

UNLEASHING NET ZEROTM

2026

eEnergy Group plc
ESG Report



Welcome to our ESG Report



At eEnergy, ESG is not a bolt-on. It shapes how we win work, manage risk, build trust, and deliver for our customers, people, shareholders, and communities.

In 2025, we moved from foundation to momentum. Following our first materiality assessment in 2024, we focused on strengthening the systems, data, governance, and assurance needed to support a business scaling across LED lighting, Solar PV, battery storage, and EV charging.

We strengthened our ESG assurance programme with MJE Consulting, accelerated our transition towards UKAS-accredited ISO certification, achieved OZEV authorised installer status, maintained SafeContractor, and progressed key accreditations including SafeContractor Sustainability, Constructionline Gold, CHAS, NAPIT and MCS. These credentials matter. They help us compete, build confidence and prove we can deliver responsibly in complex public and private sector environments.

Our award under the GB Energy schools solar programme, alongside Mace Consult, is a clear proof point. The programme covers 64 solar projects, 42 with batteries, plus 32 LED projects and 36 EV projects. It demonstrates confidence in our design, delivery and ESG approach, including our ability to create social value throughout project delivery.

We also maintained a zero-injury safety record, diverted 12.1 tonnes of electrical waste from landfill, sourced 100 percent renewable electricity, and continued to operate with no Scope 1 emissions. Our EcoVadis Bronze rating gives us an independent benchmark and a clear roadmap for improvement.

ESG is also about people. In 2025, we strengthened our people platform through BambooHR, improved how we manage performance and development, and embedded ESG more deeply into how we operate, procure, govern and grow.

Our role is simple: make Net Zero possible and profitable for organisations that need to reduce cost, carbon and complexity.

We have built stronger foundations. Now we move forward with greater discipline, transparency and purpose.

Dr Nigel Burton

Non-Executive Director, Chair of the ESG Committee

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At eEnergy, ESG is not a bolt-on. It is embedded in how we win work, manage risk and deliver projects. In 2025, we strengthened our ESG credentials to meet the rising expectations of our people, customers and shareholders, while enhancing governance and assurance as we scale delivery across LED, solar, battery, and EV charging.

Our activities enable a Net Zero future. In 2025, we achieved several key ESG milestones:

- Strengthened our ESG assurance programme in collaboration with MJE Consulting, accelerating our transition towards UKAS-accredited ISO certification.
- Achieved OZEV authorised installer status and maintained SafeContractor, reinforcing our credentials for EV charging delivery.
- Advanced additional procurement-ready accreditations to strengthen customer confidence and tender performance across LED, Solar and EV charging, including SafeContractor Sustainability, Constructionline Gold, CHAS, NAPIT and MCS.
- Continued to embed ESG into tender and framework activity, reflecting the increased weighting of ESG credentials and supply chain performance in bid scoring.



Zero

- Maintained a zero-injury safety record.



88% (2024: 91%)

- Partnered with a specialist to recycle 91% of lighting installation waste.
- Implemented a new HR platform to enhance employee experience.



EcoVadis Bronze: building momentum.

EcoVadis provides an independent benchmark of our ESG maturity and a clear roadmap for improvement. We are strengthening our Bronze position by closing evidence gaps, tightening policies and controls, and deepening supplier engagement. Our next EcoVadis submission is scheduled for May 2026.

EcoVadis 2024 scorecard:

Environment	44	100
Labour and human rights	69	100
Ethics	62	100
Sustainable procurement	45	100
Overall score	61	100

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From materiality to momentum.

In 2024 we completed our first materiality assessment to identify the ESG topics that matter most to our stakeholders and our business. In 2025, we moved from definition to delivery – strengthening assurance, improving data discipline, and prioritising recognised accreditations that support successful outcomes in public sector tenders and frameworks.

Planet. People. Prosperity. Governance.

This structure ensures we focus on high impact areas, with accountability held by both pillar leads and our Board-level ESG Committee.

Unleashing Net Zero



Planet: Climate change, energy efficiency, waste management.

People: Safety and health, employee engagement, skills development, diversity and inclusion.

Prosperity: Product sustainability, product supply chain, product design and life cycle management.

Governance: Board composition, business ethics, cybersecurity, product sustainability, product supply chain, product design and life cycle management.

Looking ahead: 2026 priorities.

We're focused on driving performance and transparency. In 2026 we will:

1

Implement recommendations from our EcoVadis assessment.

2

Build a pragmatic emissions roadmap.

3

Strengthen our employee review and development process.

4

Deepen supplier ESG engagement.

5

Increase visibility of ESG performance in investor communications.

We're proud of the foundations we've laid – and even more ambitious about where we go next.



Planet

Planet: Action, not aspiration.

Sustainability isn't just a selling point – it's a standard. In 2025, we achieved:

Citation ISO Certification

Integrated Management System	ISO 9001: 2015	REGISTERED
	ISO 14001: 2015	
	ISO 45001: 2018	

ISO 9001: Quality Management

ISO 14001: Environmental Management

ISO 45001: Occupational Health and Safety Management



Energy use.

We continue to reduce emissions where we can influence outcomes – through electric vehicle incentives and 100% renewable energy sourcing.

Energy from fossil fuels %

0%

Energy from renewable sources %

100%

Energy consumption	2025	2024
GHG emissions (scope 1)	kWh	—
GHG emissions (scope 2)	kWh	167,439.43
Total GHG emissions	kWh	167,439.43
Intensity factor	kWh per £m Revenue	8,812.60



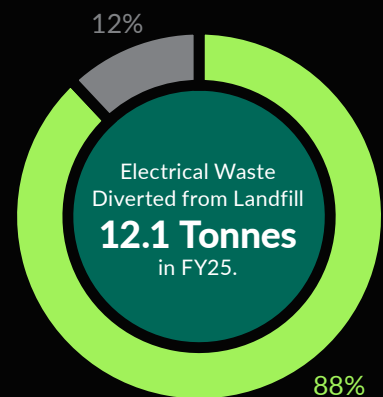
Waste.

Partnering with a specialist LED waste provider, we now:

88%

- Recycle ~88% of all project waste.
- Ensure compliance with WEEE regulations and circular economy principles.

Waste to landfill: Year ended 31 December 2025 (tonnes).



- Recycled waste
- Landfill



Carbon footprint.

We lease all facilities and operate a 100% electric/hybrid fleet – so our emissions are scope 2 only:

Carbon emissions	2025	2024
GHG emissions (scope 1)	kg CO ₂ e	—
GHG emissions (scope 2)	kg CO ₂ e	10,209.45
Total GHG emissions	kg CO ₂ e	10,209.45
Intensity factor	kg CO ₂ e per £m Revenue	537.34

Total emissions (scope 2 only) kg CO₂e

10,209.45

(2024: 5,526.37 kg CO₂e)

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People

People: Empowering those who deliver the mission.

Our growth depends on great people — and on maintaining a culture that is safe, high-performing and values-led. In 2025, we strengthened our people platform and processes through BambooHR to improve performance management, streamline communication, and support clearer development pathways as our delivery footprint expands across LED, Solar and EV charging.

Workforce profile



Workforce by age

Permanent workforce

58 (2024: 50)

- 18-30 (9)
- 31-50 (30)
- >50 (9)

Diversity and inclusion

Women as a % of total workforce

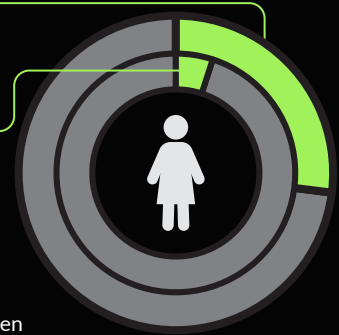
27% (2024: 32%)

Women in management %

5% (2024: 4%)

Incidents of discrimination and corrective actions taken

0 (2024: 0)



New hires and turnover

New hires

19 (2024: 31)

Redundancies

7 (2024: 8)

Dismissals

5 (2024: 3)



Prosperity

Prosperity: Scaling impact, responsibly.

We create value by helping organisations cut energy waste and cost, freeing up budget that can be reinvested into frontline services. In 2025, we strengthened the commercial foundations of our delivery platform, helping customers deploy funded LED, Solar and EV charging at pace, while raising the bar on how we buy, build and partner.

In 2025, we focused on:

- Funded energy upgrades at scale.

Enabling customers to deploy LED, Solar and EV charging with minimal upfront cost, improving the business case and speeding adoption.

- Procurement that supports responsible growth.

Prioritising B-Corp and purpose-led suppliers where suitable and continuing to use local contractors to build resilience and retain value in local economies.

- High-quality delivery in complex environments.

Investing in delivery discipline, partner governance and technical capability to support multi-site rollouts across education, healthcare and the public sector.

- Partnership-led market development.

Working with frameworks, strategic partners and delivery collaborators to broaden routes to market and accelerate adoption of energy efficiency and on-site generation.

- Sector leadership and advocacy.

Continuing our work with Let's Go Zero and sponsoring the Education Estates Sustainability Award, helping to keep energy efficiency on the agenda across the public sector.

- Building trust through recognised credentials.

Strengthening assurance and technical credentials that matter to customers and tender evaluations—supporting confidence in our delivery model and supply chain.



Why this matters:

As ESG requirements become more heavily weighted in public sector tenders and frameworks, we are focused on building a stronger, more investable platform, one that supports sustainable growth, repeatable delivery, and long-term customer outcomes.



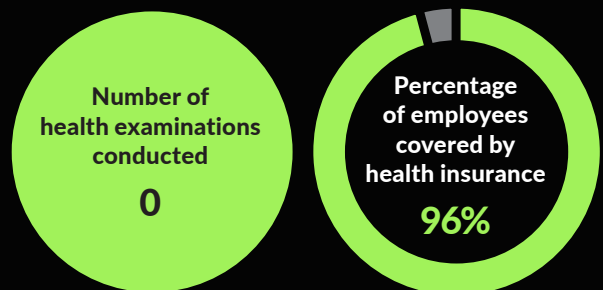
Health and safety.

Safety isn't negotiable. We recorded zero injuries in 2025, supported by risk assessments, compliance tracking and training via the Citation platform.

Safety statistics: Year ended 31 December 2025



Occupational health: Year ended 31 December 2025



We're working towards certification for ISO 50001 to formalise and strengthen our health and safety system.

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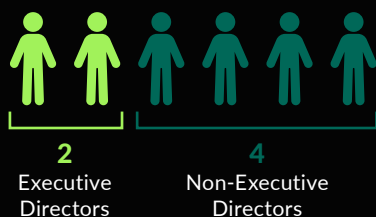


Corporate governance

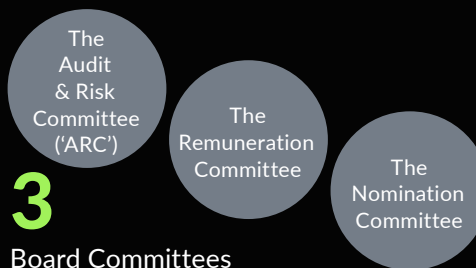
The Directors recognise the importance of good corporate governance and have chosen to comply with the principles set out in the Quoted Companies Alliance Corporate Governance Code (the 'QCA Code'). For further information on how eEnergy applies the QCA Code, please see – www.eenergy.com/investors. The website is currently based on the 2018 QCA Code as it is within the extended transition period before updating to the 2023 QCA Code.

The Board has established appropriately constituted Audit & Risk, Remuneration and Nomination Committees with formally delegated responsibilities.

Governance at a glance



6 Board members



10 Board meetings held in FY25

The Board of Directors

The Board of Directors currently comprises six members, including two Executive Directors, one Independent Non-Executive Director and three further Non-Executive Directors. This is considered appropriate as the Non-Executive Directors do not play an active role in the day-to-day business operations and the total number of Non-Executive Directors exceeds the number of Directors present on the Board. On 27 November 2025 John Hornby resigned as a Non-Executive Director. Post year-end on 19 January 2026 Nick Mills was appointed as a Non-Executive Director. The Board has a wealth of experience in energy services, strategy and corporate finance. The structure of the Board ensures that no one individual or group dominates the decision-making process. Board meetings are held regularly, typically monthly and as required, to provide effective leadership and overall management of the Group's affairs through the schedule of matters reserved for Board decisions. This includes the approval of the budget and business plan, major capital expenditure, acquisitions and disposals, risk management policies and the approval of financial statements. Risk management is a key focus for the Board, which includes monthly review of liquidity risks via cashflow forecasting as well as supply chain risk and health and safety as part of a regular review of operations. All Directors have access to the advice and services of the Company's solicitors and the Company Secretary, who is responsible for ensuring that all Board procedures are followed. Any Director may take independent professional advice at the Company's expense in the furtherance of their duties.

The Company held 10 Board meetings between 1 January 2025 and 31 December 2025. Attendance was as follows:

Director Name	Attendance
Andrew Lawley (Non-Executive Director)	10 (9 icons, 1 blue icon)
Harvey Sinclair (Executive Director)	10 (10 icons)
John Gahan (Executive Director)	10 (10 icons)
Nigel Burton (Non-Executive Director)	10 (10 icons)
Gary Worby (Non-Executive Director)	10 (10 icons)
John Hornby (Non-Executive Director) Resigned 27/11/2025	10 (9 icons, 1 blue icon)



Committees and Governance framework

The Audit & Risk Committee ('ARC')

The ARC comprises Nigel Burton (as Chairman) and Andrew Lawley and meets no less than twice a year. The Committee is responsible for making recommendations to the Board on the appointment of the auditor and the audit fee and for ensuring that the financial performance of the Company is properly monitored and reported. In addition, the ARC receives and reviews reports from management and the auditor relating to the Interim Report, the Annual Report and Accounts and the internal control systems of the Company. The ARC considers, manages and reports on the risks associated with the Company as well as ensuring the Company's compliance with the AIM Rules and the Market Abuse Regulations concerning disclosure of inside information. During the current year the Group has appointed Cooper Parry Group Limited as auditors, replacing PKF Littlejohn LLP.

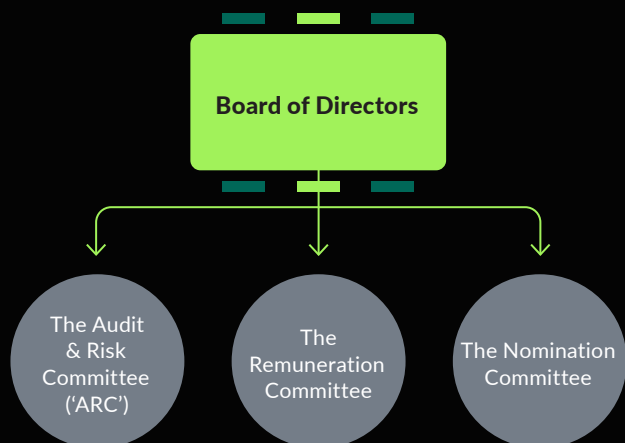
The Remuneration Committee

The Remuneration Committee comprises Nigel Burton (as Chairman) and Gary Worby and meets at least once each year. The Committee is responsible for the review and recommendation of the scale and structure of remuneration for senior management, including any bonus arrangements or the award of share options with due regard to the interests of the shareholders and the performance of the Company.

The Nomination Committee

The Nomination Committee comprises Andrew Lawley (as Chairman) and Nigel Burton and meets at least once each year. This Committee is responsible for reviewing the structure, size and composition of the Board based upon the skills, knowledge and experience required to ensure the Board operates effectively as well as being responsible for the annual evaluation of the performance of the Board and of individual Directors. The Nomination Committee is expected to meet when necessary to do so. The Nomination Committee also identifies and nominates suitable candidates to join the Board when vacancies arise and makes recommendations to the Board for the re-appointment of any Non-Executive Directors.

Governance framework



Internal controls

The Directors acknowledge their responsibility for the Group's systems of internal controls and for reviewing their effectiveness. These internal controls are designed to safeguard the assets of the Group and to ensure the reliability of financial information for both internal use and external publication. Whilst the Directors acknowledge that no internal control system can provide absolute assurance against material misstatement or loss, they have reviewed the controls that are in place and are taking the appropriate action to ensure that the systems continue to develop in accordance with the growth of the Group.

Relations with shareholders

The Board attaches great importance to maintaining good relations with its shareholders. Extensive information about the Group's activities is included in the Annual Report and Accounts and interim reports, which are published on the Group's website and sent to those shareholders who have specifically requested to receive paper copies. Market sensitive information is regularly released to all shareholders concurrently in accordance with stock exchange rules. The Annual General Meeting provides an opportunity for all shareholders to communicate with and to question the Board on any aspect of the Group's activities. The Company maintains a corporate website where information on the Group is regularly updated and all announcements are posted as they are released. The Company welcomes communication from both its private and institutional shareholders.

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MAR dealing code and policy document

The Company has in place a share dealing code for the Directors and staff which is appropriate for a company whose shares are admitted to trading on AIM and subject to the Market Abuse Regulations. The Company takes all reasonable steps to ensure compliance by the Directors, related parties and any relevant employees.

The Group's core values are:

To be a good corporate citizen, demonstrating integrity in each business and community in which we operate;



To be open and honest in all our dealings, while respecting commercial and personal confidentiality;



To be objective, consistent, and fair with all our stakeholders;



To respect the dignity and wellbeing of all our stakeholders and all those with whom we are involved; and



To operate professionally in a performance-orientated culture and be committed to continuous improvement.

Our stakeholders

We are committed to developing mutually beneficial partnerships with our stakeholders throughout the life cycle of our activities and operations. Our principal stakeholders include our shareholders, our employees and their families, and employee representatives, the communities in which we operate, our business partners, and local and national governments.

Policies

Environmental Policy

The Group is aware of the potential impact that its operations may have on the environment. It will ensure that all activities and operations have the minimum environmental impact possible. The Group intends to meet or exceed international standards of excellence with regard to environmental matters. Our operations and activities will be in compliance with applicable laws and regulations. We will adopt and adhere to standards that are protective of both human health and the environment. Each employee (including contractors) will be held accountable for ensuring that those employees, equipment, facilities and resources within their area of responsibility are managed to comply with this policy and to minimise environmental risk.

Ethical Policy

The Group is committed to complying with all laws, regulations, standards and international conventions which apply to our businesses and to our relationships with our stakeholders. Where laws and regulations are non-existent or inadequate, we will maintain the highest reasonable standards appropriate. We will in an accurate, timely and verifiable manner consistently disclose material information about the Group and its performance. This will be readily understandable by appropriate regulators, our stakeholders and the public. The Group complies and will continue to comply fully with current and future anti-bribery legislation. We will endeavour to ensure that no employee acts in a manner that would in any way contravene these principles. The Group will take the appropriate disciplinary action concerning any contravention.

Community Policy

The Group's aim is to have a positive impact on the people, cultures and communities in which it operates. It will be respectful of local people, their values, traditions, culture and the environment. The Group will also strive to ensure that surrounding communities are informed of, and where possible, involved in, developments which affect them, throughout the life cycle of our operations. It will undertake social investment initiatives in the areas of need where we can make a practical and meaningful contribution.

Labour Policy

The Group is committed to upholding fundamental human rights and, accordingly, we seek to ensure the implementation of fair employment practices. The Group will also commit to creating workplaces free of harassment and unfair discrimination.

Health and Safety Policy

The Group is committed to complying with all relevant occupational health and safety laws, regulations and standards. In the absence thereof, standards reflecting best practice will be adopted.



For more details on our ESG commitment use the QR code.



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