

2025

Annual Report

Connect, Learn, and Give Back

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Letter from the Board Chairs

2025 was a pivotal year for Agile Alliance, and looking back, what stands out most is what this community did. We joined forces with PMI, which widened who we can serve and what we can take on. Our community has never been only software. It includes developers alongside people working in construction, finance, and other industries, all undergoing significant changes in workforce, technology, and processes. Being adaptive is what Agile set us up for, and that shift from deterministic to adaptive is what these organizations are working through now.

Agile2025 in Denver was where much of this came together. We moved our flagship conference from five days to three, and you turned out in force, with **1,018 registrations from 28 countries and territories and more than 575 organizations** across eight tracks. Nearly 80% of those who responded to our survey supported the shorter format. None of it would have happened without our Purple Shirt volunteers, who helped the conference run smoothly on their own time, our speakers, and the reviewers who read every proposal and shaped the program. Denver is also where we unveiled our co-branded identity and where we opened the conversations that mattered most to us this year.

At Agile2025, we launched the **Manifesto for Enterprise Agility** Initiative in partnership with PMI. We were not trying to scale team practices or add another framework. We wanted a shared reference for how organizations set direction, make decisions, govern, and deliver value, so they can adapt at scale. Over the following months, we ran a series of community and expert engagements, including an open public consultation, facilitated workshops, and review by practitioners and long-standing voices in our community. Everything in that document came from people who gave their time to argue it out with us. We released the Manifesto in March of 2026.



Bob Hartman

Chair of the Board of Directors
2025 – present



Song Bac Toh

Chair of the Board of Directors
2023–2025

Reimagining Agility started in 2025, when the original launch group for Reimagining Agile handed the movement over to Agile Alliance. We have stewarded it since then, with a subcommittee led by David Luke, Margareth Carneiro, and Sandy Mamoli. We ran it through volunteers, working with the community to co-create rather than hand you something finished. Nearly 100 people joined the first workshop after Agile2025 in Denver, and about 50 practitioners and leaders carried it on in Hilversum in December. In both workshops, we heard the same thing. A lot of what gets blamed on Agile cannot be fixed by a team or a framework alone. We will keep working with you to plot the next phase of the Agile movement.

Between the big moments, this community kept going all year and all over the world. Volunteers ran our virtual programs across every time zone, giving up mornings and evenings so that people who could not travel to a conference could still learn something and meet someone. Others wrote, recorded, facilitated, and reviewed proposals, turning their own hard-won experience into something the rest of us could use. At **Hack for Good**, a team spent three days building working software for the Kempe Center and Growing Together Therapy, who work to strengthen families and prevent child abuse. This is an enormous amount of work, almost all of it unpaid and much of it unseen. It is also what Agile Alliance actually is.

To everyone who volunteered, spoke, wrote, reviewed, facilitated, organized, or simply showed up and asked a hard question, thank you. Our particular thanks go to Angie Doyle, who wrapped up six years of Board service at the end of 2025, including the challenging COVID years, and to Teresa Foster, who stepped down as Managing Director during the year after giving a great deal to the Alliance, the community, and the conference. Denise Jarvie has since taken up the role and led us into the next phase. Agile Alliance is built through participation, and you helped make it all happen. We go into 2026 ready for what comes next.

In 2025, PMI continued to respond to these shifts by strengthening our focus on project success, advancing the M.O.R.E. call to action, expanding learning and certification offerings, deepening engagement with organizations, and supporting project professionals at every stage of their careers. These efforts are all part of a broader vision to elevate our profession to deliver more value responsibly and with greater impact.

None of this progress happens on its own. Behind many new learnings and insights, published standards or practice guides are volunteers who gave their time to shape them and members who put them into practice by testing new approaches, sharing feedback, and applying them on real projects.

Together, our volunteers and members carry these co-created resources into chapter events, classrooms, and workplaces, where they become real for project professionals every day. That is the difference our global community makes, and it is why the contribution of every single individual becomes even more valuable as our profession grows.

– **Song Bac Toh**
Board Chair, 2025

– **Bob Hartman**
Board Chair, 2026

Letter from the Managing Director

When I joined Agile Alliance as Managing Director in November 2025, I inherited something remarkable: a global community that has spent nearly 25 years advancing more effective, humane, and sustainable ways of working. What struck me immediately was not just the depth of experience in this community, but its willingness to continuously question, learn, and evolve. That spirit has always been at the heart of Agile, and it is exactly what organizations need most today.

We are living through a period of unprecedented change. Artificial intelligence is reshaping how software is developed. Organizations are being asked to respond to accelerating technological, economic, and societal shifts. Leaders face growing pressure to adapt while continuing to deliver value. Across industries, the challenge is no longer simply how to manage projects or improve teams. It is how to build organizations that can continuously sense, respond, learn, and evolve.

This is why the work of Agile Alliance matters more than ever.

In 2025, Agile Alliance entered an exciting new chapter through a strategic partnership with PMI. Far more than an organizational milestone, this creates an opportunity to extend the reach and impact of Agile values and principles while preserving the community, collaboration, and practitioner-led learning that make Agile Alliance unique. Together, we are bringing Agile ideas into broader conversations about leadership, strategy, governance, product development, organizational adaptability, and the future of work.

continued



Denise Jarvie
Managing Director

Throughout the year, we saw our community lean into these challenges. Agile2025 brought together practitioners, leaders, technologists, coaches, and change agents from around the world to explore the realities of working in an increasingly complex environment. We launched the Manifesto for Enterprise Agility initiative to examine what adaptability requires at the organizational level, beyond teams and frameworks. We continued the Reimagining Agility movement, creating space for honest conversations about what Agile should preserve, reconsider, and extend as workplaces, technologies, and expectations continue to evolve.

At the same time, we remained grounded in the practical experiences that have always defined Agile Alliance. Through virtual events, blogs, videos, experience reports, community initiatives, and programs such as Hack for Good, thousands of people continued to learn from one another and apply Agile thinking to real challenges. These efforts remind us that agility is not a destination or a framework. It is a capability built through experimentation, reflection, collaboration, and continuous learning.

Looking ahead, I believe Agile Alliance has an important role to play in helping individuals, teams, and organizations navigate the next era of change.

We will continue advancing Enterprise Agility as a means of helping organizations connect strategy and execution, improve decision-making, and adapt with greater confidence. We will continue supporting the Agile software development community as AI transforms engineering practices, product development, and how value is delivered. We will continue creating opportunities for practitioners and leaders to learn from one another, share experiences, and shape the future of agility together. And we will continue ensuring that the values and principles that inspired the Agile movement remain relevant and actionable for a new generation.

Most importantly, we will continue listening.

The future of Agile will not be defined by any single organization, framework, or expert. It will be shaped by a global community of people willing to experiment, challenge assumptions, and learn together. That has always been the strength of Agile Alliance, and it remains our greatest opportunity.

To our members, volunteers, speakers, authors, partners, staff, and Board of Directors: thank you. Your contributions, generosity, and commitment make this community possible. I am honored to serve alongside you as we build the next chapter of Agile Alliance together.

– **Denise Jarvie**
Managing Director, Agile Alliance

2025 Agile Alliance Leadership

Agile Alliance was guided in 2025 by a global Board of Directors representing eight countries and a wide range of professional and community experience. Working with Managing Director Denise Jarvie, the Board provided governance, strategic direction, and stewardship during a year of significant organizational change.

Board Members

Song Bac Toh

Board Chair — Singapore

Kemmy Raji

Secretary — Canada

David Luke

Treasurer — USA

Apeksha Patel

Board Member — India

Angie Doyle

Board Member — South Africa

Margareth Fabiola dos Carneiro

Board Member — Brazil

Bob Hartman

Board Member — USA

Sandy Mamoli

Board Member — New Zealand

Chris “Cp” Richardson

Board Member — USA

Lenka Pincot

Board Member — France

Denise Jarvie

Managing Director (beginning 11/2025) — USA

Teresa Foster

Managing Director (ending 09/2025) — USA

2025: A Year of Transformation and Impact

For nearly 25 years, Agile Alliance has brought together people committed to creating more effective, humane, and sustainable ways of working.

In 2025, Agile Alliance entered a significant new chapter by joining PMI. The relationship expanded the opportunities available to our community while preserving Agile Alliance's distinct identity, mission, membership, and connection to the values and principles that have guided the Agile movement.

Throughout the year, we brought people together to explore how agility must continue to evolve. We advanced the conversation around Enterprise Agility, invited the community to help reimagine the future of Agile, introduced a new brand and digital experience, and created opportunities for learning, connection, and participation through Agile2025, the Agile Manifesto Challenge, Hack for Good, and other programs.

This Annual Report reflects that work and the many people who made it possible. Through the stories and accomplishments that follow, we recognize the contributions of our members, volunteers, speakers, authors, partners, Board members, and staff, as well as the important role each plays in shaping the future of Agile Alliance and expanding the impact of agility around the world.



Agile Alliance's Next Chapter

Expanding the impact of agility while staying rooted in its values.

Agile Alliance's new relationship with PMI brings together our deep community roots, values, and practical experience with PMI's global reach, professional-development ecosystem, and access to organizational leaders.

This creates opportunities to extend Agile's influence beyond individual teams while continuing to support the people who apply, question, and advance Agile ways of working every day.

We are carrying this work forward through four commitments:

Advancing Enterprise Agility

Helping organizations connect strategy, leadership, governance, decision-making, and delivery so they can adapt at scale without losing coherence.

Strengthening the Agile community

Preserving Agile Alliance as a trusted place for learning, discussion, experimentation, and diverse perspectives.

Connecting ideas with practice

Turning research, principles, and community experience into useful guidance, programs, and resources.

Expanding access and member value

Using the opportunities created through PMI to reach new audiences, improve the member experience, and offer more ways to participate.

A Year of Transformation

In 2025, Agile Alliance started a new chapter while continuing to build on its community roots and Agile values.

Major milestones

Agile Alliance joined PMI, creating new opportunities to connect Agile experience with PMI's global reach.

We introduced a new visual identity and redesigned website, reflecting our relationship with PMI while maintaining Agile Alliance's distinct role and connection to the Agile community.

We made Enterprise Agility a strategic priority, supporting the development of the Manifesto for Enterprise Agility and convening community conversations, workshops, and events.

The Reimagining Agilitty initiative moved into its next phase, as Agile Alliance accepted the baton and convened new community workshops.

Agile2025 introduced a redesigned three-day conference bringing the community together around the changing realities of work, organizations, technology, and delivery.

Denise Jarvie became Managing Director, leading Agile Alliance through its transition and next phase of development.

We expanded opportunities for engagement and member value through programs and relationships including the Comparative Agility strategic partnership, Hack for Good, and the Agile Manifesto Challenge.

2025 Agile Alliance Wins

Throughout 2025, Agile Alliance continued to bring the Agile community together through in-person and online learning, shared experience, and practical resources.

Thousands of people took part in our events and programs, while new videos, articles, and

case studies gave practitioners more ways to learn from one another and put those ideas into practice.

We continue to build on that foundation, creating more opportunities for people around the world to connect, learn, and share what works.

1,018

confirmed Agile2025 registrations

28

countries represented at Agile2025

25

Virtual learning events and special online sessions

2,226

Virtual-program registrations

3,664

Agile Manifesto downloads

1,196

Agile Subway Map downloads

44

Resource videos published

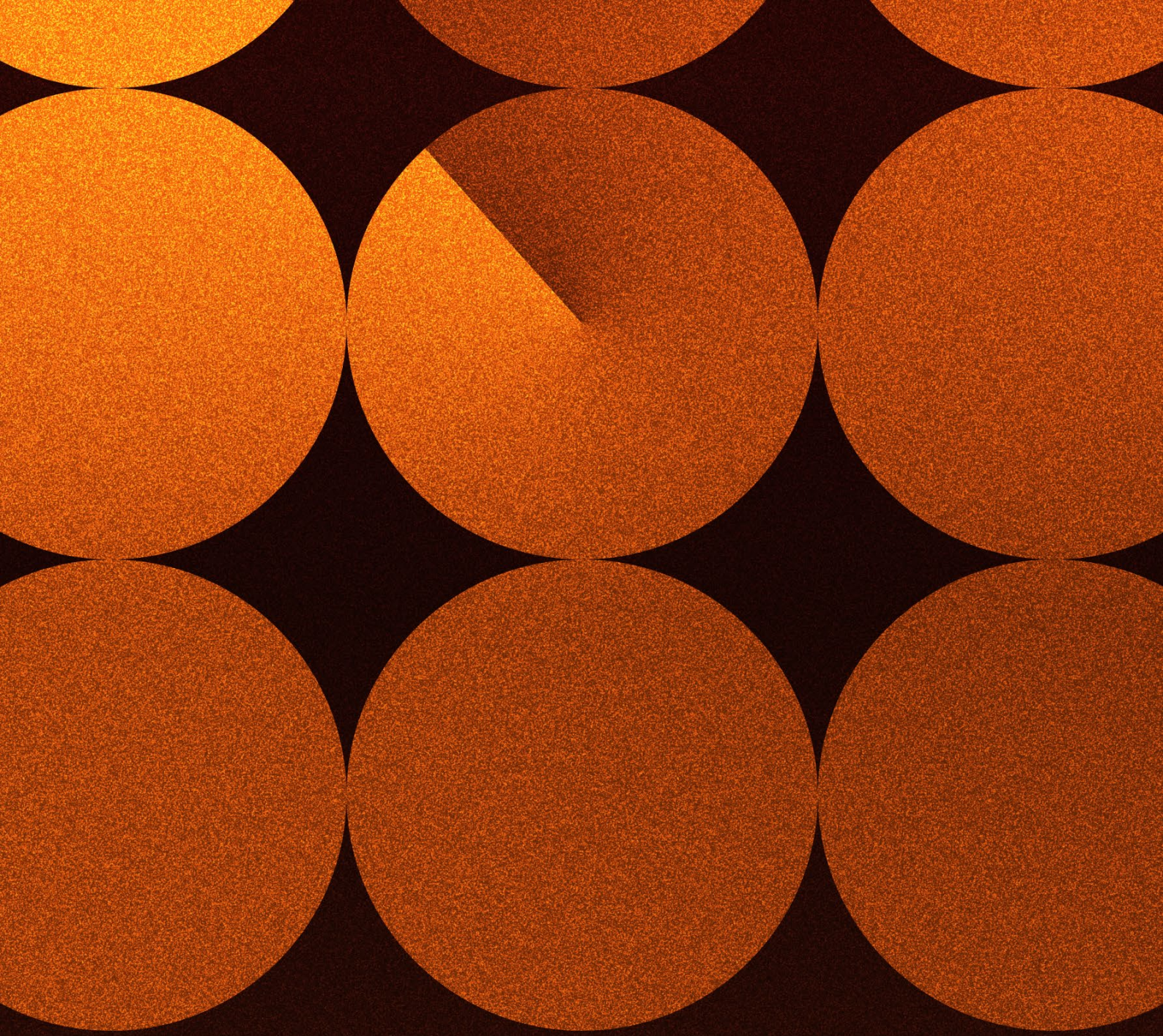
35

Blog posts published

11

Case studies from Experience Reports published





Connect

Strengthening the Agile community,
expanding our reach



Agility grows through connection between people, ideas, organizations, and generations. In 2025, Agile Alliance brought the community together during a year of significant change, created new ways for people to participate, and expanded its reach through a refreshed digital presence and new partnerships.

From Agile2025 and the Agile Manifesto Challenge to new member benefits, these efforts helped Agile Alliance remain a trusted gathering place for people committed to advancing more effective, humane, and sustainable ways of working.

Membership at Year-End

As of December 31, 2025, Agile Alliance had 1,264 paid Individual and Student accounts. Another 29 Corporate and Government accounts provided membership access through 885 sub accounts.

Together, 2,149 people held paid Individual, Student, Corporate, or Government sub accounts, supported by 29 organizational memberships.

Membership by the Numbers

1,264

Paid Individual and Student accounts

29

Paid Corporate and Government accounts

885

Paid Corporate and Government subaccounts

2,149

Total paid individual and sub account memberships



Agile2025: A Pivotal Event for Our Community

Three focused days of learning, connection, and experimentation

In July, Agile2025 brought the community together in Denver for a redesigned version of Agile Alliance's flagship conference. The event moved from five days to three, creating a more concentrated experience centered on practical learning and meaningful connection.

The conference attracted 1,018 confirmed registrations from 28 countries and territories and more than 575 organizations. Eight question-driven tracks explored issues including technical innovation, artificial intelligence, organizational change, people-centered leadership, career development, and Hack for Good. Keynote speakers Jay Kiew, Tricia Broderick, and Jurgen Appelo challenged attendees to think differently about leadership, technology, and the future of work.

Agile2025 also marked important developments for Agile Alliance. The new co-branded identity was unveiled, the relationship with PMI became more visible, and the Manifesto for Enterprise Agility Initiative was officially announced.



Learning by doing

Interactive learning remained central to the Agile2025 conference. Workshops, Agile Games Lab, Lean Coffee, lightning talks, and other participatory formats allowed attendees to exchange experience and test ideas together.



Through **Hack for Good**, volunteers created working software for a local nonprofit. After the conference, nearly 100 participants joined a Reimagining Agility workshop to explore some of the most difficult challenges facing the Agile community.



Networking was the most frequently cited strength in post-conference feedback. Nearly **80% of survey respondents** supported the move to a three-day format. Their feedback also identified priorities for future events, including a broader balance of topics, clearer session levels, more intentional networking, and improved logistics.

Agile2025 showed that the conference could evolve while preserving what the community values most: practical learning, experimentation, candid exchange, and human connection.

Agile2025 by the numbers

3

days in Denver, Colorado

1,018

conference registrations

28

countries and territories represented

575+

organizations represented

84

speaker registrations

8

conference tracks

3

keynote speakers

80%

supported the new three-day format

Reconnecting the Community with Agile's Foundations

The Agile Manifesto Challenge

A five-day experiment in learning, reflection, and community engagement

From October 27–31, Agile Alliance invited the community to reconnect with the Agile Manifesto and its 12 Principles.

Each day, participants received a short prompt encouraging them to apply an Agile principle to a real workplace situation and reflect on what happened. The lightweight format made participation possible alongside everyday work.

The challenge also introduced the AI Agile Assistant, a conversational tool that helped people examine workplace problems through Agile values and principles. Rather than immediately prescribing an answer, it asked clarifying questions, helped narrow the issue, and connected possible actions back to the Agile Manifesto.

Participants used the assistant to explore challenges involving priorities, backlogs, team engagement, leadership support, and collaboration. A dedicated LinkedIn group extended the experience by giving people a place to share what they tried and learn from others.

The Agile Manifesto Challenge demonstrated continued interest in Agile's foundations—not simply as history, but as a practical source of guidance for the problems people face today. It also offered an early example of how AI can support reflection and learning without replacing human judgment.

Challenge Results

922

Agile Manifesto Challenge registrations

439

new subscribers

22,766

LinkedIn impressions

245+

AI-assisted conversations

Participant Quotes

"It has been nice using this tool to brainstorm and explore opportunities, with the conversation pointing back to Agile values and principles. The tool coached me through it with clarifying questions that allowed me to see a different perspective."

"It highlighted the principles that I should use to help my team engage, get motivated, and collaborate. It also gave me practical steps I could use—in less than five minutes."

"The clarifying questions really helped narrow down the scope of the challenge. Drilling down to understand the issue at a deeper level often provides clarity when considering possible solutions."

Partnerships That Expanded Member Value

In 2025, Agile Alliance worked with partners that strengthened programs, supported the community, and provided members with practical new resources.

Practical Tools for Continuous Improvement

A new partnership with **Comparative Agility** gave Agile Alliance members complimentary premium access to two tools:

- Instant Insights, for gathering anonymous, real-time feedback through polls.
- Enterprise Agility, for assessing strengths, identifying improvement opportunities, and tracking progress across teams and organizations.

Used by more than 50,000 organizations in 90+ countries, the Comparative Agility platform gave members new ways to support data-informed learning and continuous improvement.

Supporting the Agile Community

Agile Alliance's 2025 Annual Partners, **Lucid** and **Gehtsoft**, provided important year-round support for community programs and activities.

As Agile Alliance's largest Annual Partner, Lucid also provided collaborative technology that supported workshops and initiatives, including Reimagining Agility and the Enterprise Agility community-input process.

Gehtsoft brought extensive experience in Agile consulting, product development, digital transformation, and custom software development to its strategic partnership with Agile Alliance.

Their support helped Agile Alliance create opportunities for learning, collaboration, and participation throughout the year.

By the Numbers

2

premium tools available to members

50,000+

organizations using Comparative Agility worldwide

90+

countries reached by the platform

2

Annual Partners: Lucid and Gehtsoft

Learn

Advancing Agile Practice from
Teams to the Enterprise



Learning has always been central to Agile Alliance, not as the transfer of fixed answers, but as an ongoing exchange of experience, evidence, experimentation, and reflection.

In 2025, Agile Alliance expanded that conversation. We continued to support practical learning for teams while creating new opportunities to examine the organizational conditions that shape whether agility can succeed at scale.

Through Enterprise Agility, Reimagining Agility, virtual programs, and community-created resources, we helped people explore how Agile ideas can remain useful as work, technology, and organizations continue to change.

Building a Shared Vision for Enterprise Agility

In 2025, Agile Alliance and Project Management Institute (PMI) launched a community-driven initiative to explore what agility requires at the organizational level.

Agile may begin within teams, but an organization's ability to adapt also depends on how it sets direction, distributes decisions, governs work, allocates resources, and responds to change.

At Agile2025, Agile Alliance and PMI announced the Manifesto for Enterprise Agility Initiative. The goal was not to scale team practices across an organization or introduce another framework. It was to create a shared reference for building adaptability, strategic alignment, value delivery, and responsiveness across the enterprise.



The announcement featured Lenka Pincot, Heidi Musser, Laura Powers, and Jurgen Appelo, with closing reflections from Agile Manifesto co-authors Jim Highsmith and Jon Kern. Agile Alliance Board Chair Song Bac Toh formally launched the initiative.



Jim Highsmith challenged the community to look beyond replicating Agile rituals. Enterprise agility, he argued, depends on giving people throughout an organization the ability to sense change, exercise judgment, act, and learn.

Inviting the community to help shape the work

Following Agile2025, community members were invited to contribute experiences, questions, and lessons through a public Lucid board and facilitated conversations.

The initiative explored questions including:

- What prevents organizations from adapting even when teams work effectively?
- How should decision-making be distributed?
- How can strategy more meaningfully guide delivery?
- How can governance support learning and change?

Throughout the remainder of 2025, contributors reviewed the input, identified recurring themes and tensions, and began shaping the values and principles that would become the Manifesto for Enterprise Agility.

By year-end, the work had moved from open consultation into synthesis and drafting, laying the foundation for publication in 2026.

Reimagining Agility Initiative

Passing the baton and creating space for the community to shape what comes next.

Reimagining Agility began with a question: What should Agile preserve, reconsider, and extend as work, technology, and organizations continue to change?

The original launch group—Jon Kern, Heidi Musser, Sanjiv Augustine, and Jim Highsmith—opened that conversation through articles, webinars, workshops, and online communities. Their aim was not to rewrite the Agile Manifesto or introduce another framework, but to help people revisit Agile’s original intent, question familiar assumptions, and share where agility was genuinely flourishing.

In February 2025, the launch group concluded its formal role and passed the baton over to Agile Alliance.

“This Reimagining launch is not an ending, but a beginning.”

— Jim Highsmith

Agile Alliance carried the work forward through a Board-sponsored initiative led by David Luke, Margareth Carneiro, and Sandy Mamoli.

The first major workshop took place after Agile2025 in Denver, where nearly 100 participants explored complex challenges involving leadership, scaling, hybrid ways of working, innovation, education, AI, and psychological safety.



The conversation continued in December with approximately 50 practitioners and leaders in Hilversum, the Netherlands. Participants examined tensions between strategy and behavior, speed and learning, governance and value, short-term delivery and long-term purpose, and automation and human judgment.



Across both workshops, one pattern stood out: many problems attributed to Agile exist beyond the reach of individual teams or frameworks.

Reimagining Agility did not seek one final answer. It created space for the community to question assumptions, share experience, and learn together. The work also complemented the more focused Enterprise Agility initiative, helping surface issues involving leadership, governance, strategic alignment, scaling, and AI.

By the end of 2025, Reimagining Agility had become an active listening process, one designed to help the community shape what agility needs to become next.

Learning Throughout the Year

Practical programs and resources kept the Agile community learning and connected between major events.

Throughout 2025, guest speakers, facilitators, and community volunteers helped Agile Alliance provide year-round learning through virtual programs, videos, and written resources.

Across 25 virtual events and special sessions, the programs generated more than 2,200 registrations and over 1,100 live attendances. Four recurring event series offered different ways to participate.

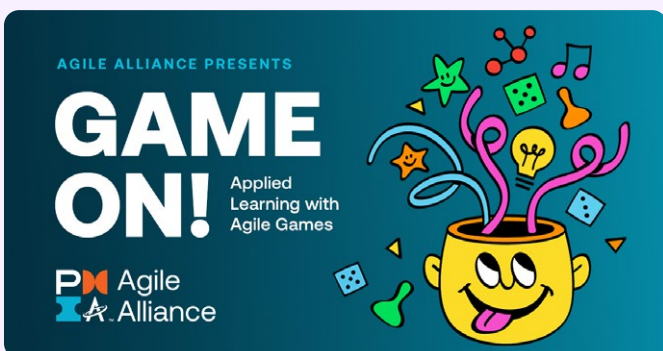
Recurring series offered different ways to participate



Agile Tech Talks explored technical practices and developer experience.



Agile Online addressed timely issues affecting teams and organizations.



Game On used games and exercises to create experiential learning.



BYOC – Lean Coffee allowed participants to propose topics and learn directly from one another.

Special Sessions

Other sessions addressed major organizational and community developments, including the relationship between Agile Alliance and PMI, Comparative Agility, sustainability, and the Annual Members Meeting.

Beyond the live events

Learning continued beyond live events through videos and blog posts covering practical experience, emerging ideas, and community conversations. Articles adapted from Agile Alliance Experience Reports made detailed firsthand accounts more accessible by showing what organizations tried, what happened, and what others could learn.

Free for members

The recurring programs were available to Agile Alliance members at no charge, providing practical opportunities to build skills, exchange experience, and stay connected throughout the year.

Learning by the numbers

25

virtual events and online sessions

2,226

event registrations

1,113

live attendances

44

webinar videos published

35

blog posts published

11

articles developed from Agile Experience Reports



Give Back

Volunteers Power Learning
and Community



Volunteers played an essential role in nearly every major Agile Alliance initiative during 2025.

Throughout the year, volunteers also:

- contributed articles, videos, Experience Reports, and case studies
- supported the Enterprise Agility research and manifesto-development process
- helped carry Reimagining Agility into its next phase
- served on the Agile Alliance Board and its committees
- reviewed conference proposals and shaped programming
- shared their experience as speakers, authors, panelists, and mentors.

All of their contributions helped Agile Alliance remain a community created not only for its members, but with them.

Hack for Good at Agile2025

Delivered working software
for child-abuse prevention
non-profit organization

Project results

3 days

from discovery to a working
application

50+

deployments during the event

92%

accuracy during initial use

1

solution supporting child-abuse
prevention and program reporting

At Agile2025, the Hack for Good brought volunteers together to address a challenge facing the Kempe Center and Growing Together Therapy, organizations working to strengthen families and prevent child abuse.

Clinicians were using a cumbersome spreadsheet to record interactions between parents and children. The process required extra work, was prone to error, and made it difficult to report the data needed to demonstrate that the program was being delivered effectively.

Over three days, participants worked directly with the client to design, test, and deliver a mobile-friendly application. The tool made it easier for clinicians to record interactions and automatically report required program data without storing protected health information.

The team produced its first working prototype in approximately 15 minutes and continued improving it through more than 50 deployments and repeated client feedback. In its first use, the tool increased recording accuracy from a 75% benchmark to 92% without prior training.

The project demonstrated how Agile practices, agentic AI, and close collaboration with users can help a small team move rapidly from a real community need to working software.



Member Initiatives

Driven by Agile values and fueled by our volunteers' efforts, these programs and initiatives are created and managed by Agile Alliance members.

Current Programs and Member Initiatives

- 5 Saturdays Initiative
- Agile Coach Camp (ACC) Support Initiative
- Agile Coach Camp Worldwide Support Initiative
- Agile Coaching Ethics Initiative
- Agile in Color Initiative
- Agile Open Initiative
- Agile Product Management Initiative
- Agile Sustainability Initiative
- Agiledemics – Agile In Academics Initiative
- Building Future Leaders and Change Agents – India
- Community Group Speaker & Event Support
- Community Group Support Initiative
- Conference Sponsorship Initiative
- Emerging Economies Initiative
- Growing Racial Equity Initiative
- Principle 12 Initiative
- Reimagining Agility
- Supporting Agile Adoption Initiative

Sustainability in Action

The **Agile Sustainability Initiative** helps the broader Agile community turn awareness of social, economic, and environmental challenges into practical action.

Led by Jutta Eckstein, Ines Garcia, and Maryse Meinen, the initiative continued to promote the Agile Sustainability Manifesto and provided resources exploring sustainability both in Agile and through Agile.



During 2025, the initiative offered three **Agile Sustainability Practitioner Programme** sessions and hosted **SoSA 2025: The State of Sustainability in Agile**. Topics included sustainable product development, responsible AI, digital energy use, emissions, and ways to incorporate sustainability into everyday decisions.

Thank you!

To everyone who contributed their time, experience, energy, and care: thank you for helping Agile Alliance remain a community built through participation.

From board and committee service to virtual programs, conferences, publications, workshops, and community initiatives, volunteers made Agile Alliance's work possible throughout 2025.

Financial Statements

Consolidated Statements of Financial Position

31 December 2025 & 2024

(in thousands)

Assets	2025	2024
Current assets:		
Cash and cash equivalents	200	330
Accounts and other receivables, net	22	311
Prepaid expenses and other current assets	35	103
Total current assets	257	744
Total assets	257	744

Liabilities and Net Assets	2025	2024
Current liabilities:		
Accounts payable	37	37
Deferred revenue	42	416
Accrued expenses	19	37
Total current liabilities	98	490
Total liabilities	98	490

Commitments and contingencies	2025	2024
Net assets:		
Net assets	254	1,726
Current Year Net Assets	(95)	(1,472)
Total net assets	159	254
Total liabilities and net assets	257	744

Consolidated Statements of Activities

Years Ended 31 December 2025 & 2024

(in thousands)

Changes in net assets without donor restrictions	2025	2024
Revenue and support:		
Dues and professional examination fees	429	102
Conferences, seminars and professional development	1,626	2,010
Services	79	69
Other	12	10
Contributions	141	2
In Kind Income	570	-
Total revenue and support	2,857	2,193
Expenses	2025	2024
Program expenses:		
Conference Expenses	2,067	2,586
Total program expenses	2,067	2,586
Supporting expenses:		
Management and general	343	1,217
In-kind Professional Fees and Administrative support	570	-
Total supporting expenses	913	1,217
Total expenses	2,980	3,803
Change in net assets without donor restrictions before non-operating gains	(123)	(1,610)

continued

Consolidated Statements of Activities

Years Ended 31 December 2025 & 2024 continued

(in thousands)

Expenses (continued)	2025	2024
Non-operating gains:		
Net investment return	28	138
Change in net assets without donor restrictions	(95)	(1,472)
Change in net assets	(95)	(1,472)
Net assets:		
Beginning	254	1,726
Ending	159	254



Agile
Alliance

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