10,000 peer-to-peer recognitions were received. Many functions also now use My Recognition to run their own team-focused recognition schemes.

Improve employee engagement score year-over-year



Community engagement

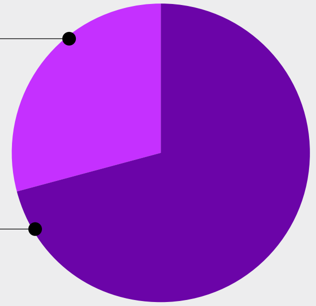
Wherever we operate, we are committed to making a positive social and environmental impact, creating meaningful change and giving back to the communities around us.

Through AVEVA Action for Good, we empower our employees to make a positive impact on their communities and the environment. To amplify their impact, we also make strategic corporate contributions and match employee donations to meaningful causes.[10]

2025 contributions

CASH CONTRIBUTION
29%

TIME CONTRIBUTION[11]
71%



£1,086,685
Total contribution

Action for Good

Through our Action for Good program, we commit £1 million each year to global initiatives including three days of paid leave annually for employees to volunteer in support of issues that matter most to them.

Throughout 2025, we strengthened our efforts, aligning more closely with the work of the Group by encouraging employees to volunteer with local community initiatives across one of three pillars:

- **Supporting health and wellbeing**
- **Improving our environment**
- **Community support**

As a result, we were pleased to see employee volunteering increase year-over-year, with 37% of our employees globally taking part in Action for Good in 2025, up from 27% in 2024.

59 community activities

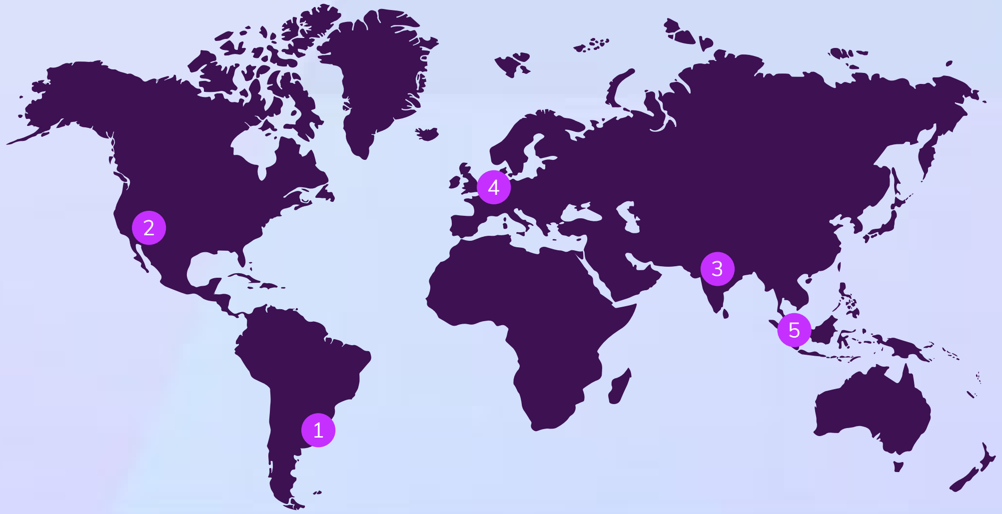
During 2025, the APAC Action for Good team organized 59 impact-driven community activities, earning runner-up position for “Best Team of the Year” in the 2025 AVEVA People Awards

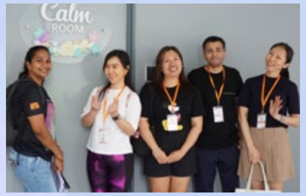
1. Nourishing our community
AVEVA partnered with Anima Civil Association in Brazil to assemble 37 food baskets for families in need, providing essential resources that directly support vulnerable households and strengthen community food security.

2. Delivering health globally
AVEVA’s Scottsdale office partnered with Project C.U.R.E. to sort and pack medical supplies destined for healthcare facilities in Nigeria, supporting essential patient care in underserved communities.

3. Empowering women through sustainable livelihoods
Through employee contributions, AVEVA partnered with Friends Being a Helping Hands in India to donate ten sewing machines to women from economically weaker sections, creating pathways to sustainable livelihoods and self-reliance.

4. Supporting environmental action
Employees took part in the Ignite Water Challenge in support of the Great Bubble Barrier in the Netherlands, an innovative technology that intercepts plastic pollution in waterways before it reaches the ocean.





5. Creating connection and inclusion with SUN-DAC
In Singapore, AVEVA partnered with SUN-DAC to host a bowling outing for over 60 people with disabilities, with team members providing support and companionship.

AVEVA ACTION FOR GOOD

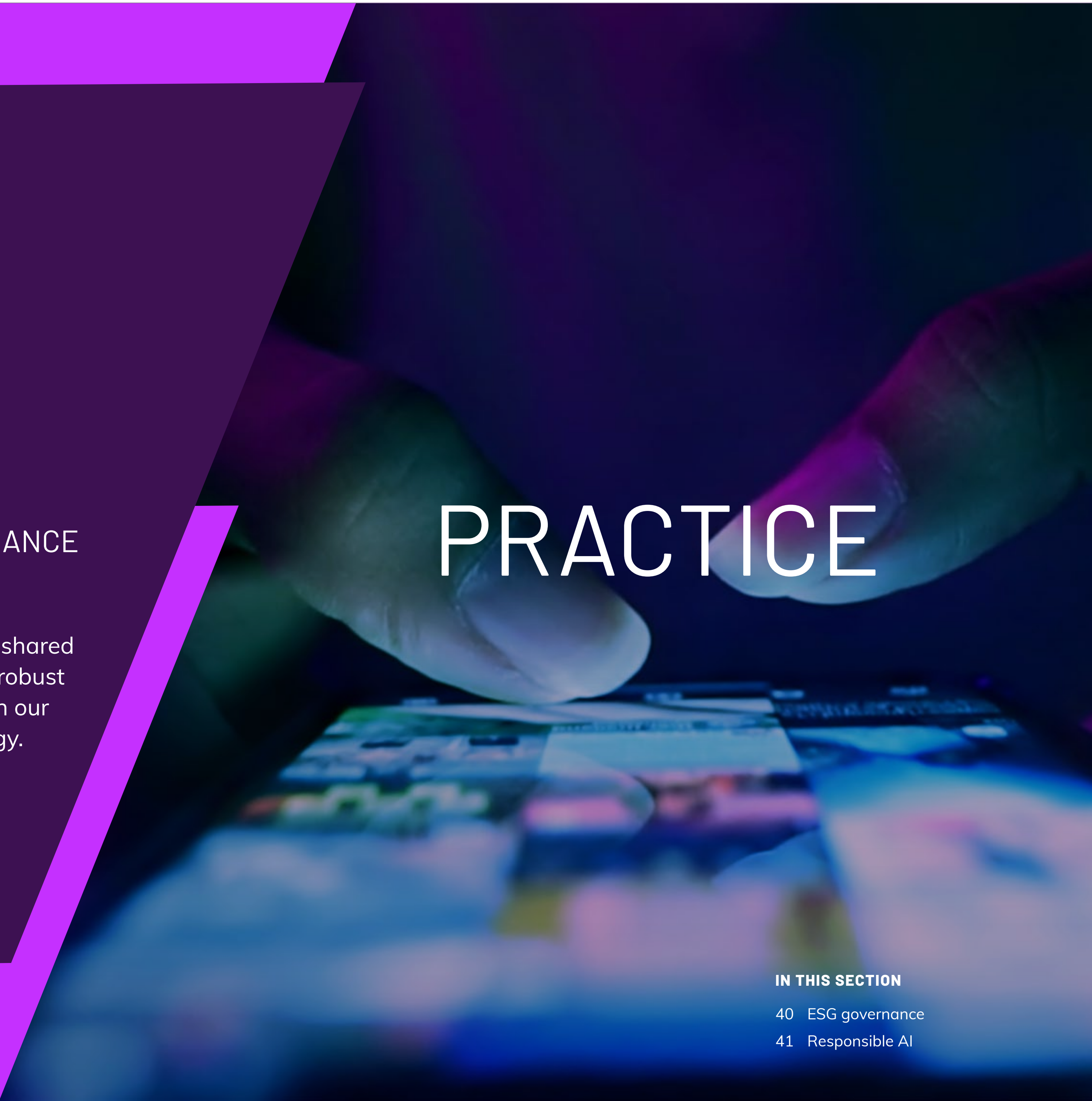
[10] Employees can request matched funding up to £500 (group activity) and up to £300 (individual activity) once per financial year.
[11] Cost equivalent of total volunteer hours.

PRINCIPLES

GOVERNANCE

Strong leadership, shared accountability and robust governance underpin our sustainability strategy.

PRACTICE



IN THIS SECTION

ESG governance

Our leaders are committed to advancing ESG at AVEVA, overseeing our day-to-day activities and broader strategic approach to sparking industrial ingenuity that drives more responsible use of the world's resources.

We maintain various corporate policies that ensure clear communication of governance practices to employees, reinforced through mandatory annual compliance training. The General Counsel is responsible for overseeing business ethics and anti-corruption, with compliance activities reported to and monitored by the Governance Committee.

For more information on business ethics and how it ties into our governance practices, see Ethical business operations.

Top-level oversight

Our Executive ESG Committee is chaired by our CEO and, in 2025, included our Chief Financial Officer, General Counsel, Chief People Officer, Chief Marketing Officer, Chief Product Officer and Chief Commercial Officer. As Secretary of the Committee, our Chief Sustainability Officer (CSO) convenes and sets the agenda for all Committee meetings. Quarterly progress reports are reviewed by the Committee, and we provide updates to the Board of Directors at least biannually.

Schneider Electric Audit Committee

Human Resources Committee
Oversight of ESG performance issues that impact executive and employee remuneration

Finance and Compliance Committee
Oversight of regulated reporting on ESG issues

Executive ESG Committee
Oversight of overall ESG strategy, including risk management, performance tracking and alignment with AVEVA's Executive Leadership Committee, chaired by the CEO

ESG Working Group
Responsible for designing and implementing programs to achieve AVEVA's 2025 ESG goals, with representatives providing updates to the Executive ESG Committee on a quarterly basis

Risk management

We maintain a robust process for managing enterprise risks and, in 2025, implemented a new governance, risk and compliance platform to support this. As well as helping consolidate cross-company policy and process management, the new platform supports new partner risk assessments, with automated due diligence processes accelerating the process while ensuring accurate information on partner risk levels.

Throughout our operations, we have identified several sustainability risks; for each risk, we establish risk controls and measures to effectively manage direct impacts. We monitor and track all risks and report to the Executive Risk Committee on a biannual basis.

Climate risk and transition plan

Through our software solutions, we seek to help customers accelerate the energy transition while driving decarbonization, circularity and resilience. While climate change presents opportunities to advance our technological capabilities, we recognize it also poses risks to AVEVA's future success and resilience.

Within AVEVA's integrated ESG governance model, climate-specific responsibilities are led by the CSO and Executive ESG Committee, with climate-related information fed into enterprise-wide risk management processes through established governance and reporting channels.

Climate-related risks are identified using internal inputs (for example, functional risk assessments across sustainability, finance, IT, real estate, procurement and business leadership), external horizon scanning (including changes in environmental regulation and reporting requirements) and outputs from climate-related risk and opportunity assessment and scenario analysis.

We are currently developing a climate risk and transition plan, which will further guide how we navigate risks and opportunities as we progress against our net-zero strategy. The plan will incorporate emissions targets, decarbonization levers, governance and accountability structures, capital allocation and mechanisms to track and report ongoing progress.

To support this work, in 2025, we refreshed our climate scenario analysis and revalidated our climate-related financial risks and opportunities to ensure they remain relevant to our business. The report will provide disclosures aligned with IFRS S2 Climate-related requirements, building on AVEVA's prior TCFD-aligned reporting. We aim to publish the plan in 2026.

Responsible AI

At AVEVA, we are harnessing the power of AI to advance more effective solutions for our customers while driving greater efficiencies in how we operate. To ensure we do so in a responsible and ethical manner, we maintain strong AI oversight.

AI governance is integrated into our broader ethics and risk management framework. We have developed a three-line-of-defense model for AI to ensure responsible practices are embedded across all product and operational considerations. This is overseen by an AI Governance Committee, which is co-chaired by our Chief Technologist and Chief Information Officer, and supported by a cross-functional AI Governance Office.

Our responsible AI principles

AVEVA is committed to the responsible adoption of AI, with the aim of ensuring AI systems are developed and used in ways that are ethical and sustainable. This commitment considers environmental, social and technical impacts, including sustainability, fairness, reliability, explainability and the protection of data and privacy.

As part of our broader alignment with Schneider Electric, AVEVA has adopted a set of Responsible AI principles developed at the Group level and aligned with the NIST AI Risk Management Framework. These principles provide a foundation for our approach across strategy, governance and ways of working.

We are continuing to build their application across the business and are already taking steps to advance our responsible-by-design approach. We are shaping good practice and formal standards for measuring and managing AI's environmental impacts as well as upskilling our people in line with our AI Governance framework.

Building on this foundation, as pioneers of industrial AI with more than 20 years of experience—from predictive analytics that have long driven improved operational performance to emerging generative AI capabilities redefining design and asset optimization—we bring deep expertise in applying AI across complex industrial systems. We are working to operationalize these principles across both our products and our enterprise use of AI, strengthening governance and safeguards for this continuously evolving technology. We also recognize that approaches to integrating AI into sustainability strategies and measuring its impacts are still evolving, and we collaborate with credible partners to help shape shared standards.

Our responsible AI principles

- **Sustainable AI**
- **Accuracy and robustness**
- **Human-centric and fair**
- **Data governance and privacy**
- **Transparency and explainability**
- **Accountability**

Finance and Compliance Committee

AI Governance Committee
ELT-level, enterprise-wide mandate. Co-chaired by Chief Technologist (CT) and Chief Information Officer (CIO).

AI Governance Office
Co-led by CT and CIO designates with cross-functional support.

AI Governance Subcommittees

Product AI Governance Subcommittee
Chaired by CT and Head of R&D (or delegates)

Corporate AI Governance Subcommittee
Chaired by CIO (or delegate)

TRANSPARENCY

DATA

We are committed to transparent, year-over-year performance disclosure to support the integrity of our reporting.

TRUST

IN THIS SECTION

About the data

This report contains information from January 1, 2025, to December 31, 2025 (CY25). Unless otherwise noted, data coverage refers to the 2025 calendar year data for AVEVA's global business.

This report was prepared by AVEVA's Sustainability team in cooperation with various teams, including human resources, legal, compliance, procurement, cybersecurity and sales, and report design consultant Flag Communication Ltd. Our Scope 1 and 2 data, as well as our business travel, purchased goods and services, and saved and avoided emissions data, has undergone limited assurance by Apex Companies, LLC.

This comprehensive approach ensures alignment with the GRI and SASB technology standards.

We are committed to transparency and accuracy as we advance our ESG disclosure journey.

We will continue to enhance the quality and scope of our sustainability reporting each year.

Certain statements in this report contain "forward-looking statements." These may include, for example, information regarding AVEVA's financial outlook and guidance, as well as any statements that cannot be considered historical or current facts. While we consider the expectations reflected in these forward-looking statements are reasonable, we cannot guarantee that they will prove to be factually correct.

These statements address future events or our future financial performance and are subject to known and unknown risks, uncertainties and other factors that may impact or influence actual results, performance levels or achievements to vary from those implied by the forward-looking statements within this report.

For more information about this report or for specific queries related to our sustainability strategy, please contact: sustainability@aveva.com or visit our website: www.aveva.com/en/about/sustainability.

Data tables

Emissions (tCO_2e)	CY19	CY20	CY21	CY22	CY23	CY24	CY25	Change from CY19
Scope 1 GHG emissions								
Natural gas	781	861	848	687	508	443	378	-52%
Fleet (petrol/diesel)	371	371	371	371	272	135	37	-90%
Diesel	N/A	N/A	N/A	N/A	N/A	9	4	N/A
Miscellaneous energy	1	8	3	6	4	2	6	450%
Scope 2 GHG emissions								
Electricity (location-based)	8,176	5,033	5,268	5,523	4,608	4,885	4,918	-40%
Electricity (market-based)	8,719	4,139	140	42	19	35	0	-100%
District heating	532	654	95	106	78	71	88	-83%
Fleet (hybrid/EVs)	4	4	4	4	0	5	0.38	-81%
Miscellaneous energy	0.02	0.57	0.16	0.50	0.33	0.14	0.49	2,692%
Total Scope 1 and 2 GHG emissions (market-based)	**10,408**	**6,038**	**1,462**	**1,218**	**882**	**700**	**512**	**-95%**

Emissions (tCO_2e)	CY19	CY20	CY21	CY22	CY23	CY24	CY25	Change from CY19
Scope 3 GHG emissions[12]								
Purchased goods and services	81,084	70,866	36,637	49,365	44,010	39,725	34,326	-58%
Capital goods	22,390	16,288	9,565	5,878	8,170	8,751	2,878	-87%
Fuel- and energy-related activities	3,549	2,164	2,044	2,228	2,080	2,163	2,096	-41%
Waste generated in operations	1,070	217	94	414	355	652	487	-55%
Business travel (location-based)	28,381	7,877	3,711	11,820	16,532	17,927	17,911	-37%
Business travel (market-based)[13]	28,381	7,877	3,711	11,820	16,532	17,927	17,211	-39%
Employee commuting	10,154	2,604	1,174	5,188	4,395	4,571	2,576	-75%
Work from home	361	3,244	3,149	2,032	2,189	1,727	1,997	453%
Upstream leased assets	513	173	142	501	356	320	223	-57%
Use of sold products	102,226	105,915	103,118	100,954	104,836	98,478	103,143	1%
Total Scope 3 emissions[14]	**249,728**	**209,347**	**159,634**	**178,379**	**182,923**	**174,314**	**165,637**	**-34%**

12 Five categories, purchased goods and services, capital goods, fuel- and energy-related activities, employee commuting/work from home and upstream leased assets are reported using market-based figures.
13 AVEVA introduced dual reporting (market-based and location-based) for business travel in 2025 to account for SAFc; however, these values are reported separately and are not included in total Scope 3 emissions.
14 Figures are rounded to the nearest tCO_2e.

Indicator	Unit	CY19	CY20	CY21	CY22	CY23	CY24	CY25
Total waste produced[15]	Metric tons	**1,953**	**441**	**219**	**976**	**804**	**1,014**	**1,002**
Estimated total energy consumption[16]	MWh	28,121	21,637	20,641	21,728	17,553	16,231	**15,190**
Measured energy consumption		27,942	20,306	19,952	21,227	17,197	15,306	**11,941**
Estimated energy consumption		179	1,331	689	501	356	925	**3,249**
Indicators below concern both measured and estimated energy consumption	%							
Renewable energy		0%	20%	64%	67%	70%	74%	**79%**
Renewable electricity[17]		0%	36%	97%	99%	99%	99%	**100%**
Measured energy consumption by source[16]	MWh							
Grid electricity		19,640	8,097	613	1,029	828	789	**540**
Renewable electricity		0	4,250	13,296	14,532	12,199	11,955	**11,948**
District heating		2,348	2,886	421	469	342	312	**388**
Gas		4,538	4,766	4,696	4,077	3,004	2,543	**2,102**
Fleet		1,591	1,591	1,591	1,591	1,158	584	**160**
Diesel		0	0	0	0	0	35	**16**
Energy use		4	46	23	30	22	14	**35**

15 We currently collect waste data from our sites on a voluntary basis only and are working toward a more comprehensive approach over time.
16 Our energy consumption values consist of Scope 1, 2 and 3.8.
17 Per RE100 criteria (see the Operational footprint section for more information on our approach to renewable energy procurement).

GRI index

AVEVA has reported the information cited in this GRI content index for the period January 1, 2025, to December 31 , 2025, with reference to the GRI Standards.

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Report, Our strategy and progress (page 5), How we create value (page 7)
	2-2 Entities included in the organization's sustainability reporting	Sustainability Report, About the data (page 43)
	2-3 Reporting period, frequency and contact point	Sustainability Report, About the data (page 43)
	2-4 Restatements of information	Sustainability Report, About the data (page 43)
	2-5 External assurance	Sustainability Report, About the data (page 43)
	2-6 Activities, value chain and other business relationships	Sustainability Report, How we create value (page 7)
	2-7 Employees	Sustainability Report, Inclusive culture (page 30)
	2-9 Governance structure and composition	Sustainability Report, ESG governance (page 40)
	2-10 Nomination and selection of the highest governance body	Sustainability Report, ESG governance (page 40)
	2-11 Chair of the highest governance body	Sustainability Report, ESG governance (page 40)
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report, ESG governance (page 40)
	2-13 Delegation of responsibility for managing impacts	Sustainability Report, ESG governance (page 40)
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report, ESG governance (page 40)
	2-16 Communication of critical concerns	Sustainability Report, ESG governance (page 40)
	2-17 Collective knowledge of the highest governance body	Sustainability Report, ESG governance (page 40)
	2-18 Evaluation of the performance of the highest governance body	Sustainability Report, ESG governance (page 40)
	2-22 Statement on sustainable development strategy	Sustainability Report, Our strategy and progress (page 5)
	2-23 Policy commitments	Sustainability Report, Ethical business operations (page 29)
	2-24 Embedding policy commitments	Sustainability Report, Ethical business operations (page 29)
	2-25 Processes to remediate negative impacts	Sustainability Report, Ethical business operations (page 29)
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report, Ethical business operations (page 29)
	2-27 Compliance with laws and regulations	Sustainability Report, Ethical business operations (page 29)
	2-28 Membership associations	Sustainability Report, Partnerships driving progress at scale (pages 16–18)

GRI Standard	Disclosure	Location
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Report, ESG governance (page 40)
	201-3 Defined benefit plan obligations and other retirement plans	Sustainability Report, Promoting health and wellbeing (page 34)
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Sustainability Report, Action for Good (page 38)
	203-2 Significant indirect economic impacts	Sustainability Report, Action for Good (page 38)
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainability Report, Ethical business operations (page 29)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Sustainability Report, Ethical business operations (page 29)
	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report, Ethical business operations (page 29)
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report, Ethical business operations (page 29)
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Sustainability Report, Ethical business operations (page 29)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainability Report, Data tables (pages 44–45)
	302-2 Energy consumption outside of the organization	Sustainability Report, Data tables (pages 44–45)
	302-3 Energy intensity	Sustainability Report, Data tables (pages 44–45)
	302-4 Reduction of energy consumption	Sustainability Report, Data tables (pages 44–45)
	302-5 Reductions in energy requirements of products and services	Sustainability Report, Data tables (pages 44–45)
GRI 303: Water and Effluents 2018	303-5 Water consumption	Sustainability Report, Data tables (pages 44–45)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report, Data tables (pages 44–45)
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report, Data tables (pages 44–45)
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report, Data tables (pages 44–45)
	305-4 GHG emissions intensity	Sustainability Report, Data tables (pages 44–45)
	305-5 Reduction of GHG emissions	Sustainability Report, Data tables (pages 44–45)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report, Data tables (pages 44–45), Addressing e-waste (page 28)
	306-2 Management of significant waste-related impacts	Sustainability Report, Data tables (pages 44–45), Addressing e-waste (page 28)
	306-3 Waste generated	Sustainability Report, Data tables (pages 44–45), Addressing e-waste (page 28)
	306-4 Waste diverted from disposal	Sustainability Report, Data tables (pages 44–45), Addressing e-waste (page 28)

GRI Standard	Disclosure	Location
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainability Report, Ethical business operations (page 29)
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainability Report, Ethical business operations (page 29)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report, Fostering shared belonging (page 31)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report, A comprehensive benefits offering (page 34)
	401-3 Parental leave	Sustainability Report, A comprehensive benefits offering (page 34)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report, Supporting continuous learning (page 36)
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report, Building a strong workforce (page 35)
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability Report, Supporting continuous learning (page 36)
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainability Report, Ethical business operations (page 29)
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability Report, Ethical business operations (page 29)
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report, Community engagement (page 38)
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainability Report, Ethical business operations (page 29)
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability Report, Ethical business operations (page 29)

SASB index

AVEVA has used the SASB standard specific to our industry identified in the Sustainable Industry Classification System: Technology & Communications – Software & IT Services.

Topic	Reference code	Category	Metric	Unit	Response
Environmental footprint of hardware infrastructure	TC SI 130a.1	Quantitative	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Gigajoules (GJ), Percentage (%)	Sustainability Report, Data tables (pages 44–45)
	TC-SI-130a.2	Quantitative	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m^3), Percentage (%)	Sustainability Report, Data tables (pages 44–45)
	TC SI 130a.3	Discussion and analysis	Discussion of the integration of environmental considerations into strategic planning for data center needs	n/a	Sustainability Report, Nature and natural resources management (page 27)
Data privacy and freedom of expression	TC-SI-220a.1	Discussion and Analysis	Description of policies and practices relating to targeted advertising and user privacy	n/a	Sustainability Report, Secure, efficient and responsible by design (pages 14–15)
	TC SI 220a.3	Quantitative	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Currency	Sustainability Report, Secure, efficient and responsible by design (pages 14–15)
	TC SI 220a.4	Quantitative	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Number, Percentage (%)	Sustainability Report, Secure, efficient and responsible by design (pages 14–15)
Data security	TC SI 230a.1	Quantitative	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Number, Percentage (%)	Sustainability Report, Secure, efficient and responsible by design (pages 14–15)
	TC SI 230a.2	Discussion and analysis	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	n/a	Sustainability Report, Secure, efficient and responsible by design (pages 14–15)
Recruiting & managing a global, diverse & skilled workforce	TC SI 330a.2	Quantitative	Employee engagement as a percentage	Percentage (%)	Sustainability Report, Building a strong workforce (page 35)
	TC SI 330a.3	Quantitative	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees and (d) all other employees	Percentage (%)	Data not publicly shared at this time
IP protection & competitive behavior	TC SI 520.1	Quantitative	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Currency	Sustainability Report, Ethical business operations (page 29)
Managing systemic risks from technology disruptions	TC SI 550a.1	Quantitative	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Number, days	Sustainability Report, Secure, efficient and responsible by design (pages 14–15)
	TC SI 550a.2	Discussion and analysis	Business continuity risks related to disruptions and operations	n/a	Sustainability Report, Secure, efficient and responsible by design (pages 14–15)

AVEVA

Stay connected on our sustainability journey.

Explore our progress on the AVEVA Sustainability website
We welcome your feedback on this year's Sustainability Report.

Reach out to us at sustainability@aveva.com.
We'd love to hear from you.