CHARTER
OF THE
COMPENSATION COMMITTEE

I. AUTHORITY AND COMPOSITION

The Committee is established pursuant to Section 4.1 of the Bylaws of Blackbaud, Inc. (the "Company"). Committee members are appointed annually by the Board of Directors on the recommendation of the Nominating and Corporate Governance Committee and may be replaced by the Board. In determining whether a director is eligible to serve on the Committee, the Board must consider whether the director is affiliated with the Company, a subsidiary of the Company or an affiliate of a subsidiary of the Company to determine whether such affiliation would impair the director's judgment as a member of the Committee. The Committee must consist of at least three directors, each of whom shall meet the independence requirements of NASDAQ (subject to any applicable transition periods permitted under NASDAQ requirements) and any standards of independence as may be prescribed for purposes of any federal securities, tax or other laws relating to the Committee's duties and responsibilities, including Section 162(m) of the Internal Revenue Code. Committee members must not accept, directly or indirectly, any consulting, advisory or other compensatory fee from the Company or any subsidiary thereof other than: (a) fees received as a member of the Committee, the Board or any other committee of the Board, and (b) fixed amounts of compensation received pursuant to a retirement plan (including deferred compensation) for prior service with the Company (provided that such compensation is not contingent in any way on continued service). The Committee Chairman shall be appointed by the Board.

The Committee may also appoint a Secretary, who need not be a director, and may delegate to its Chairman such power and authority as the Committee deems to be appropriate, except such powers and authorities required by law to be exercised by the whole Committee or by a subcommittee of at least two members.

This Charter may be amended only by the Board of Directors.

II. PURPOSES OF THE COMMITTEE

The Committee is appointed to discharge the Board's responsibilities relating to compensation of the Company's directors and executive officers. The Committee has overall responsibility for evaluating and approving the director and executive officer compensation plans, policies and programs of the Company.

III. DUTIES AND RESPONSIBILITIES OF THE COMMITTEE

The following activities are set forth as a guide with the understanding that the Committee may diverge from this guide as it considers appropriate, subject to compliance with applicable NASDAQ, federal securities, tax and other legal and self-regulatory requirements.

A. The Committee shall annually review and approve corporate goals and objectives relevant to Chief Executive Officer compensation, evaluate the Chief Executive Officer's

performance in light of those goals and objectives, and set Chief Executive Officer compensation level based on this evaluation. In determining the long-term incentive component of the Chief Executive Officer's compensation, the Committee will consider appropriate factors, such as the corporate and individual performance, the value of similar incentive grants or awards to chief executive officers at comparable companies, and the grants or awards given to the Chief Executive Officer in past years. The Chief Executive Officer is not permitted to be present during any voting or deliberations by the Committee on his or her compensation. In evaluating and determining the Chief Executive Officer's compensation, the Committee shall consider the results of the most recent stockholder advisory vote on executive compensation ("Say on Pay Vote") required by Section 14A of the Securities Exchange Act of 1934, as amended (the "Exchange Act").

B. The Committee shall periodically review and approve the compensation of the Company's other executive officers, taking into account peer group practices and other appropriate factors, such as corporate and individual performance and historical compensation practices for such officers. The Committee shall be entitled to consider the recommendations of the Chief Executive Officer in connection with the foregoing. The Committee will also provide general oversight of the Company's compensation and benefits plans, policies and programs that pertain to employees other than executive officers. In evaluating executive compensation, the Committee shall consider the results of the most recent Say on Pay Vote.

C. The Committee shall review with the Chief Executive Officer and any other officer or member of management, as appropriate, the material criteria used by the Chief Executive Officer and management in evaluating employee performance throughout the Company and in establishing appropriate compensation, retention, incentive, severance and benefit policies and programs. As part of this process, the Committee shall seek appropriate assurances from management that compliance with the Company's Code of Business Conduct and Ethics and other applicable Company policies are made an important component of an employee's performance evaluation.

D. The Committee shall annually review and approve the compensation of the Company's directors, based on appropriate factors as determined by the Committee.

E. The Committee shall periodically review and make recommendations to the Board with respect to incentive compensation plans and equity-based plans, and shall periodically review and make recommendations to the Board with respect to the adoption of or material changes in material employee benefit, bonus, severance and other compensation plans of the Company. As appropriate in connection with this process, the Committee shall seek appropriate assurances from internal or external advisors that all compensation and perquisites are appropriate, legally permissible and, where required, properly disclosed to the Company's stockholders. In reviewing and making recommendations regarding incentive compensation plans and equity-based plans, including whether to adopt, amend or terminate any such plans, the Committee shall consider the results of the most recent Say on Pay Vote.

F. The Committee shall assist in the preparation and review of any analysis or report on executive compensation required to be included in the Company's proxy statement and periodic reports pursuant to applicable federal securities rules and regulations, and recommend the inclusion of such analysis or report in the Company's proxy statement and periodic reports.

G. The Committee shall review any plans, policies or agreements relating to loans to any non-executive employees of the Company. This review shall include an assessment regarding legal compliance as well as an evaluation of the benefits and risks to the Company of maintaining such loans or programs.

H. The Committee shall review and assess on a periodic basis the Company's compliance with laws and regulations relating to compensation and employee benefits, ERISA, labor laws, employment discrimination and other human resources matters.

I. The Committee shall review and assess on a periodic basis the Company's guidelines regarding director and employee stock ownership and the Company's policies and procedures governing compliance with applicable laws relating to director and employee ownership of securities of the Company.

J. The Committee shall review and assess on a periodic basis the Company's policies and procedures relating to all 401(k) plans or similar plans maintained by the Company to purchase, sell or otherwise acquire or transfer any interest in the equity securities of the Company.

K. The Committee shall perform such duties and responsibilities as may be assigned to the Committee under the terms of any compensation plan of the Company.

L. The Committee shall review and recommend to the Board for approval the frequency with which the Company will conduct Say on Pay Votes, taking into account the results of the most recent stockholder advisory vote on frequency of Say on Pay Votes required by Section 14A of the Exchange Act, and the Committee shall review and approve the proposals regarding the Say on Pay Vote and the frequency of the Say on Pay Vote to be included in the Company's proxy statement.

Outside Advisors

A. The Committee shall have the authority, in its sole discretion, to select, retain and obtain the advice of a compensation consultant as necessary to assist with the execution of its duties and responsibilities as set forth in this Charter. The Committee shall set the compensation, and oversee the work, of the compensation consultant. The Committee shall have the authority, in its sole discretion, to retain and obtain the advice and assistance of outside legal counsel and such other advisors as it deems necessary to fulfill its duties and responsibilities under this Charter. The Committee shall set the compensation, and oversee the work, of its outside legal counsel and other advisors. The Committee shall receive appropriate funding from the Company, as determined by the Committee in its capacity as a committee of the Board, for the payment of compensation to its compensation consultants, outside legal counsel and any other advisors. However, the Committee shall

not be required to implement or act consistently with the advice or recommendations of its compensation consultant, legal counsel or other advisor to the compensation committee, and the authority granted in this Charter shall not affect the ability or obligation of the Committee to exercise its own judgment in fulfillment of its duties under this Charter.

B. The compensation consultants, outside counsel and any other advisors retained by, or providing advice to, the Committee (other than the Company's in-house counsel) shall be independent as determined in the discretion of the Committee after considering the factors specified in NASDAQ Listing Rule 5605(a)(2). In retaining or seeking advice from compensation consultants, outside counsel and other advisors (other than the Company's in-house counsel), the Committee must take into consideration the factors specified in NASDAQ Listing Rule 5605(d)(3)(D)(i)-(vi). The Committee may retain, or receive advice from, any compensation advisor they prefer, including ones that are not independent, after considering the specified factors. The Committee is not required to assess the independence of any compensation consultant or other advisor that acts in a role limited to consulting on any broad-based plan that does not discriminate in scope, terms or operation in favor of executive officers or directors and that is generally available to all salaried employees or providing information that is not customized for a particular company or that is customized based on parameters that are not developed by the consultant or advisor, and about which the consultant or advisor does not provide advice.

C. The Committee shall evaluate whether any compensation consultant retained or to be retained by it has any conflict of interest in accordance with Item 407(e)(3)(iv) of Regulation S-K.

The Committee shall:

a) Report regularly to the Board on its activities;

b) Maintain minutes of its meetings and records relating to those meetings and the Committee's activities;

c) Have authority to obtain, at the expense of the Company, advice and assistance from internal or external legal, accounting or other advisors;

d) Form and delegate authority to subcommittees of one or more Committee members when desired and appropriate;

e) Review and reassess the adequacy of this Charter annually and recommend to the Board any proposed changes to this Charter; and

f) Annually review the Committee's own performance.

IV. GENERAL

In performing their responsibilities, Committee members are entitled to rely in good faith on information, opinions, reports or statements prepared or presented by:

a) One or more officers or employees of the Company whom the Committee member reasonably believes to be reliable and competent in the matters presented;

b) Counsel, independent auditors, or other persons as to matters which the Committee member reasonably believes to be within the professional or expert competence of such person; and

c) Other committees of the Board as to matters within their respective designated authority which committee the Committee member reasonably believes to merit confidence.

Adopted by the Board of Directors on March 23, 2004.
Amended and approved on December 14, 2006.
Reviewed, amended and reapproved on February 27, 2013
Reviewed and reapproved on March 10, 2015;
Reviewed and reapproved on March 8, 2016;
Reviewed and reapproved on March 20, 2018;
Reviewed and reapproved on March 13, 2019;
Reviewed and reapproved on March 10, 2020
Reviewed and reapproved on March 17, 2021;
Reviewed and reapproved on March 23, 2022
Reviewed and reapproved on March 15, 2023;
Reviewed and reapproved on March 6, 2024;
Reviewed and reapproved on March 12, 2025;
Reviewed and reapproved on March 11, 2026.