



DRIVING SUSTAINABLE IMPACT FORWARD

ESG REPORT 2025

HELLO

This report sets out how we’re building Agena Group for the long term, strengthening performance, reducing risk, and increasing our positive impact on the places and people we serve.

It covers our Environmental, Social and Governance priorities and progress during 2025, including delivery against our ESG Strategy (2025–2027) and where we’re focusing next. Our reporting is shaped by recognised expectations and investor needs, and we continue to improve data quality, transparency and accountability year on year.

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**Paul Dawson**

CHIEF EXECUTIVE OFFICER

"I don't see ESG as a standalone initiative. It's how we run a better business. It sharpens decision-making, strengthens resilience, and helps us grow with confidence."

A MESSAGE FROM OUR CEO

Welcome to Agena Group's 2025 Environmental, Social and Governance (ESG) Report. This year marks a step forward in our sustainability journey. As our third annual ESG report and the first under our new ESG Strategy (2025–2027), it reflects real progress and the ambition we're bringing to the years ahead.

Our mission is to create better outcomes for people, places and assets through technology, insight and operational expertise. This mission guides the decisions we make, how we operate, and how we create long-term value as a Group.

I don't see ESG as a standalone initiative. It's how we run a better business. It sharpens decision-making, strengthens resilience, and helps us grow with confidence. It also matters to our customers, who expect secure systems, responsible partners, and solutions that keep pace with changing regulation and rising public expectations.

In 2025, we've strengthened our approach across all three pillars – improving how we manage our

environmental responsibilities, supporting our people, and refining the systems and controls that underpin good governance.

This work takes commitment and collaboration, and I'm proud of the way colleagues have embraced the expectations and opportunities that come with a more ambitious ESG agenda.

We were also recognised externally for the experience we're building for our people. We were named Overall Winners at the UK Employee Experience Awards, alongside Gold awards for Best Change Management and Best Employee Engagement. At the Investors in People Awards, we won Employer of the Year (250+ employees). And within

our sector, we received two IPC Awards: Parking Team of the Year and Parking Attendant of the Year.

We also invested in dedicated ESG expertise, strengthening our capability to deliver credible, measurable progress, and to navigate the technical and strategic aspects of this work with rigour.

Our strategy gives us a simple framework: focus on what matters, measure it properly, and act with pace. That reduces risk and unlocks opportunity, exactly what stakeholders and long-term investors should expect from a business like ours. Thank you to our Board, colleagues, customers, shareholders and partners. Your trust challenges us to keep improving and it's what makes our progress possible.

ESG AT THE HEART

Strengthening ESG leadership and internal expertise

To further embed sustainability at the core of our operations, we appointed a full-time, in-house Sustainability & ESG Lead to drive the next phase of our ESG Strategy (2025–2027).

This investment reflects our ambition to take a more data-driven, strategic, and future-focused approach to environmental and social performance.

Dr Oluwatobi Kolawole, a sustainability specialist with expertise in ESG strategy, ethics, and reporting, leads this work. A GRI Certified Sustainability Professional with a PhD in Sustainability & Ethics, he brings strong technical capability and practical experience in corporate sustainability.

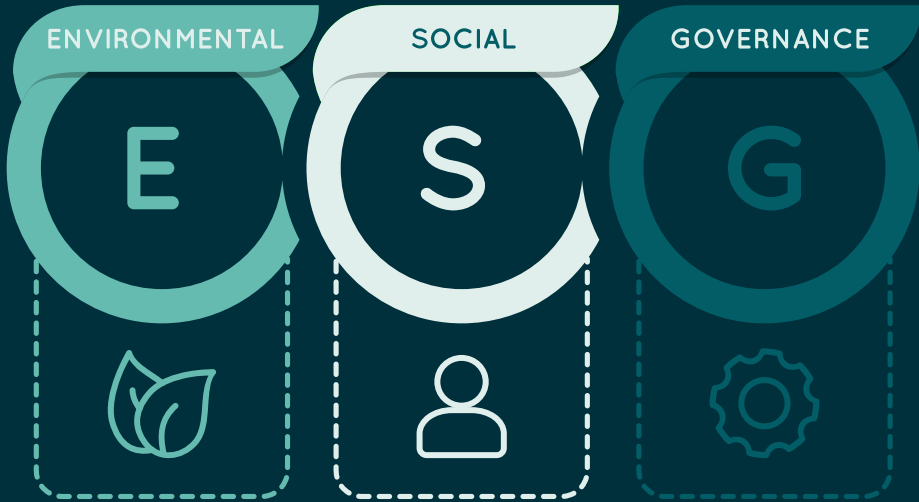
This strengthens our internal capacity to deliver credible, transparent, and measurable ESG outcomes, ensuring our commitments translate into meaningful progress.

[ESG HIGHLIGHTS VIDEO](#)



Oluwatobi Kolawole, PhD
SUSTAINABILITY & ESG LEAD

"ESG only works when it is embedded, understood, and owned throughout the business, and I am proud to see that culture taking shape here."



I want to express my sincere appreciation to everyone across Agena Group who has contributed to the progress we are proud to share this year.

ESG is not a standalone initiative, it is the sum of many choices, behaviours, and commitments made daily across every part of our business. This report reflects what we have achieved together.

What has impressed me most since joining Agena Group is the willingness of the SLT and teams across the organisation to embrace sustainability not as a compliance obligation, but as a shared responsibility. ESG only works when it is embedded, understood, and owned throughout the business, and I am proud to see that culture taking shape here.

Our next two years will focus on deeper decarbonisation, stronger data governance, greater supplier engagement, and continued investment in our people. We will continue to build the internal capability needed to deliver ESG with credibility and rigour. Thank you for your continued commitment and for being part of this journey.

2025 HIGHLIGHTS

A snapshot of our 2025 progress across people, planet and partnerships — and the recognition that came with it.

PEOPLE & WELLBEING

14
MHFAs

Mental Health First Aiders trained in 2025, bringing the total to 42% of people leaders.

RECOGNITION

2
wins

Parking Team of the Year (People Services) and Parking Attendant of the Year — Brian Morgan at the IPC Awards.

RECOGNITION

Overall
winners

UK Employee Experience Awards — plus Gold for Best Change Management and Best Employee Engagement.

RECOGNITION

Winner

Employer of the Year (250+ employees) at the Investors in People Awards 2025.

SOCIAL IMPACT

8
joined

Apprentices welcomed, plus 9 new Bright Stars mentoring pairs launched in 2025.

ENVIRONMENT

70%

Renewable electricity use across offices.

SOCIAL IMPACT

£100k+

Donated to local communities and charitable causes over the year.

2025 HIGHLIGHTS

PEOPLE & WELLBEING

70%
reduction

Warden churn reduced significantly during the twelve-month Operation Longstay project.

RECOGNITION

~£16k

For Studland Bay Marine Partnership via Sippi-enabled mooring fees (100% directed to conservation)



ENVIRONMENT

Zero
waste

Zero waste-to-landfill approach strengthened across office and site operations.

ENVIRONMENT

4yrs

Carbon Neutral Britain certification maintained for the fourth consecutive year.

SOCIAL IMPACT

400+
hrs

Delivered through volunteering and community support across the Group.



WHO WE ARE

Agena Group is a leading provider of parking and mobility management solutions. We unite technology and talent to go beyond parking, delivering better experiences, unlocking powerful data insights, and helping shape the future of mobility.

Founded in 2019, the Group was created to transform the parking industry through innovation, ethical practices, and customer focused services.



TECHNOLOGY
ENGINE



The technology and insight engine behind the group.

SITE
MANAGEMENT



Commercial destinations, expertly managed.

PARKING
MANAGEMENT



Scale, expertise and operational excellence.

MANAGE MY
CAR PARK



Self-service parking, made simple.

PAYMENT
AND ACCESS



Frictionless digital parking experiences.

ENFORCEMENT



The residential parking specialists.

PARKING
OPERATOR



Trusted parking operators at scale.

OUR ESG STRATEGY

Our ESG Strategy, which runs from 2025–2027, is the blueprint for how we grow responsibly, create value, and operate with integrity across the Group. Building on our 2022–2024 action plan (which delivered every committed action), the new strategy deepens impact across Environment, Social and Governance.

Our approach aligns with recognised frameworks including GRI, ISSB and the UN Sustainable Development Goals.

2025 marks year one of this next phase, with a stronger focus on:



Climate action and data quality



People, safety and inclusion



Governance, risk and digital resilience

We recognise that sustainable growth must contribute to global progress as well as commercial success.



In this report, we focus on four SDGs where our impact is strongest:



By fostering fair employment, inclusive hiring, career development, and safe working environments, we create meaningful opportunities for people while maintaining strong economic performance.



Our tech-driven solutions and automation platforms are transforming our sector, enabling more efficient, low-carbon, and data-optimised infrastructure for clients and communities.



As a certified Carbon Neutral organisation, we reduce emissions through renewable energy, fleet electrification, and a comprehensive Net Zero Strategy.



Peace, justice and strong institutions: Transparent governance, ethical leadership, and robust information security underpin our operations, supported by ISO certifications and Board-level ESG oversight.

SDG matrix for 2025 Our contributions to the United Nations Sustainable Development Goals (SDGs):

ESG Pillar / 2025 Key Achievements	SDG 5	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 16	SDG 17
ENVIRONMENT										
Maintained Carbon Neutral Certification								✓		
Engaged 3rd party to calculate carbon footprint								✓		✓
70% renewable electricity usage across offices		✓						✓		
EV charging infrastructure available at all offices		✓						✓		
Transitioning fleet to EV/Hybrid				✓		✓		✓		
Introduced food waste stream across offices										
Maintained Zero-Landfill waste practice							✓			
Strengthened supplier onboarding & due diligence							✓			✓
Maintained ISO 14001 certification							✓			
Implemented EV Salary Sacrifice Scheme			✓					✓		
Developed automation solutions to reduce emissions				✓			✓	✓		
Developed Net Zero Strategy								✓		✓
SOCIAL										
Reviewed & consolidated social policies	✓		✓						✓	
Published Gender Pay Gap Report	✓				✓					
Launched new Employee Benefits Platform			✓							
Maintained Disability Confident Employer status					✓					
Launched Equality, Diversity & Inclusion Strategy	✓				✓				✓	
Reviewed pay & remuneration policy	✓		✓		✓					
Delivered impactful social value initiatives			✓			✓				✓
GOVERNANCE										
Consolidated CSR & ESG policy frameworks									✓	
Delivered ESOS Action Plan		✓						✓		
Maintained ISO 9001, 14001, and 27001 certifications							✓		✓	
Maintained Safe Contractor certification			✓						✓	
Assessed AI governance risks & opportunities				✓					✓	
Updated business risk & assurance framework				✓					✓	

Looking ahead

At Agena Group, we recognise that creating long-term value requires more than strong commercial performance. It requires responsible growth, investment in people, environmental stewardship and robust governance that enables us to adapt to an evolving world.

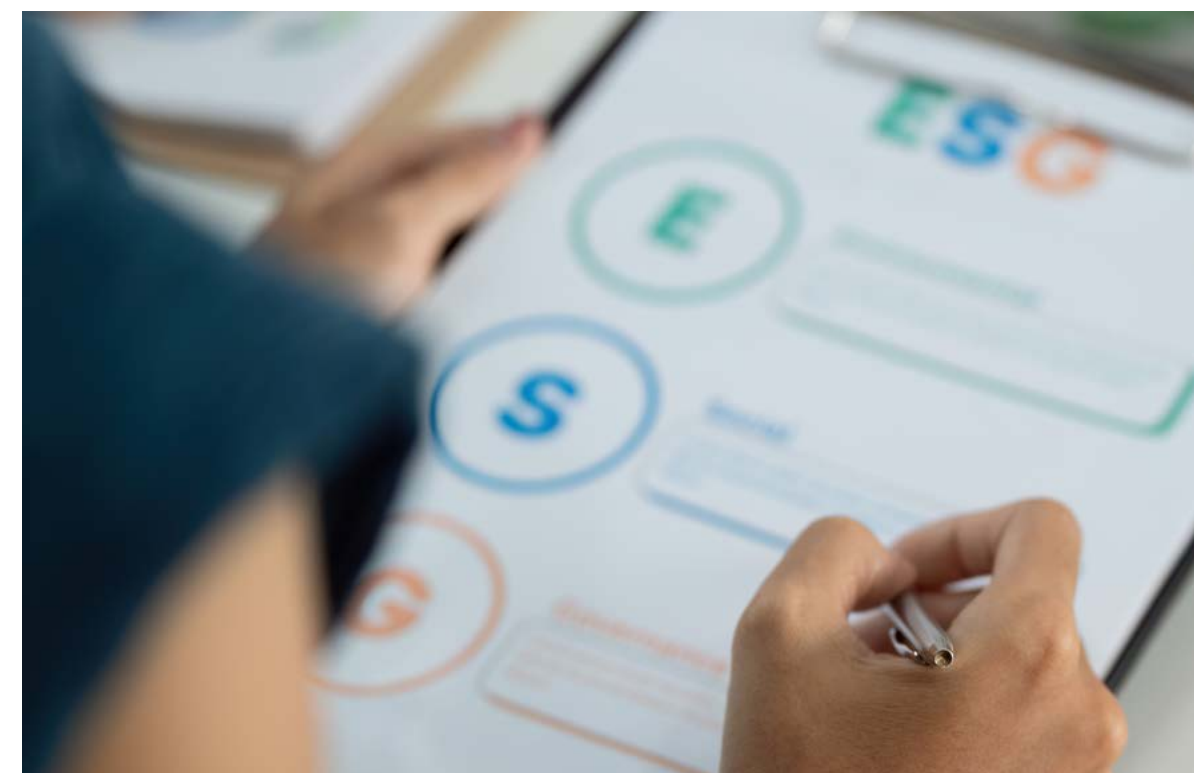
Over the coming years, we will continue to embed ESG considerations into the way we operate, invest and make decisions. Our focus will be on building a more sustainable business through a science-based approach to carbon reduction, improving the quality and transparency of our environmental reporting, and identifying new opportunities to reduce emissions through technology, innovation and operational efficiency. This includes progressing our Net Zero ambitions, increasing renewable energy usage, transitioning our fleet and developing solutions that help both Agena and our clients reduce their environmental impact.

We are equally committed to creating a workplace where people can thrive. Our priorities include improving employee wellbeing, retention and engagement, strengthening diversity and inclusion, increasing opportunities for apprentices and underrepresented groups, and delivering meaningful social value within the communities we serve.

As the business grows, we will continue to invest in our people, ensuring that our culture reflects our values and supports long-term success.

Strong governance remains fundamental to our approach. We will continue to enhance our ESG reporting and oversight, align with recognised frameworks and standards, strengthen cyber and information security, and ensure ESG considerations are embedded within strategic planning and decision-making. We will also work more closely with our suppliers and partners to encourage responsible business practices throughout our value chain.

As a technology-enabled business, we believe innovation has a critical role to play in delivering better outcomes for people, places and the environment.



By combining technology, data and operational expertise, we aim not only to improve our own performance but also to help our customers achieve their sustainability, operational and social objectives.

While there is still much to do, our direction is clear: to build a business that creates lasting value for our customers, colleagues, communities and stakeholders, while contributing positively to the environments in which we operate.

Environmental
(H1) Complete scoping assessment for Scope 3 emissions and plan actions to bridge any gaps identified
(H2) Publish Net Zero Strategy, including near term and long-term emissions reductions targets and action plan
(H2) Setting Science Based Target verification
Roll out training on Net Zero Strategy and engage with all employees on these matters
Monitor performance of other environmental KPIs (e.g. water waste etc.) and set specific targets
Maintain ISO 14001 Certification
Consider applying for Investors in the Environment certification
Engage 3rd Party specialist to calculate carbon footprint and explore emerging trends
Maintain Carbon Neutral Certification and publish carbon footprint
Review (and align where appropriate) existing CSR policies against UN Sustainability Development Goals.
Achieve 80% renewable electricity supply/usage within all office environments, including onsite electricity generation via solar panels
Continue to transition fleet vehicles to EV/Hybrid
Continue to develop technical solutions that facilitate increased automation and measure associated reductions in greenhouse gas emissions post implementation

Social
Achieve employment of people with disabilities targets
Aim to achieve/surpass employee retention targets
Monitor success of actions to improve employee retention.
Consider becoming a Disability Confident Employer (Level 2)
Achieve Investors in People certification
Review charitable initiatives to ensure they remain aligned with Agena’s corporate values and are delivering corporate aims.
Implement a gender pay action plan, including addressing pay action plan and supporting women in menopause
Review company pension provider with view to establishing a provider whose sustainability values and ambitions align closest to Agena’s
Achieve a minimum of 25% utilisation of employee volunteering days
Develop and implement a responsible purchasing policy and supplier charter that supports Agena’s ESG objectives setting a % of existing suppliers to undergo due diligence checks based upon the policy (all new suppliers going through the process at onboarding stage)
Deliver a minimum of 4 external social value initiatives
Continue to achieve targets to employ apprentices within the business
Review and consider enhancing existing parental leave benefits
Review pay and remuneration policy taking account of external standards and market trends
Develop and implement a formal Wellbeing strategy
Implement an Equality, Diversity and Inclusion strategy

Governance
Consider undertaking a double materiality assessment.
Review CSR/ ESG policy considering the outcomes of double materiality assessment.
Begin to align annual ESG report to reporting frameworks and standards (e.g., GRI, CSRD, ISSB)
Complete internal assessment of Eco Vadis (or similar) and consider applying for certification
Implement ESOS planned actions for 2026
Achieve Cyber Essentials Plus certification
Maintain Safe Contractor certification
Maintain ISO 9001 certification
Maintain ISO 27001 certification
Review senior leadership team make up with respect to diversity and inclusion and implement conclusions as part of succession planning
Review Advisory Board’s terms of reference and scope including alignment with Agena’s ESG ambitions

LEADING SUSTAINABLE MOBILITY

We are committed to reducing environmental impact and accelerating the transition to sustainable operations.

As a certified Carbon Neutral organisation, we actively reduce emissions across our footprint, promote renewable energy, and develop technologies that support our clients' sustainability goals.

Within our sector, we recognise our responsibility to address transport-related emissions and urban sustainability challenges. We are committed to leading by example.

In 2025, we achieved all environmental targets set within our action plan, demonstrating measurable progress and reinforcing sustainability as a core pillar of our long-term strategy.

Our focus in 2026 remains on continuous improvement: setting clear objectives, tracking performance, and delivering meaningful, lasting impact.

Our journey to Net Zero

We first measured our carbon footprint in 2022, giving us a clear baseline and a focused plan to reduce emissions year on year, with the goal of becoming Carbon Neutral by 2030 and Net Zero by 2050. We achieved Carbon Neutral status in 2023, seven years ahead of target.

All emissions are measured in line with the GHG Protocol, independently verified by Ensphere Group, and offset through Carbon Neutral Britain.

In 2025, we achieved Carbon Neutral Certification for the fourth year running, improved the accuracy of our data, and reduced operational emissions across key areas. This demonstrates steady, measurable progress on our journey to Net Zero.

In this section, we will provide further detail about our emissions.

WE ARE A

Carbon neutral

business

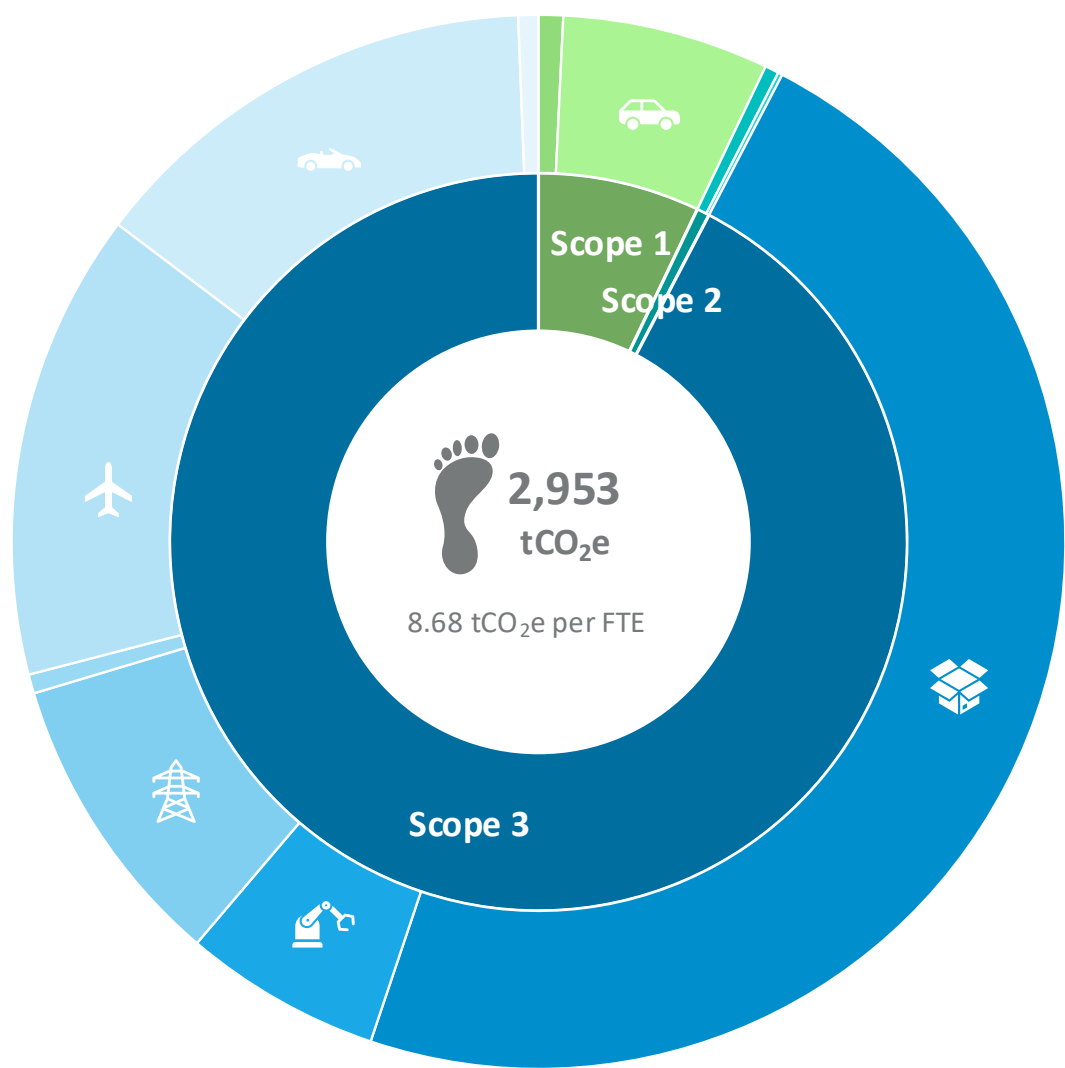
OUR GOAL

Net zero

by 2050

OUR 2025 EMISSIONS PROFILE

2025 Carbon Footprint results summary



Scope 1			209.55	7%
	Stationary Combustion		22.23	1%
	Mobile Combustion		187.32	6%
Scope 2 (Market-Based)			16.58	1%
	Purchased Electricity			<1%
		Market-Based	12.57	
		Location-Based	20.64	
	Electric and Plug-in Hybrid Vehicles		4.00	<1%
Scope 3			2,726.84	92%
	Category 1	Purchased Goods and Services	1,402.56	47%
	Category 2	Capital Goods	179.09	6%
	Category 3	Fuel- and Energy- Related Activities	269.78	9%
	Category 5	Waste Generated in Operations	17.26	1%
	Category 6	Business Travel	423.56	14%
	Category 7	Employee Commuting	416.51	14%
	Category 13	Downstream Leased Assets	18.14	1%
Total (Market-Based)			2,953.02 tCO ₂ e	8.68 tCO ₂ e/FTE
Total (Location-Based)			2,961.09 tCO ₂ e	8.71 tCO ₂ e/FTE

Scope 1 – Direct emissions

Our scope 1 emissions increased in 2025 to 209.55 tCO²e due to business growth, three new office units, and expanded fleet operations.

In 2024, emissions were 204.9 tCO²e, mainly from fleet vehicles. Despite the overall increase in absolute emissions driven by expansion, efficiency measures contributed to improved efficiency across the fleet.

Scope 1 YoY

Scope (tCO ₂ e)	2022	2023	2024	2025
Scope 1	161.7	183.2	204.9	209.55

Scope 2 – Indirect energy emissions

Scope 2 emissions increased in 2025 to 16.58 tCO²e, reflecting the addition of three new office units.

Between 2023 and 2024, Agena had successfully reduced these emissions from 11.6 tCO²e to 4.7 tCO²e through LED upgrades, smart controls, and renewable electricity tariffs. Although 2025 saw an increase due to organisational growth, our continued focus on renewable electricity and energy efficiency measures ensures ongoing alignment with SDG 7 and SDG 13.

Scope 2 YoY

Scope (tCO ₂ e)	2022	2023	2024	2025
Scope 2	20.4	11.7	4.7	16.58

Scope 3 – Value chain emissions

Scope 3 emissions represent the majority of our carbon footprint.

In 2024, Scope 3 emissions were 786.2 tCO₂e, representing approximately 79% of total emissions. In 2025, Scope 3 emissions increased significantly to 2,726.51 tCO₂e, driven by business growth, acquisition of new businesses and office units, and an expanded Scope 3 boundary aligned with SBTi guidance and GHG Protocol.

The completion of the Scope 3 screening exercise was undertaken with the objective to scope in all Scope 3 categories considered relevant and material to Agena’s operations.

The largest contributors identified through the baseline appraisal were Purchased Goods and Services (Category 1), Business Travel (Category 6), Employee Commuting (Category 7), together representing the majority of the company’s value chain emissions.

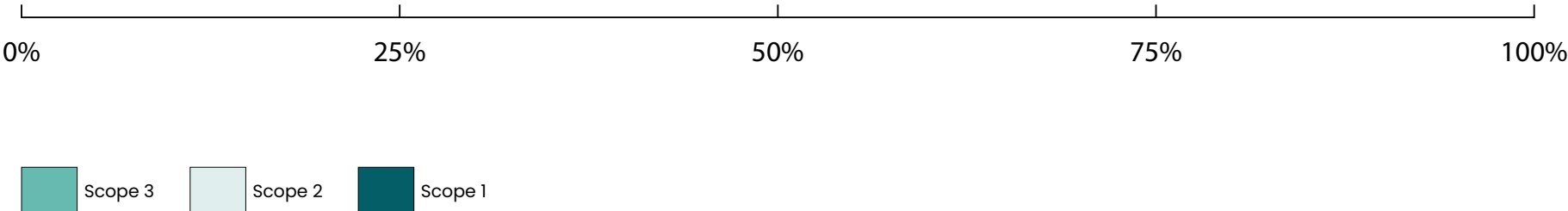
We are engaging with suppliers, contractors, and employees to reduce these emissions, alongside continued improvements in the quality and completeness of reported data.

Scope 3 YoY

Scope (tCO ₂ e)	2022	2023	2024	2025
Scope 3	488.7	534.4	786.2	2,726.51

The significant increase in Scope 3 emissions in 2025 is primarily due to the expansion of the categories included in Scope 3 reporting.

Percentage of Scope 1, 2 & 3 in 2025 emissions



Total emissions and trend

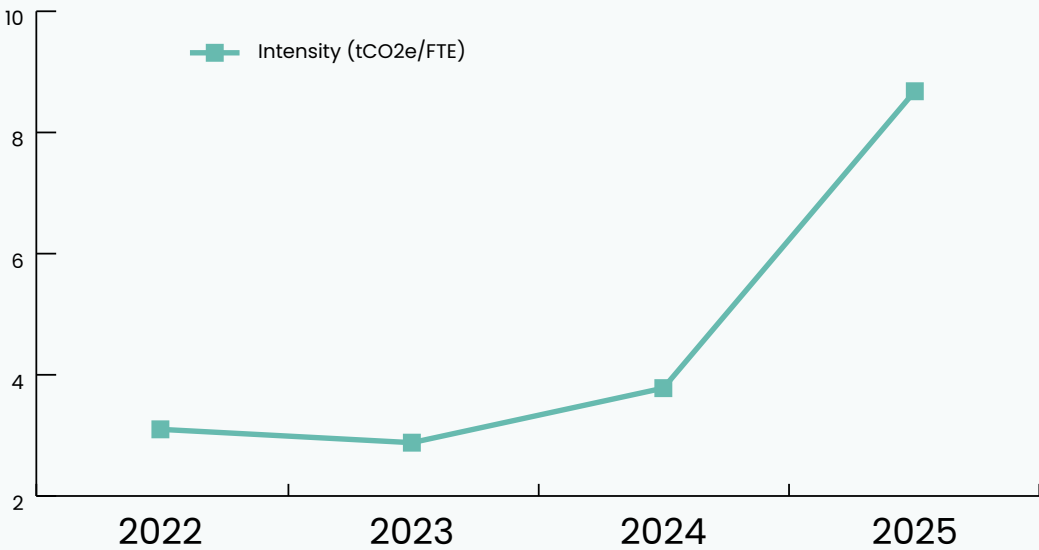
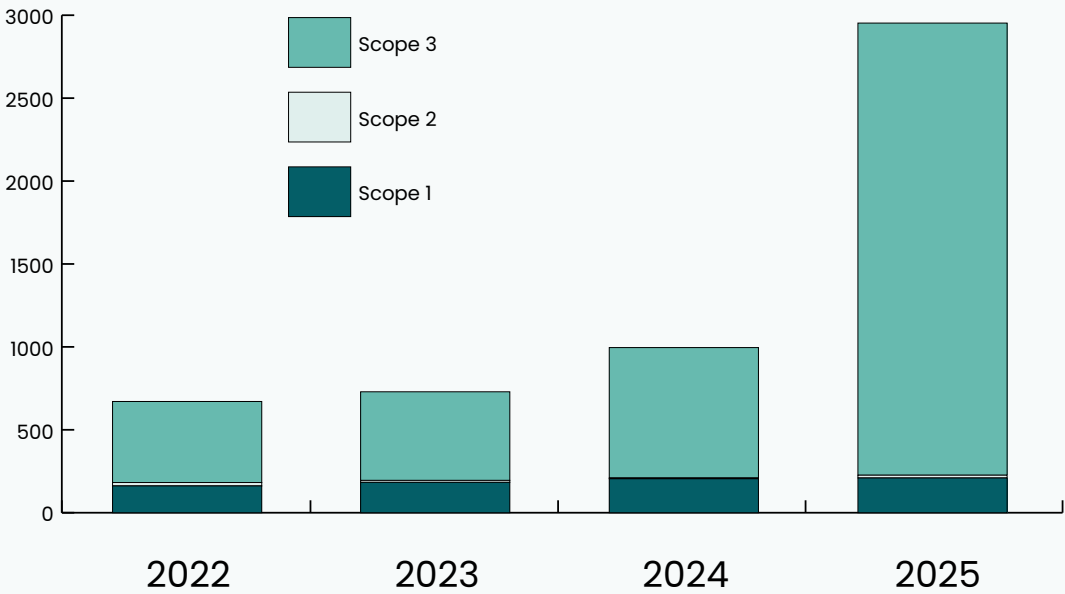
We experienced approximately a +334% increase in total emissions between 2022 and 2025.

Between 2022 and 2023, an increase can also be observed, corresponding to a change of approximately +7%. However, at the same time, Agena has been on a growth trajectory.

When considering emissions per full-time equivalent (FTE), the trend is less consistent. FTE emissions decreased from 3.10 tCO₂e in 2022 to 2.88 tCO₂e in 2023, before increasing significantly in subsequent years, reaching 3.78 tCO₂e in 2024 and 8.68 tCO₂e in 2025 driven largely by acquisition and the inclusion of new Scope 3 emissions categories following the screening.

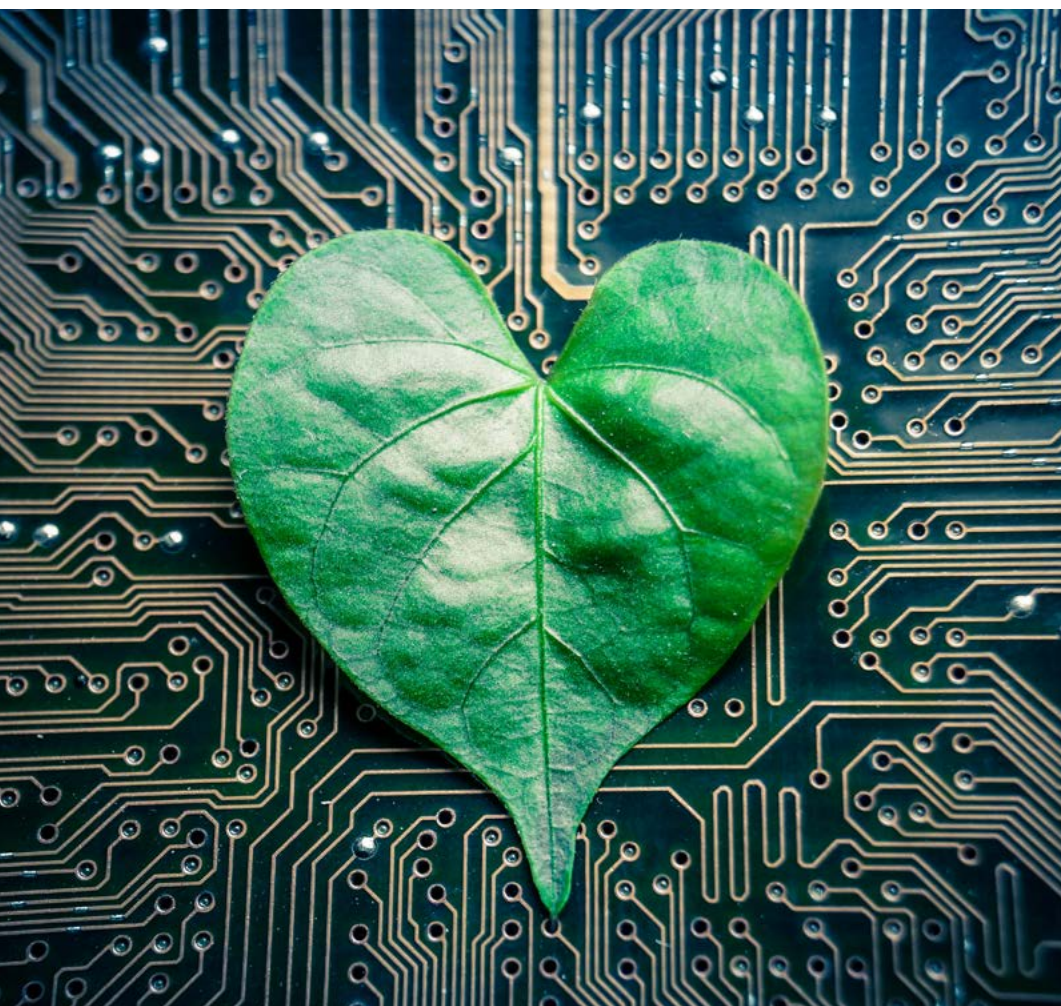
Despite this upward trend in absolute emissions and intensity, Agena has remained on a strong growth trajectory. The organisation continues to focus on decarbonisation initiatives while scaling operations, ensuring that sustainability remains embedded within its growth strategy.

Year	Scope 1	Scope 2	Scope 3	Total	Intensity (tCO ₂ e/FTE)
2022	161.7	20.4	488.7	670.8	3.10
2023	183.2	11.7	534.4	729.3	2.88
2024	204.9	4.7	786.2	995.7	3.78
2025	209.55	16.58	2,726.51	2,952.64	8.68



SUSTAINABLE DIGITAL TRANSFORMATION

We are committed to leading our sector in responsible resource use, climate action, and technological innovation.



Fleet

In 2024, we launched Fleet, an automated digital solution to significantly reduce the environmental impact of DVLA request processing.

Again, we replaced traditional paper-based methods with a streamlined digital approach. Fleet has reduced paper waste, postal emissions, and administrative overhead.

This system has eliminated approximately 3,000 physical DVLA request letters, improving efficiency for clients while supporting our wider sustainability objectives. The carbon saving of this system (so far) is 40%, or half a tonne of CO₂ for every 30,000 requests.

Sippi

Our flagship digital platform, Sippi, is designed to make mobility management smarter, cleaner, and more accessible.

It provides a seamless digital experience for motorists and site operators, including:

Cashless payments: Reducing reliance on physical ticketing and coin-handling.

E-permit management: Removing the need for printed permits and manual validation.

Smart access control and movement monitoring: Supporting safe and efficient site management.

By digitising processes that were previously manual and paper-based, Sippi reduces environmental impact, eliminates printed permits, and minimises resource-intensive administration. The platform helps clients to monitor usage patterns, optimise capacity, and make evidence-based decisions that support operational efficiency and carbon reduction. This reflects our innovation-led approach to solutions.



SUPPORTING CONSERVATION

Environmental partnerships

In 2023, we expanded our sustainability efforts to support marine conservation through a collaboration with boatfolk and the Studland Bay Marine Partnership (SBMP).

The project protects fragile seagrass meadows and endangered seahorses by introducing eco-friendly moorings, which minimise seabed disturbance.

Atria (a subsidiary within our group) developed a digital payment solution enabling boaters to contribute directly via mooring fees, with 100% of funds supporting conservation and maintenance.

In the 2025 boating season, approx £16,000 in eco-mooring fees (75% of total contributions) were collected through this solution.

This demonstrates how our digital innovation supports local environmental goals and sustainable marine management.



“Our digital innovation supports local environmental goals and sustainable marine management.”

Stuart Maclaren – CHIEF TECHNOLOGY OFFICER

ENVIRONMENTAL RESPONSIBILITY



Maintaining ISO 14001 Certification

We renewed our ISO 14001 certification, reinforcing continuous improvement of environmental management.

Internal audits, targeted training, and corrective actions strengthened operational control, data accuracy, and compliance with environmental standards.

Renewable Electricity Usage

70% of electricity across all offices came from renewable sources, including on-site solar generation.

Collaboration with landlords enabled the transition to certified renewable tariffs, reducing operational emissions and supporting progress towards Net Zero.

Sustainable Supplier Onboarding

We enhanced supplier due diligence to include disclosures on carbon neutrality, Net Zero commitments, and environmental performance.

Sustainability is embedded in every supplier relationship, helping extend climate responsibility across our value chain.

Zero-Landfill Waste

We are committed to maintaining a zero waste to landfill approach for waste generated from our offices and site operations.

This reflects our broader responsibility to minimise environmental impacts, support circular economy principles, and lead in our sector.

In 2025, we implemented integrated waste management systems across three new offices. We also introduced a dedicated food waste collection and composting stream, reducing recycling contamination and improving overall waste efficiency.

IMPACT OUTSIDE THE OFFICE

SUPPORTING CONSERVATION

Paignton Zoo and Chasewater Country Park

At Paignton Zoo, we took part in a two-day volunteering initiative, supporting habitat maintenance and site preparation.

Working alongside zoo staff, we assisted with pathway and fencing repairs near the cheetah enclosure, winter preparation of garden areas, and vegetation clearance around the maned wolves' enclosure to improve visitor visibility.

At Chasewater Country Park, our team helped clear overgrown heathland and preserve this unique ecosystem. Heathland restoration is vital for maintaining biodiversity, providing habitats for rare plants, birds, and insects.



“When our people give their time, skills and energy to support local causes, the impact extends far beyond a single day of volunteering.”

Carly Miller
CHIEF PEOPLE OFFICER





SUPPORTING COMMUNITIES

Salvation Army Homes
and Courtney
Community Centre

We partnered with the Salvation Army Homes to support their ongoing work in providing safe, welcoming spaces for vulnerable individuals and families.

Over a two-day volunteering initiative, teams came together to take part in a hands-on programme of painting, planting, and cleaning at a residential facility.

For Gardening Week 2025, our team revitalised the courtyard at Courtney Community Centre.

They cleared debris, planted flowers, and created a more welcoming and usable space. Our people make a tangible difference in their communities.



“Our people
make a tangible
difference
in their
communities.”

Olumide Ogunlana
ACCOUNT MANAGER



PROTECTING OUR COASTLINES

Lancing beach clean

In Lancing we joined the 'Keep Britain Tidy campaign' and Plastic Free July initiatives to help protect the local coastline.

We take a proactive approach to environmental care and waste reduction, while supporting the global movement to reduce single-use plastics.



Torquay beach clean

In Torquay, teams volunteered to clean the beach, removing litter and helping to protect the local coastline.

Equipment was provided by Swisco, including grabbers, bags, and safety gear, enabling the team to carry out the work safely and effectively.

CHALLENGING THE STATUS QUO

We believe that if we look after our people, they will look after our clients, and we are delighted to see continued external recognition with:

UK EMPLOYEE EXPERIENCE AWARDS



Overall winner

Alongside this achievement, we also received Gold in two further categories:

 Best Change Management/
Employee-Driven Business Change

 Best Employee Engagement



IPC AWARDS

2 wins

Parking Team of the Year (People Services) and Parking Attendant of the Year — Brian Morgan.

INVESTORS IN PEOPLE AWARDS

Winners

Employer of the Year Award (250+ employees)





Carly Miller
CHIEF PEOPLE OFFICER

"It's easy to have conversations about profit and loss, but much harder to have those about experience and link the two together. This project has helped us do exactly that, and the impact on our warden teams has been remarkable."

OPERATION LONGSTAY

Strengthening retention and engagement

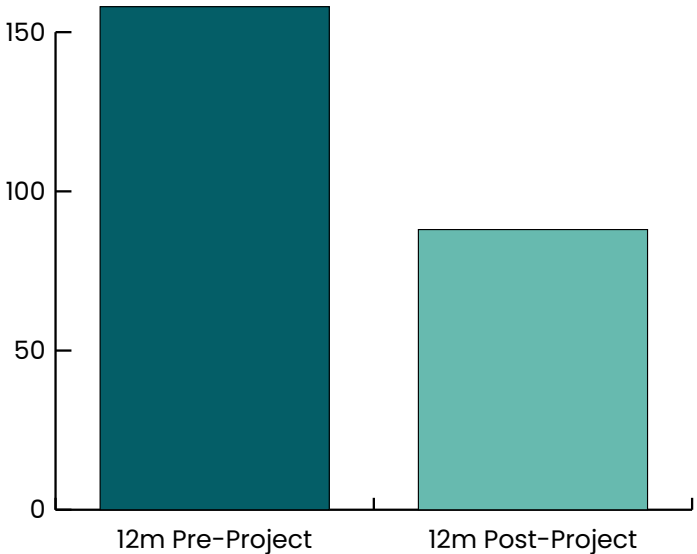
High warden turnover is a common challenge in our sector. In 2025, we launched a targeted initiative to improve retention, enhance leadership engagement, and strengthen the frontline experience.

At project inception, warden churn was high, with average tenure sitting at just two months. Working with Sprint Valley, we adopted a data-led, human-centred approach, gathering over 260 insights through interviews, surveys and job-shadowing.

The findings informed targeted improvements in onboarding, leadership visibility, communication and workplace culture.

Piloted solutions delivered transformative results: warden churn reduced significantly, leadership engagement increased, and collaboration between field and office teams strengthened.

At Agena, we tackle sector-wide challenges head-on. By combining data, empathy and agile experimentation, we have created a blueprint for sustainable workforce engagement and a stronger, more connected organisation.



OUTCOME

70%
reduction
in churn

This project didn't just transform retention for the business, it has shifted the day to day work experience across both field and office teams, shifting the culture towards true collaboration.

EMPLOYEE ENGAGEMENT SURVEY

FY26 outcome and stats

In FY26, the company achieved an Employee Net Promoter Score (eNPS) of +54, reflecting a highly engaged workforce and strong employee advocacy.

This score places us in the top tier of organisational performance. The result was based on an annual employee survey with a 68% response rate. Insights from the survey are used to guide continuous improvements in employee wellbeing, leadership capability, and workplace culture.

Employee survey insights

Employee survey results highlight strong performance across key cultural, ethical, and sustainability-related dimensions.



Employees reported a high level of clarity regarding expected behaviours at work.



Employees reported a positive perception of an inclusive and supportive workplace.



Employees indicated a solid understanding of the Group's aims with respect to contributing positively to society.



Employees indicated a solid understanding of the Group's goals in minimising environmental impact.



Confidence in the organisation's ethical framework remains strong, with employees expressing trust that concerns related to ethics and integrity would be addressed appropriately.



Employees recognise the integration of environmental considerations into business operations, reflected in an average score of 7.71, demonstrating continued progress in embedding sustainability into core business practices.

DIVERSITY, EQUITY AND INCLUSION

Advancing mental health leadership

We aim to create a supportive and open workplace, recognising that mental ill health remains stigmatised in UK workplaces.

Having signed the Charter for Employers Positive about Mental Health, we continue to prioritise mental health leadership. In 2025, we trained 14 managers and Team Leaders as Mental Health First Aiders, bringing the total to over 42% of people leaders across the company.

Championing accessibility and inclusion

As a Disability Confident Committed Employer, we ensure recruitment is inclusive, accessible, and fair.

We actively promote vacancies through diverse channels, interview all applicants with a disability who meet the minimum criteria, and provide reasonable adjustments.

In 2025, we welcomed our first visually impaired work experience student. This provided valuable insights for improving accessibility and reinforced the importance of creating meaningful opportunities for all.

We also continued to strengthen Diversity, Equity, and Inclusion, launching a new Employee Resource Group, the Diversity Committee, to provide space, voice, and support for individuals from under represented backgrounds.



Values in practice: A disabled employee’s perspective

Starting a new role as a person with visible and hidden disabilities is inherently stressful, you’re thinking about all these things...

Are they safe, what can I reveal?

Is it really safe to even ask the needed questions?

Can I actually get in the building, they say they are accessible, but whose version?

What about Neurodiversity, will that break the deal?

Where will the line be drawn?

Agena, however, proved to be the “unicorn” employer, a company that genuinely follows through on its diversity and inclusion promises. This is so very rare, much more so than able bodied neurotypical people generally realise.

Agena has:

Provided a fixed parking space that allows for the correct door width.

Done both a Disability and a Neurodiversity passport and honoured them.

Done a PEEP and provided specialist equipment for it speedily!

Provided adaptations / accommodations with no issues.

Set up a Diversity Committee, which I am part of, and we have genuine influence.

This just does not happen in other companies! I spent the previous 8 years in a company that didn’t provide an accessible toilet – that is much more the “norm”.



Mic Riddy
SERVICE DELIVERY MANAGER
(SOUTH)

"Agena has made me feel safe as a Neurodiverse Disabled person – this is unheard of in the Disabled Communities I’m part of – Agena is truly a Unicorn."

OUR EVOLVING WORKFORCE

SDG 8, SDG 10

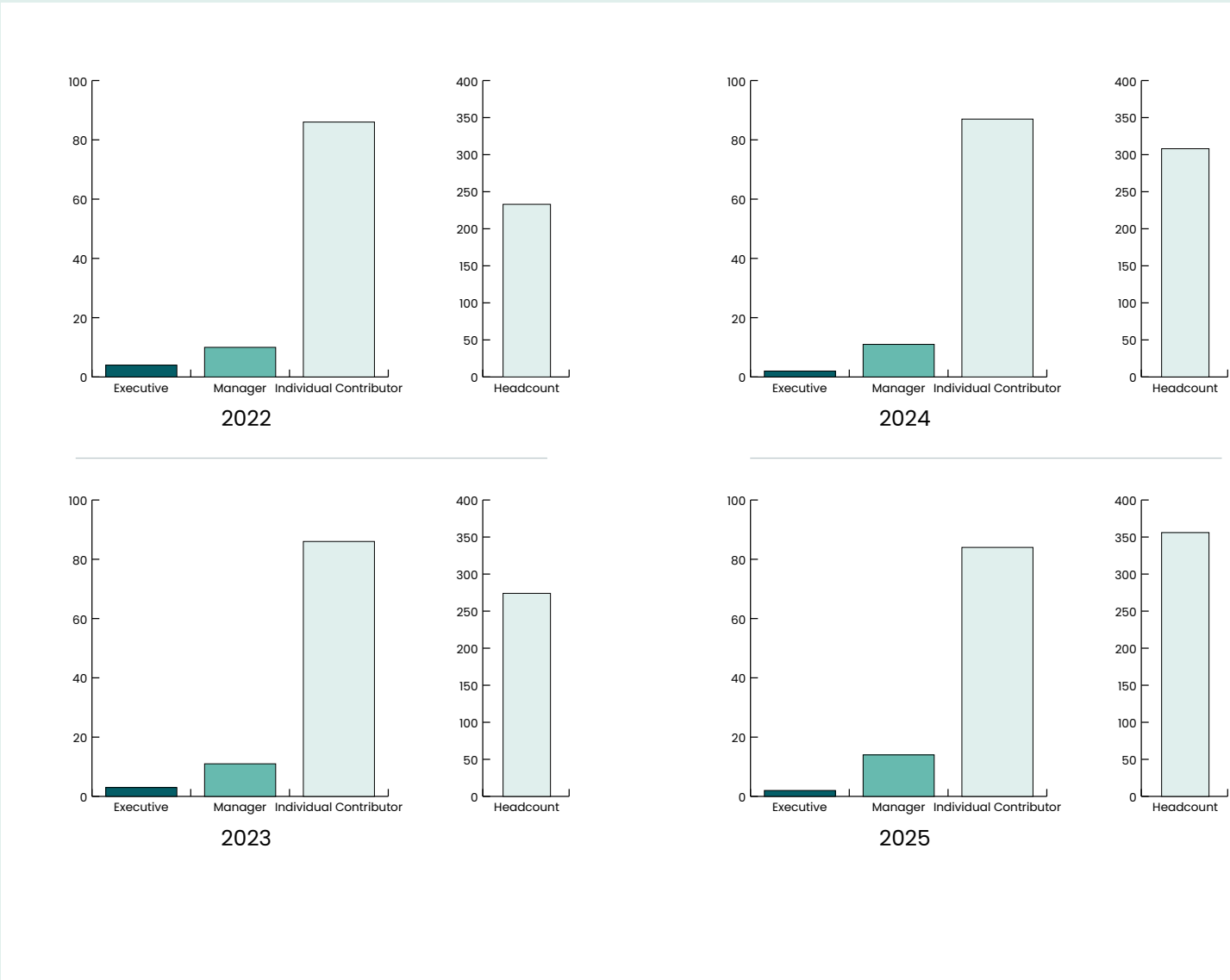
We have strengthened our focus on understanding our workforce, using data to inform our people strategy, improve representation, and support a workplace culture where everyone can thrive.



Composition and growth

In 2025 our headcount increased to 351 employees.

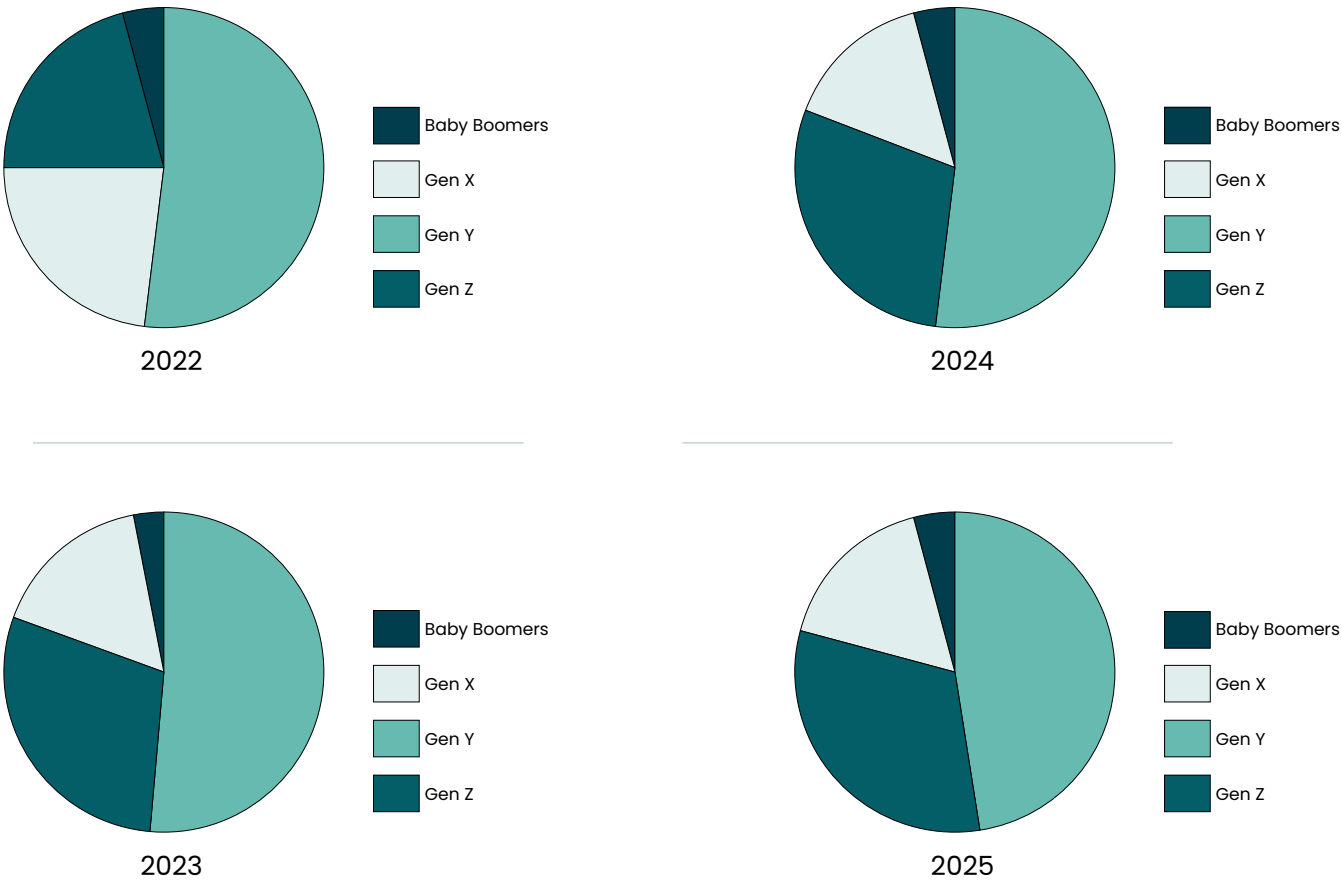
Individual contributors remained the largest proportion of our workforce at 84 percent, reflecting the operational nature of our business. The proportion of Managers increased to 14 percent, supporting stronger people leadership and operational oversight as the organisation scaled. Executive representation remained stable at 2 percent, maintaining a lean leadership structure.



Generational diversity

Our workforce is multigenerational. In 2025, 32% of employees are Gen Z, 48% are Gen Y, 17% are Gen X, and 4% are Baby Boomers.

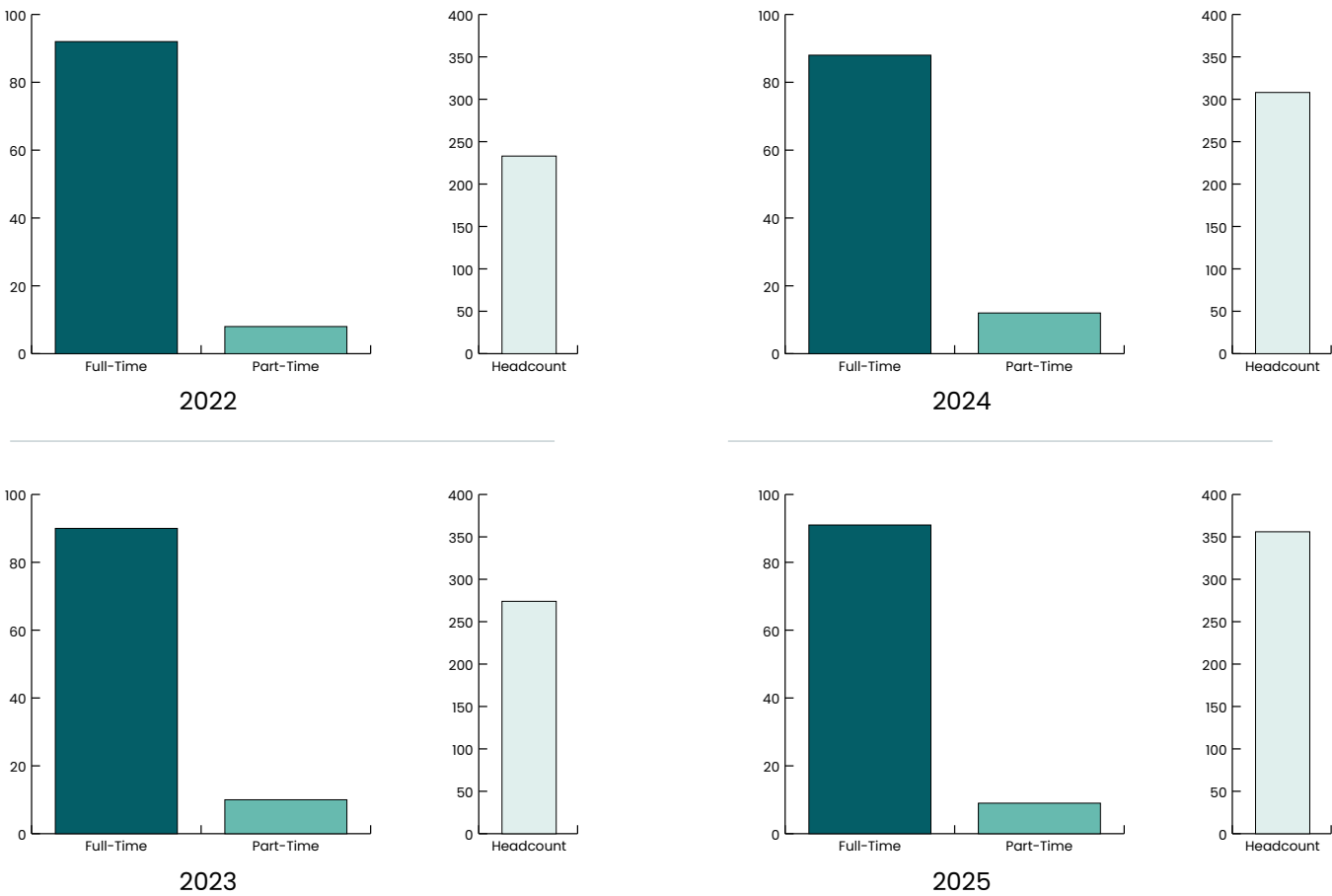
Since 2022, the share of Gen Z has grown significantly, reflecting our focus on attracting emerging talent while maintaining experience across older cohorts. This balance ensures a diverse mix of perspectives and skills that drive innovation and collaboration.



Employment type

Over the past four years, full-time employment has remained strong, with a slight fluctuation between 88% and 92%.

While part-time roles have ranged from 8% to 12%, demonstrating our ability to accommodate flexible work arrangements while maintaining a consistent and engaged core workforce.



Starters, movers and leavers

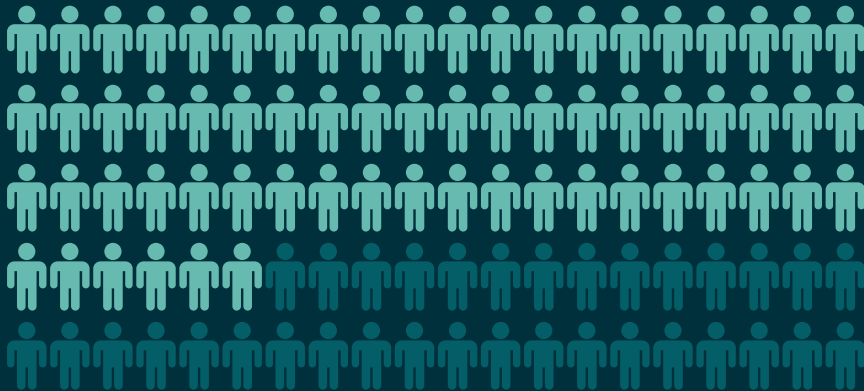
We closely monitor our people movement to understand engagement and retention trends.

In 2025, Agena welcomed 188 new employees, saw 57 internal role movements, and recorded 153 departures, reflecting ongoing workforce renewal and mobility.

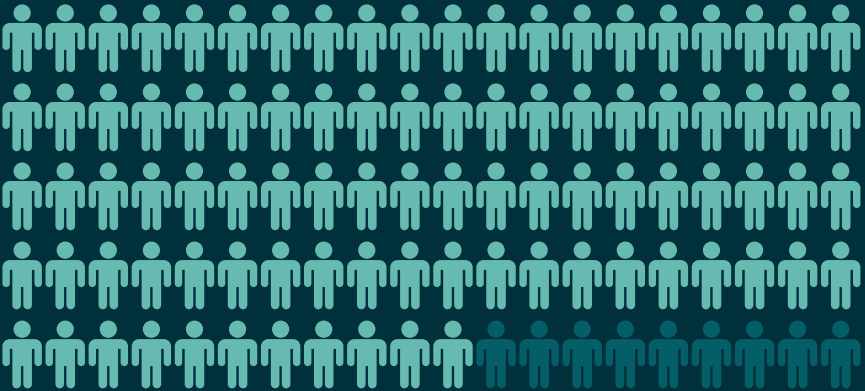


2025 PEOPLE DATA

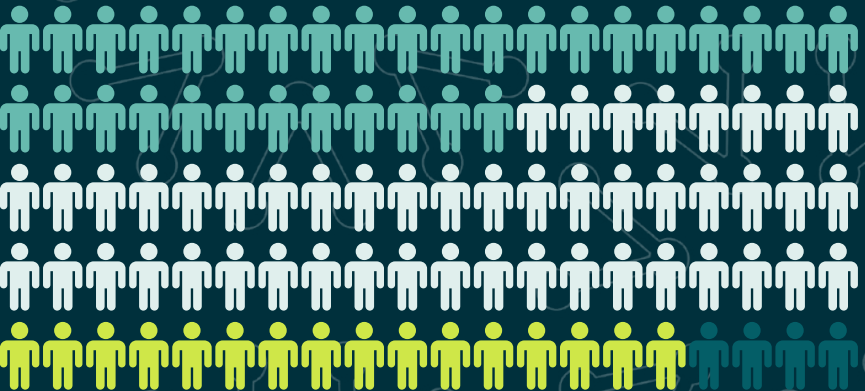
Men – 66%, Women – 34%



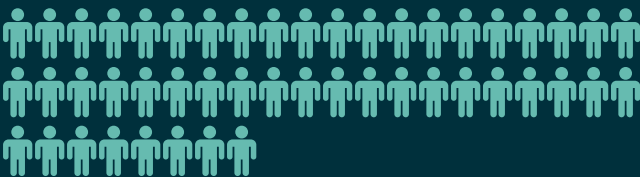
Full-Time – 91%, Part-Time – 9%



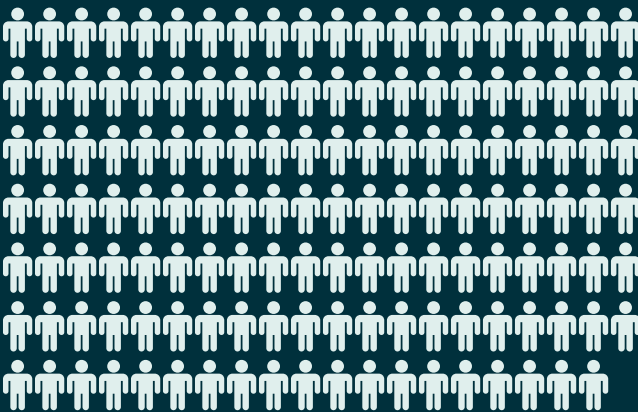
GenZ – 32%, Millennials – 48%, GenX – 16%, Baby Boomers – 4%



OFFICE – 48



HYBRID – 139



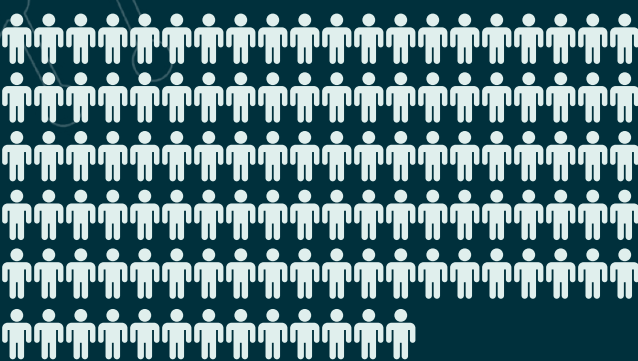
HOME – 41



SERVICE DELIVERY – 15



PATROL – 113



PROFESSIONAL DEVELOPMENT

Our apprenticeship programme

Our apprenticeship programme is a great way for new and existing employees to upskill across different roles, network across other companies and learn online at a pace that suits them.

In 2025, we proudly welcomed 8 apprentices into the business, strengthening our future talent pipeline and supporting long-term capability building across the Group.



Testimonial:

Taking part in the Level 3 Customer Service qualification has significantly enhanced my development.

I have gained a deeper understanding of effective communication, problem-solving, and how to deliver exceptional service in challenging situations either written or via phone.

The course has strengthened my ability to manage complaints with confidence and professionalism, while improving overall customer service.

This experience has been invaluable in supporting my growth within a customer-focused role.



Tiana Jarman

COMPLAINTS EXECUTIVE

“This experience has been invaluable in supporting my growth within a customer-focused role.”

Agena’s Bright Stars

The Bright Stars programme provides employees with the opportunity to receive personalised guidance from experienced mentors, helping them refine their skills, navigate career progression, and build stronger cross-functional relationships across the business.

In 2025, we supported nine mentoring pairs as they began their Bright Stars journey, a reflection of our commitment to fostering a culture of learning, collaboration, and leadership development at every level of the organisation.



Testimonial:

I went into Agena’s Ascend Programme with very few expectations and no real pressure on myself. At the time, I wasn’t entirely sure what I wanted to gain from it. My main objective was personal growth and building confidence within Agena and that’s exactly what I achieved.

One of the biggest positives for me was gaining a mentor and a friend in Shaun, my coach. He was someone I could turn to and rely on, especially during tougher times. His support and guidance really helped when I needed it most.

By the end of the programme, I had completed Bright Stars with far more confidence, a wider understanding of the business, and new exposure to areas I hadn’t experienced before. This journey ultimately led to my promotion into a management role, something I’m incredibly proud of.

I would strongly encourage anyone given the opportunity to take part in the Ascend Programme. It’s a chance not only to learn more about the business, but also to learn about yourself and the kind of person and leader you want to be.



Jade Richmond

PMO MANAGER,
SERVICE DELIVERY

“I had completed Bright Stars with far more confidence, a wider understanding of the business, and new exposure to areas I hadn’t experienced before.”

GENDER PAY REPORTING

We are committed to a fair, inclusive, and transparent workplace where all employees have equal access to opportunity and reward.

As of 31 December 2025, 34% of our workforce are women, and the gender pay ratio is 0.91, meaning women earn on average 91% of what men earn per hour.

Our mean hourly pay gap is 11.44%, reflecting higher male representation in senior roles, while the median gap is -3.71%, indicating that at the midpoint, women’s pay is slightly higher, likely due to more consistent hourly rates in female-concentrated roles.

We track these gaps to inform hiring, development, and progression strategies, continuing to focus on narrowing pay differences while increasing female representation across the organisation.

We continue to make progress on our Gender Pay Gap reducing the Mean Hourly pay gap.

Although our headcount continues to grow, we recognise the need for more representation for women as we continue to hire.

Year	Gender Pay Ratio	Mean Hourly	Median Hourly	% Women	Headcount
2022	0.931	6.9%	-0.07%	33.05%	233
2023	0.958	4.19%	-4.60%	35.4%	274
2024	0.962	3.76%	-3.05%	32.47%	308
2025	0.916	11.44%	-3.71%	34.46%	356



Gender pay gap by level

Unsurprisingly due to the low representation of women in Executive roles the gender pay ratio is lower.

Individual Contributors have moderate representation, but women in these roles earn more than men on average, as seen in the earlier pay ratio analysis.

Location	2022	2023	2024	2025	% Women in ' 2025
Executive	0.565	0.610	0.567	0.42	13%
Manager	0.739	0.794	0.749	0.75	50%
Individual Contributor	1.027	1.068	1.078	1.04	32%

“Agena has given me the opportunity to continue developing my career while helping shape the future of the business. What I value most is the ambition to keep improving – whether that’s our environmental performance, the way we support our people, or how we create long-term value for our customers and communities. I’m incredibly proud to have recently stepped into a broader leadership role and look forward to contributing even more as we continue our growth journey.”

Jess Travis – HEAD OF FINANCE, COMMERCIAL & OPERATIONS

We will continue to build on actions and initiatives aimed at eradicating the gender pay gap, including:



Adopting a flexibility by default principle and adhering to the new flexible working guidelines. In 2025 we had 23 Flexible Working requests with 90% of requests being successful.



Supporting women returning to work through shared parental leave, compressed hours, part-time and remote working. The number of people on part-time contracts has grown from 8% in 2022, to 10% in 2023 and 12% in 2024. Although we saw a decrease in 2025 to 9% this was due to the rapid growth from acquisition, we will continue to monitor this in the years ahead.



Helping women progress in their careers while we continue to monitor pay to identify pay differences and take targeted action where appropriate.

ENGAGEMENT AND COMPASSION



Macmillan Coffee Morning

In 2025, several offices took part in our annual Macmillan Coffee Morning in support of Macmillan Cancer Support.

From baking and buying to donating and simply joining in, the event reflected Agena Group's strong sense of community and compassion.



Diversity and culture

We also celebrated World Day for Cultural Diversity, recognising the many backgrounds, experiences, and perspectives that make our workplace stronger.

Teams across our offices marked the occasion with a vibrant celebration of global flavours, sharing food from around the world and stories behind each dish.



Agena sports social

During the summer, teams came together for some well-earned social time.

The Engagement Committee played a key role in organising enjoyable activities. Colleagues took part in a variety of games and challenges, providing a mix of activity and opportunity to catch up outside the usual work setting.



Celebrating together and giving back

At Easter, our teams held in-office Easter egg hunts.

For remote workers, we ran an online Easter hunt with a series of interactive challenges, allowing everyone to get involved.

We also supported the Children's Ward at Worthing Hospital and a local hospice in Newton Abbot, by donating several eggs.



"The day went really well and the help we received from the team was invaluable — please give them a big thanks from us. Hopefully we get to do it all again next year."

Organiser

SIDLEY FESTIVAL

Volunteering at Sidley Festival

Some of our teams gave up their Saturday to support the Heart of Sidley Festival.

Organised by the Heart of Sidley charity in partnership with Southern Housing, the festival brought local families together for a free, inclusive day of fun in one of the UK's most deprived neighbourhoods, creating a safe and welcoming space for the community to connect.

CHARITABLE DONATIONS

Henry Fawcett Primary School

This funding enabled 10 vulnerable pupils to take part in a year-long mentoring programme with The Kids Network during 2025–26.



“This donation means a lot to us as we can’t take part in this amazing programme without it. In September I will have the privilege of selecting 10 young people to benefit from a full year of weekly 1:1 mentoring sessions, building relationships, developing confidence, and exploring their city.”

Rachel Harrison – ASSISTANT HEADTEACHER & DSL

New Computers for RSPCA Sussex West Branch – Mount Noddy Animal Centre

Equipment donated:

4 x Computers, 1 x 15.6-inch Laptop, 3 x Desktop PC (i5, 16GB), 3 x 23.8-inch HD Monitor.



Supporting Wellbeing at Kingston Hospital

We supported Kingston Hospital through a social value contribution towards the purchase of the Surgical Robotics AirSeal IFS Insufflation System, helping to improve outcomes for patients undergoing robotically assisted surgery.

We also donated Christmas gifts to support their Mission Jingle Bells initiative, helping to bring comfort and goodwill to patients during the festive period.



Christmas Cinema Outing for Chichester Families in Need

Working with Hyde and Clarion community teams, we will be inviting in-need local families to attend some free Christmas cinema screenings at Chichester’s Community Cinema.



CLARION
HOUSING



LEADERSHIP TEAM

AGENA GROUP LEADERSHIP TEAM

Investors



Paul Dawson
GROUP CEO



Carly Miller
CPO



Alex Cooke
COO



Deep Sen
CRO



Sam Samra
CFO



Marko Guljelmovic
EU MD

Strong governance is the foundation of sustainable performance and enduring trust.

Our culture is anchored in our core values: ambitious, disruptive, ethical, insightful, collaborative, and innovative, which shape how we lead, make decisions, and deliver value across the organisation.

These values underpin a culture of integrity and accountability, ensuring that our people act responsibly, make informed choices, and uphold the highest ethical standards in every aspect of our work, while continuing to create long-term value for all stakeholders.

**Paul Dawson****GROUP CEO**

Paul brings over 18 years of executive leadership experience, including senior roles at Capita. He has led major public-sector and infrastructure programmes and is recognised for driving performance, identifying growth opportunities, and fostering inclusive, high-performing cultures. Paul focuses on sustainable growth, innovation, and organisational development.

**Carly Miller****CHIEF PEOPLE OFFICER**

Carly leads the Group's People Services function and is responsible for workforce strategy, talent development, and organisational capability. She has extensive experience delivering people initiatives across multiple sectors and geographies, particularly in post-acquisition and scale-up environments. Carly is committed to aligning people strategy with business objectives.

**Alex Cooke****CHIEF OPERATING OFFICER**

Alex provides strategic and operational leadership across the Group. With a strong background in regulated and high-growth environments, including ParkingEye and Capita, he specialises in building high-performing teams, driving operational excellence, and supporting market expansion.

**Deep Sen****CHIEF REVENUE OFFICER**

Deep oversees the Group's commercial and revenue strategy. He is recognised for his consultative approach to client engagement and his ability to build and develop high-performing sales teams. With international leadership experience, Deep supports sustainable growth and business transformation.

**Sam Samra****CHIEF FINANCIAL OFFICER**

Sam brings over 20 years of board-level financial leadership experience across multiple sectors. A Chartered Accountant, he has led business transformation programmes and delivered long-term value for investors. Sam is known for his strong governance focus, commercial insight, and strategic financial management.

**Marko Guljelmovic****EUROPEAN MANAGING DIRECTOR**

Marko leads Agena Group's expansion across continental Europe. With significant leadership experience in the parking and mobility sector, he has a strong track record in digital transformation and operational excellence. Marko is responsible for driving sustainable growth in key European markets.

CORPORATE COMMITTEES



Risk Committee



Security & Data Committee



Health & Safety Committee



Environmental Committee



DEI Committee



IT Committee



Engagement Committee

Health and safety

Our Health and Safety Committee provides a structured forum for consultation on workplace safety and meets monthly to review incidents, investigations, and inspection outcomes, ensuring timely corrective action.

In late 2024, we introduced new lone worker technology, enabling real-time location tracking, SOS alerts, welfare checks, and automatic fall, impact, and inactivity alarms to enhance employee safety.

Health and safety are managed internally by the Management Team and a dedicated Health and Safety Manager, ensuring legal compliance, continuous improvement, and a strong safety culture across the organisation.





Risk management

The Board uses an Enterprise Risk Management (ERM) programme as a key tool for understanding and managing the range of risks across the business.

Across the Group, our risk landscape evolves quickly, and early intervention ensures appropriate corrective actions are implemented in line with our defined risk appetite.

The ERM framework supports informed decision-making, promotes consistency in how risks are assessed, and helps maintain a strong control environment across all operations.

The risk landscape this year has encompassed:



Environmental Risks:

These include risks related to climate change, resource depletion, waste management, and pollution.



People Risks:

Effective human resource strategies, fostering a positive workplace culture, and ensuring strong leadership.



Regulatory Changes:

New regulations, particularly concerning environmental standards, data protection, and employment laws.



Stakeholder Engagement:

Engaging with stakeholders, including investors, UK government, customers, and employees.



Cybersecurity Threats:

The risk of cyber attacks and data breaches continues to grow, posing threats to organisations' data security and reputation.

Anti-bribery and corruption

We value our reputation for financial probity and integrity, and recognise that we have a primary duty to protect its customers from financial crime, including bribery and corruption.

We take a zero-tolerance approach to incidents involving bribery and corruption and supports the organisational policy, which lays out clear guidance for the appropriate assessment of any risk of bribery and corruption.

Modern slavery, human rights and labour standards

We seek to conduct our business operations with a strong emphasis on ethics and transparency, and our policies are aligned with human rights principles, including those related to non-discrimination; health and safety; wellbeing; and environmental factors.

In addition, we are committed to ensuring that our supply chains are free from modern slavery and human trafficking. Our Modern Slavery Statement outlines our approach and efforts to address this issue.





Cybersecurity

We actively manage evolving cyber risks through strong governance and continuous improvement of our IT security framework.

A monthly IT Committee oversees digital strategy and cybersecurity, ensuring new technologies are implemented securely and risks are proactively addressed.

We invest continuously in the resilience of our IT infrastructure to protect data integrity and service continuity. Our commitment to robust cybersecurity is reinforced through Cyber Essentials and ISO 27001 certifications, demonstrating high standards of information security and risk management.

Data Privacy and Security

We recognise the critical role of data privacy and security in maintaining trust and protecting individual rights.

Our Information Security function is ISO 27001 certified and delivers ongoing data protection training and awareness programmes across the business.

We apply privacy-by-design through Data Protection Impact Assessments (DPIAs) for new data processing activities and technologies.

Robust incident response procedures ensure timely assessment, mitigation, documentation, and compliance with data breach notification requirements.

CERTIFICATIONS

In addition to complying with our own strict standards, many of our sites have also obtained third-party certifications for management systems relating to quality, security and the environment.

In 2025 a third-party expert performed an exhaustive audit of the group’s compliance system against the international requirements.

The audit concluded that the Group compliance system represents a robust model that complies with the legal and regulatory requirements, as well as business best practices.



ISO 9001
Quality Management
System



ISO 14001
Environmental Management
System



ISO 27001
Information Security
Management System

**Parking is
what we manage.
Understanding
is what we do.**