



# 25

**ESG  
Report**

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## Introduction

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# Executive Statement

As QA marks its 40th year, I've been reflecting how the organisation has adapted through four decades of technological and other changes. The world has shifted from personal computing to cloud to the acceleration of artificial intelligence, yet QA's purpose has held firm - to teach the critical skills needed to transform in a changing world.

QA delivers transformative learning experiences that equip learners, students and organisations with the AI, technology, digital, and human skills essential for the future of work. By combining cutting-edge content, experiential learning, and data-driven insights, we empower learners to build confidence and competence while enabling organisations and individuals to close critical capability gaps.

We differentiate through trusted partnerships, scalable solutions, and continuous innovation, ensuring our learning ecosystem evolves with emerging trends and prepares every learner to reach their full potential.

Through this approach, we accelerate workforce transformation, drive better student outcomes and deliver measurable, impactful growth for the organisations we serve. And in all this we seek to manage with responsibility, the impact we have through the people we employ, in the communities we serve, on the planet we live in, for our shared prosperity.

And so, I am proud to serve as General Counsel of the QA Group, working with our two executive teams, to reaffirm our shared commitment to our people, to protect our planet, creating possibilities, to promote prosperity.

## People

At QA social mobility isn't a slogan, it's a talent strategy. If you want the best people, you widen the aperture. Whether that's expanding participation or supporting our Armed Forces community, our objective is simple: find capable people and give them the opportunity to prove it.

Over the past year, we've focused not only on hiring strong talent, but in seeking to develop internal talent through structured development and real accountability. Equal opportunity at QA is a standard, not a press release. Access to opportunity must be fair. Advancement must be earned. Performance is the goal. In short, we seek to grow people because we believe that growth should drive results for QA, our clients, our learners and our students.

## Planet

We are protecting our environment and powering sustainable progress. With our science aligned, SBTi validated net zero targets, we are lowering emissions, improving energy efficiency, embedding environmental awareness, and repurposing technology and furnishings to benefit communities. These actions demonstrate our responsibility to operate sustainably today while safeguarding the planet for tomorrow.

## Executive Statement (contd)

### Possibility ■

We create opportunity for all by moving beyond inclusion to impact. Our programmes build digital skills in underserved communities, extend outreach to underrepresented groups, support neurodiverse learners, widen access to students and deepen commitment to veterans. In underserved communities, we design programmes that close real gaps: foundational digital literacy, structured technical pathways and direct routes into employment. It sounds crass, but I like to think we don't just open the door, we build the staircase.

For underrepresented groups, outreach is only the first step. What matters is progression. Clear milestones. Measurable development. Industry-recognised credentials. Real work experience. Outcomes tracked and improved. For veterans, transition is the critical moment. Through our commitment under the Armed Forces Covenant (holding a fantastic event at the House of Lords this past year that I had the privilege to attend), it is our focus to convert leadership, discipline and operational experience into technical capability that the market values for veterans. Skills translate and we make that translation deliberate and effective.

### Prosperity ■

We drive economic growth by equipping individuals and organisations with the digital and technology skills they need to thrive. Through apprenticeships, technical training and reskilling programmes, we enable businesses to adopt AI, cyber security, cloud and data technologies with confidence and measurable impact.

Our Cyber Essentials Plus accreditation and strong partnerships with SMEs and VCSEs demonstrate our commitment to secure, ethical and inclusive growth. By aligning learning outcomes to real-world capability needs and tracking measurable performance improvements, we ensure skills investment translates into productivity, resilience and scalable innovation. To paraphrase Pete Drucker, if you can't measure it, you can't manage it and if you can't manage it, you can't scale it...to prosper.

To wrap up, I want to thank Michelle Collins, Guy Euman and many others at QA for their relentless efforts to support our ESG objectives. We've done 40 years...our heritage proves we can adapt...our mission demands that we do...and our ESG strategy ensures we scale responsibly, building capability without compromising integrity, widening access without lowering standards and driving growth that is both measurable and meaningful.

QA has never been in the business of short-term wins. We are building long-term resilience, for learners, for employers and for the communities we serve because when skills improve, productivity rises and when access expands, opportunity multiplies. Missional, not mercenary, in skills delivered, barriers removed and futures unlocked. That is the standard we set. That is the standard we hold.

### Philip Young

General Counsel  
and Executive Sponsor  
for ESG for the QA Group

# QA's Environmental, Social, Governance Strategy

## Building a Better World Through Skills and Social Impact

At QA, our mission is to teach the critical skills needed to thrive in a changing world. For more than four decades, we have driven transformation and social impact by developing digital, tech, and human skills - now evolving further with the power of AI.

Sustainability is embedded in everything we do. From reducing our environmental footprint to advancing equity and opportunity, we are committed to operating responsibly and creating lasting value for people and the planet.

## Focusing on What Matters Most

We believe impact is amplified through collaboration. By aligning our people, clients, and partners around shared goals, we are shaping a more inclusive, resilient, and sustainable future.

To ensure our ESG approach reflects the issues that matter most, we conducted a materiality analysis, asking our people what ESG means to them, why it is important to QA, and where they expect us to lead.



This process helps us identify the topics that hold the greatest potential for positive impact and those that present the most significant risks or opportunities for our organisation. It also ensures our strategy is grounded in the priorities of the people who deliver and experience our work every day.

The outcome is a refined ESG strategy guided by four pillars - People, Planet, Possibility, and Prosperity. These pillars help us focus our efforts, measure progress, and manage sustainability risks and opportunities now and into the future.



# ESG - Social Impact Strategy

QA Mission: To teach the critical skills needed to transform in a changing world

Ambition	<p><b>People</b></p> <p>Nurturing potential through inclusion and wellbeing</p>	<p><b>Planet</b></p> <p>Protecting our planet, powering our progress</p>	<p><b>Possibility</b></p> <p>Creating opportunity for all – turning inclusion into impact</p>	<p><b>Prosperity</b></p> <p>Driving economic growth through innovation and integrity</p>
				
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Champion an inclusive culture of belonging and equity</li> <li>Support employee wellbeing and development</li> <li>Learning through AI-driven experiences</li> <li>Boost colleague engagement and connection</li> <li>Expand social mobility via inclusive opportunities</li> <li>Support flexible and family-friendly working</li> <li>Strengthen community through volunteering. Amplify impact with matched donations</li> <li>Reduce risk of Modern Slavery</li> </ul> 	<ul style="list-style-type: none"> <li>Net-zero targets aligned with science and validated by SBTi</li> <li>Recognised sustainability performance via EcoVadis Silver Medal and CDP B-rating</li> <li>Cut emissions through efficient operations</li> <li>Drive innovation to reduce environmental impact</li> <li>Embed environmental awareness</li> <li>Repurpose tech and furnishings for community good</li> <li>Support biodiversity initiatives</li> <li>Enhanced ESG reporting</li> </ul> 	<ul style="list-style-type: none"> <li>Build digital skills in underserved communities</li> <li>Increase representation via accessible recruitment</li> <li>Expand outreach with targeted campaigns</li> <li>Empower neurodiverse voices through connection</li> <li>Drive inclusive learning through digital, accessible content</li> <li>Improve learner outcomes and employability</li> <li>Support veterans through Armed Forces Covenant</li> </ul> 	<ul style="list-style-type: none"> <li>Strong governance culture ensuring ethical, effective decision-making</li> <li>Resilient supply chains enabled through OneTrust platform</li> <li>Exploit AI to boost efficiency and innovation</li> <li>Drive growth with strategic partners</li> <li>Maximise social impact and ROI with GIST Impact reporting</li> <li>Diversify supply chain through SME and VCSE engagement</li> <li>Resilient digital security through Cyber Essentials Plus</li> </ul> 	

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# People

Behind every success story at QA is a team of dedicated individuals whose passion, talent, and resilience drive us forward. Our people are not just part of the business - they are its driving force. In a year defined by change and challenge, their dedication has shone through more clearly than ever.

We're creating a culture where people feel proud of their contribution, inspired to do their best work, and supported to thrive, professionally and personally. Whether it's recognising personal milestones or celebrating team achievements, we aim to build a workplace where success is shared, and contributions are valued. Our efforts have targeted four of the United Nations Sustainable Development Group's goals:



## A Culture of Continuous Growth and Lifelong Learning

We grow people - that's the principle at the heart of our business - and the same one we apply to our own teams. In the last year, we've focused not just on hiring great talent, but on growing it from within.

As the business has evolved and organisational changes have been necessary, we have supported impacted colleagues through out-placement services where suitable internal opportunities were not available.

We're proud of our strong record of internal mobility and career progression, with many colleagues taking on new challenges and opportunities across the organisation.

In the past year, we welcomed 610 new hires, supported 229 internal moves, and celebrated 110 promotions. While internal moves were lower than FY24 (335), we saw a positive increase in promotions, up from 89 last year, highlighting our focus on career development.

Our policy is to provide equal employment opportunities, giving full and fair consideration to applications for employment from disabled persons and ensuring their employment continues and thrives within the Group. We are committed to giving full and fair consideration to the applications of all candidates, including those with disabilities.

We ensure that all recruitment processes are as accessible as possible and are free from discriminatory barriers. We will continue to make reasonable adjustments to the working environment to accommodate the needs of disabled employees.

We aim to provide training, career development, and promotion opportunities for disabled employees on the same basis as for all other employees. Our commitment to learning goes far beyond onboarding. Every colleague has access to three fully funded training days per year, which can be used for any area of personal interest, regardless of their role. This unique benefit reflects our belief that personal growth drives professional performance.

As we look ahead, we're taking a more strategic approach to learning and development, grounded in feedback and focused on the future. We were thrilled to have been awarded Gold accredited membership of the 5% Club for 2025/2026. Our gold status demonstrates our commitment to empowering our employees through "earn and learn" initiatives such as apprenticeships, graduate schemes and sponsored student placements.

# Pay and Reward



## Fair, Transparent, and Values-Led Compensation

We pay the Real Living Wage - unlike the statutory minimum, the Real Living Wage is independently calculated to reflect the actual cost of living, ensuring our people are supported not just to survive, but to thrive.

We pay our people fairly and transparently for the work they do. While differences in experience, qualifications, and individual performance naturally result in variations in salary, gender should never be one of those factors.

We continue to focus on building a reward structure that's both equitable and evidence-based. This includes investing in robust benchmarking tools and applying consistent frameworks across our Career Framework levels to ensure everyone is paid fairly for their contribution.

Our latest analysis, based on April 2024 data, covers our 2,537 UK-based employees who received full pay during the mandatory gender pay gap reporting snapshot. We remain focused on mitigating structural factors that drive the gender pay gap and ensuring equal opportunity across all job families and levels.



### Bonus Pay Gap

Illustrates the difference in the average bonus payments received by male and female employees, expressed as a percentage.

Where there is a negative percentage, this indicates that women receive a larger bonus than men.

There remains a mean gap due to the high proportion of males within the Group's executive leadership group.

#### Pay gap

QA Group - Median

2024 **16.5%**

2023 **12.5%**

2022 **13.4%**

QA Group - Mean

2024 **15.8%**

2023 **14.1%**

2022 **17.2%**

#### Bonus pay gap

QA Group - Median

2024 **-14.4%**

2023 **5.3%**

2022 **20%**

QA Group - Mean

2024 **28.7%**

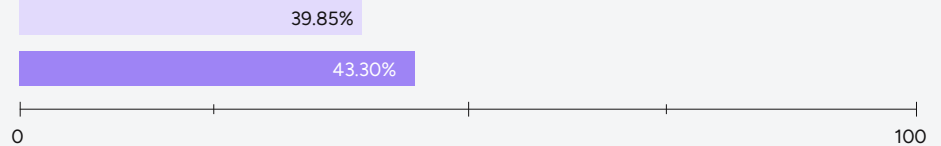
2023 **-26.6%**

2022 **11.3%**

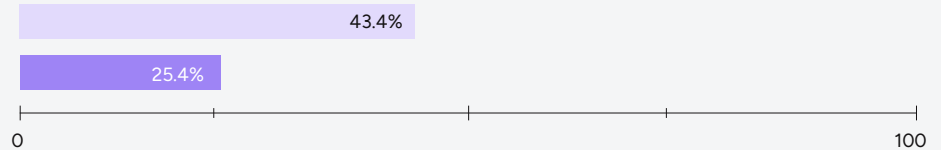
### Variable pay component eligibility by gender

Men Women

#### 2024



#### 2023



### Number of employees by gender

	2024			2025		
	Men	Women	Total	Men	Women	Total
Employees	1482	1187	2669	1209	939	2148
Managers	219	259	478	171	212	383
Executive leadership	5	2	7	8	2	10
Directors	3	0	3	4	0	4

# Diversity and Inclusion

## Our Diversity Makes Us Stronger

Diversity and inclusion are essential to building transformative, tech-enabled learning and a workplace where every voice is valued and empowered. We embed inclusion across the employee journey, because representation, accessibility, and shared responsibility, help us better serve our global clients and reflect the world we live in.

## A Rich Tapestry of People and Perspectives

Since 2022, we have made significant progress in how we collect and use diversity data. In FY25, 85% of our employees shared their diversity characteristics in our HR platform, up from 71% in the previous year. This data helps us build a clearer picture of who we are, where the gaps are, and how we can better support inclusion across all parts of our business.

Our business has people from 17 ethnic backgrounds, 71 countries of origin, and 52 nationalities. This diversity is not only something we celebrate - it's a strategic strength that drives innovation, broadens our thinking, and improves the learning experiences we create for others.

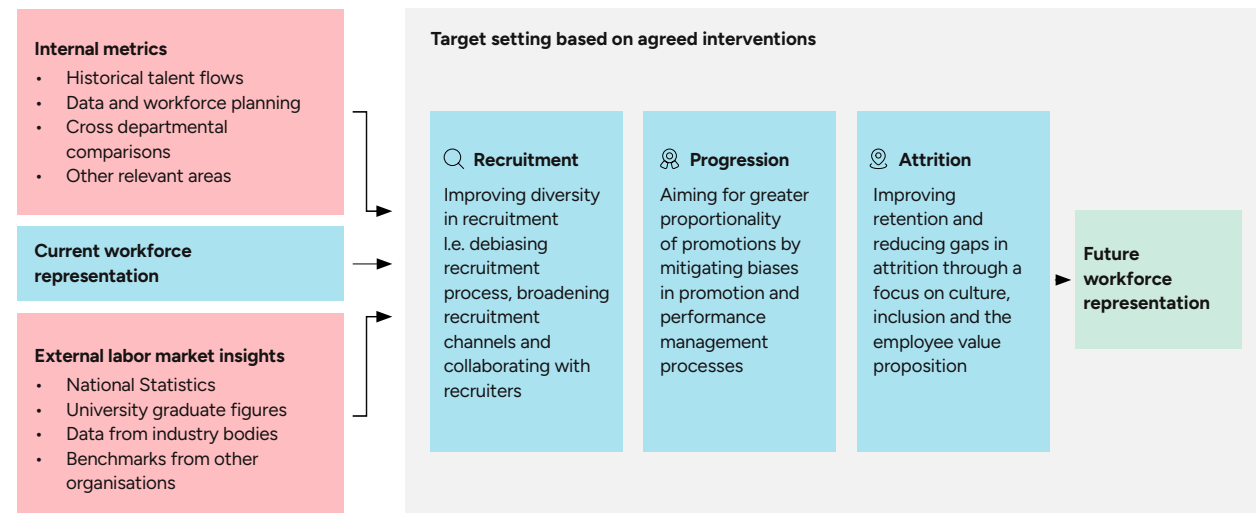
## Turning Insight into Action

We're embedding diversity, equity and inclusion (DEI) into our people strategy, backed by targeted action plans and measurable goals. Here's how we're driving progress:

- Encouraging voluntary data sharing with purpose
- Being transparent about why and how we use DEI data
- Involving colleagues in shaping our plans
- Focusing on outcomes not just intentions

By improving our data, engaging our people, and holding ourselves accountable, we're ensuring our culture reflects the rich diversity of the world we serve.

Looking ahead, we'll continue to strengthen our foundations and remain open about our journey, including where we still have work to do.



# Engagement

## Where People Feel Proud, Connected, and Valued

We want our people to feel proud to belong, excited to contribute, and confident that their efforts matter. We are intentional about creating a culture that connects, celebrates, and empowers our people. We now have a range of channels to keep everyone engaged and informed, wherever they work:

- **All Hands Calls:** We have brought in monthly business-wide updates from our exec team, spotlighting wins and strategy. Every other month includes live Q&A for direct employee input.
- **Intranet:** More than policies - it's our go-to space for news, celebrations, and sharing best practice across QA.
- **Employee Newsletter:** Written by our people, for our people. Key features: business updates, personal milestones, charity work, and long-service shoutouts. 'Kudos Corner' and 'People's Post' are favourites for peer recognition.
- **Employee Networks & Communities:** We support employee-led groups that foster connection, inclusion, and collaboration - shaping how we work together.
- **Employee Engagement Survey:** To better understand how our people feel about QA, what's working, where we can do better, and what really matters most.



# Recognition

## Recognition That Reflects Our Values

We know that when people feel seen and appreciated, they're more likely to thrive. That's why we make it a priority to celebrate success, big or small, and spotlight the individuals and teams driving our mission forward.

From standout performers, personal and project milestones to community contributions and customer success stories, we made space to share and celebrate the best of QA.

## Club 110: Sales Excellence Rewarded in Style

Our structured bonus and commission schemes are built to be fair, transparent, they recognise high performance in a way that motivates teams, drives accountability, and reinforces a shared commitment to our goals.

For our top-performing salespeople, Club 110 remains a highlight of the year. This coveted programme recognises those who exceed ambitious commercial targets and is designed to motivate, reward and retain top talent.

This year, 85 colleagues qualified, earning their spot on a team trip to Ibiza, a celebration not only of exceptional performance but also of shared success and strong team culture.

## Recognising the People Who Shape QA

From delivering exceptional learning experiences to building inclusive communities, those who stay and grow with QA play a vital role in our long-term impact. Their service helps sustain the culture of excellence celebrated throughout our People strategy - from recognition and progression to wellbeing and engagement initiatives.

In FY24/25, we celebrated 225 colleagues for long service.

10 years	<b>43</b>	25 years	<b>8</b>
15 years	<b>15</b>	30 years	<b>2</b>

Together, these milestones represent thousands of hours dedicated to supporting learners, innovating how people learn, and strengthening the partnership and trust that our clients place in us.

# Lifestyle Benefits and Wellbeing

## Supporting Life, Work and Everything In Between

We want our people to feel supported in all aspects of their lives - personally, professionally, and everything in between. That's why we offer a broad and evolving range of benefits designed to support wellbeing, reward commitment, and enable our people to grow and flourish at every stage. These benefits are introduced from day one via our onboarding sessions.

In FY25, we ran **27 onboarding sessions** welcoming **610 new starters** across the QA Group. We also delivered **8 dedicated benefits sessions**, reaching **304 employees** with practical advice on accessing their benefits, open to all, no matter how long they've been at QA.

## Helping Our People Feel Good and Stay Resilient

We know that wellbeing isn't a 'nice to have', it's essential. Our approach includes a mix of preventative resources, peer support, professional services, and learning experiences to help our people feel safe, supported, and strong.

Over the past year, we ran a 12-month wellbeing series, *We Talk Wellbeing*, offering monthly drop-in sessions focused on personal growth, resilience, and mental fitness. Each session tackled a different theme, from Self-Belief and Positivity to Connection and Gratitude, with practical takeaways for daily life.

Our trained **Mental Health First Aiders and Approved Listeners** are trusted colleagues available to offer confidential support and signpost people to support resources when needed. Backed by our People Team, they are vital in creating a compassionate culture.

## Health and Wellbeing

We provide access to a range of resources to help our people stay physically and mentally well including:

- Employee Assistance Programme (Wisdom)
- Aviva Smart Health
- 24/7 GP Access (GP24)
- Medicash Healthcare Cash Plan
- Private Medical Insurance
- Flu Jabs
- WellHub
- Life Assurance
- Group Income Protection

## Personal Growth & Development

Because careers shouldn't stand still, we offer:

- Access to the QA Learning Platform
- Three Training & Development Days per year
- Internal Apprenticeships

# Living Our Values

Our values are more than just words; they shape the way we work, collaborate, and grow. They are embedded in how we set objectives, track performance, and celebrate success across the Group.

Through Compass, our performance management system, every employee can align their goals to our values and behaviours. Peer-to-peer feedback is actively encouraged, helping us shine a light on the everyday moments that bring the QA Spirit to life.

## QA People are EPIC

Every year, we run a group-wide recognition programme designed to spotlight individuals and teams who go above and beyond. The programme is open to all and culminates in our QA Spirit Awards.

We received 1,132 nominations for colleagues who truly embody our core values of Expertise, Performance, Integrity, and Collaboration.

Our 20 individual winners have gone above and beyond to deliver excellence, foster teamwork, and uphold the principles that define who we are.

Here are some incredible examples of our amazing people's feedback:

<b>Expertise</b>	"It's evidence that you're not just highly skilled, but also genuinely committed to helping others learn and succeed"
<b>Performance</b>	"You consistently deliver high-quality work at an impressive speed. The impact you have made has been both immediate and significant"
<b>Integrity</b>	"You make the office a genuinely enjoyable place and I value the honest, fun and down-to-earth conversations we share. Thanks for being a steady, supportive presence, it really makes a difference"
<b>Collaboration</b>	"You always bring insight, enthusiasm and a collaborative spirit and elevates the entire experience for all QA employees and apprentices"

## Giving Back, Growing Together

We believe that making a difference in our community is so important. That is why, we give every colleague two charity days per year to volunteer for causes close to their heart.

From charity quiz nights, Christmas jumper days, fantasy football leagues to skydiving and marathon running - our people have done it all to raise vital funds for their charities! We support them by matching donations up to £250, helping their impact go even further. In the last year, we have matched 125 donations to the value of £30,000 (2024: £12,000) raised across 17 charities.

**20+**

Charity activities

**125**

Matched donations

**30+**

Charity partners

**£30,000**

Contributions



## Race across the Atlantic

In July 2025, five of our Sales teams took on an ambitious challenge: to virtually race 4,847 km, the distance from London to New York, in just 77 days.

Tracking every step through Strava, teams competed not only for bragging rights but to raise money for causes close to their hearts while boosting their own wellbeing.

Each team selected a charity to support, championing a range of important missions:

- **Thames Hospice** - compassionate end-of-life care
- **Give a Dog a Bone** - tackling loneliness and rehoming rescue animals
- **Maggie's Yorkshire** - support for people affected by cancer
- **Ben Kinsella Trust** - tackling knife crime through education

The challenge tested endurance, teamwork and determination. Our Scottish teams crossed the virtual finish line first, but every team completed the race - raising an incredible £10,630 in total for their chosen charities.

## From Grief to Giving: £11,000 Raised for Brain Tumour Research

Our QA community came together with heart and purpose to raise funds for Brain Tumour Research, in honour of our exceptional colleague and friend, Tom Evans, who sadly passed away in August.

Through a series of heartfelt fundraising efforts, our colleagues raised £11,000, a total boosted by £5,433 from QA's 'Giving Back' scheme, amplifying the impact of every donation made.

From bake sales in our London, Leeds, and Manchester offices to a spirited run through the London Landmarks Half Marathon in full fancy dress, our teams showed what's possible when we unite for a cause that truly matters.



## Outward Bound: Real Challenge, Real Growth

In April 2025, our Enterprise and Public Sector sales teams took on a two-day challenge with charity partner Outward Bound Trust at their Eskdale Centre. What began as a glimpse into the learner experience became a powerful journey of resilience, connection, and personal growth.

Through climbing, abseiling, and plunging into icy waters, participants stepped far outside their comfort zones - unlocking inner strength and discovering that real growth begins where comfort ends.

This experience reminded us: when we challenge ourselves and support each other, we grow stronger together.

3.

## Planet

Our Path to Net-Zero

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# Planet

## Our Path to Net-Zero

### Science-Backed, Action-Driven

We take our commitment to reducing our environmental impact seriously. That is why we have set ambitious, science-based goals to achieve net-zero carbon emissions by:

- 2035 for Scope 1 and 2
- 2040 for Scope 3

We are proud that in May 2025, the Science Based Targets initiative (SBTi) validated and approved our net-zero targets. This confirms our goals align with the latest climate science and the global 1.5°C pathway.

We have published our sixth annual carbon report in accordance with SECR guidelines. The business has made year-on-year progress to reduce our carbon emissions reinforcing our commitment to climate accountability.

Our progress over the past 3 years is shown here:

Utility and Scope	UK Consumption (MWh)			UK Consumption (tCO <sub>2</sub> e)		
	FY25	FY24	FY23	FY25	FY24	FY23
<b>Scope 1</b> Gaseous and other fuels	320	434	660	58	79	120
<b>Scope 2</b> Grid-Supplied Electricity	2,133	2,440	2,827	442	505	547
<b>Scope 3</b> Transportation	641	690	662	143	155	153
<b>Total</b>	<b>3,094</b>	<b>3,564</b>	<b>4,149</b>	<b>643</b>	<b>739</b>	<b>820</b>

### Key highlights:

- Scope 1 direct emissions reduced by 27% to 58 tCO<sub>2</sub>e due to a significant decrease in gas consumption following our move to offices only powered by electricity.
- Scope 2 emissions dropped by 12% to 442 tCO<sub>2</sub>e. Thanks to our use of 100% renewable electricity across leasehold properties, our market-based Scope 2 emissions are zero.
- Scope 3 transportation emissions reduced by 8% to 143 tCO<sub>2</sub>e due to a decrease in total staff mileage.

We are committed to year-on-year improvements in our operational energy efficiency, and we have created a register of measures which we will work to implement over the next five years.



### EcoVadis Silver: A Global Benchmark of Our ESG Excellence

Our ongoing commitment to ESG is evidenced by our EcoVadis 'Silver Medal'. Our EcoVadis Silver Rating provides an independent, evidence-based evaluation of our performance across four key areas:

Environment, Labour & Human Rights, Ethics, and Sustainable Procurement.

Our 2025 EcoVadis silver rating places us in the top 15% of over 150,000 companies assessed globally.

Across our industry sector, we achieved the following ratings:

- **Top 1%** Environment
- **Top 5%** Labour & Human Rights
- **Top 6%** Ethics
- **Top 7%** Sustainable Procurement

The EcoVadis silver sustainability rating provides reassurance to our clients, partners, and investors that we are delivering strong ESG throughout our business.

### Optimising Our Estates for Sustainability and Efficiency

We continue to power all QA sites with 100% renewable electricity, eliminating our market-based Scope 2 emissions.

In 2024, we accelerated the optimisation of our buildings, using real occupancy insights to consolidate underused space. This programme reduced our estate by 28,970 ft<sup>2</sup>, cutting future energy use and long-term carbon emissions.

Our offices and learning centres are intentionally located near strong public transport links, and we actively encourage colleagues, learners and visitors to choose low-carbon travel through clear guidance in all joining instructions.

We are also partnering with landlords to introduce energy-saving technologies across our estate, including PIR lighting sensors, metering and air-quality sensors, people counters and high-efficiency HVAC systems. These upgrades give us a more precise understanding of how our spaces are used and enable us to continually enhance building performance.

### Inspiring Everyday Sustainability

We prioritise environmental sustainability in all new tenders and rigorously review suppliers to reduce our ecological footprint. For example, disposable cups have been removed from 90% of locations, with reusable options encouraged. Where disposables are required, we use CUPKind's certified recyclable and compostable products.

We have also switched to Econatural paper, made from 100% recycled beverage containers, free from chlorine and dyes, and fully climate-neutral and supporting a circular economy.

Our 'QA Green Team' of eco-superheroes were named by our employees and serve as a fun, engaging way to promote environmental awareness and action across the organisation.



Eartha Green



Hydra Hope



Kylo Watts



Gordon Binit



### Nurturing Nature, One Small Action at a Time

Protecting biodiversity is a vital part of building a resilient, sustainable future. Healthy ecosystems underpin climate stability, clean air and water, and thriving communities - and we are committed to playing our part.

To support the UK's declining honeybee population, we sponsor a beehive through Bees in Our Community, a Cheshire-based not-for-profit. Each year, our hive produces honey that we share with clients or sell to raise funds for charity - turning a small action into meaningful environmental and social impact.

We are also making sustainability part of everyday life at QA. To reduce landfill waste, we have introduced collection points for used coffee grounds, encouraging colleagues to take them home for their gardens.

Together, these initiatives reflect QA's commitment to environmental responsibility, community engagement, and practical steps that protect nature today and for future generations.



### Tech for Good: Extending Lifecycles, Expanding Opportunities

We work hard to minimise our environmental footprint while maximising our positive impact on people and communities. Instead of discarding surplus equipment, we repurpose and donate furniture and tech.

This not only reduces waste but extends the use of the asset, supporting education, inclusion, and opportunity.

We've donated to a wide range of schools, charities, and social enterprises across the UK and beyond, including Primrose Hill Primary School (Manchester), Big Adventure Club (Swindon), Home Start (Leeds), Little Hiccups (Grantham) and YEP! Youth Engagement Project (Cornwall). For the third year running, we also shipped a 20ft container of essential equipment to Ghana, helping build a dedicated ICT hub for the Trio Foundation to transform digital education for future generations.



4.

**Possibility**



# Possibility



## Empowering futures through apprenticeships

Since 2008, we have pioneered tech apprenticeships, becoming one of the UK's largest providers of levy-funded digital programmes. With a 98% pass rate and 90% of learners moving into full-time roles, we've accelerated over 55,000 careers.

In 2024, our apprenticeships generated over £580 million in social value. Our Social Return on Investment (SROI)<sup>1</sup> report researched by GIST Impact, analysed 22 digital apprenticeship programmes delivered by over 250 subject matter experts, measuring the economic, social, and environmental impact of their investment. The findings showed that for every £1 invested, QA's apprenticeship programmes delivered £6.89 in social value.

Our data goes beyond the headline figure, offering granular insights by region, gender, and ethnicity, helping businesses understand the real-world impact of their programmes across diverse communities.

We are developing a learning value calculator so we can demonstrate the economic value of training to our clients.



## Bridging the Digital Divide: Opportunity for All


We think that digital skills should be accessible to everyone, regardless of background, circumstance, or starting point. That belief, drives our commitment to reducing inequalities and closing the UK's critical digital skills gap.

Through initiatives like Teach the Nation and Tech4Futures, we deliver free, hands-on workshops that break down barriers to tech careers and open pathways into our apprenticeship programmes. In our Higher Education business, 35% of students are female, 79% are mature learners aged 25 or older, and 62% are international students.

We welcome and support participants of all ages, backgrounds, and experiences - because we know diverse perspectives drive innovation.

We aim to create opportunity, foster inclusion, and champion social mobility through every programme we deliver.

## QA - Driving Diversity in Digital: Our Impact in Numbers

	Female Participants	Ethnic Minority Participants	Deprived Areas IMD Quintiles 1 to 3
<b>Apprentices</b>	30%	23%	46%
 <b>QA   TTN</b> <small>Teach The Nation</small>	45%	45%	34%
<b>Tech4Futures</b>	32%	67%	39%
<b>EduQAte</b>	38%	56%	40%

<sup>1</sup> SROI is a principle-based methodology for measuring, analysing, and valuing social, environmental, and economic impacts, expressing them in monetary terms to demonstrate overall value creation.

## Teach the Nation: Unlocking Potential Through Digital Skills

We designed Teach the Nation (TTN) to make digital learning inclusive, practical, and transformative.

TTN provides participants with 4-hours of virtual training led by expert tutors, covering core skills in Python, data, web development, cloud, and DevOps.

Focused on attitude over experience, TTN supports those often overlooked by traditional education - especially individuals facing academic, socio-economic, or geographic barriers.

### QA | TTN Impact

Learning hours delivered	<b>8,434</b>
Attendees	<b>1,606</b>
Beginner level or no experience	<b>87%</b>
Interested in apprenticeships	<b>79%</b>

## Tech4Futures: Igniting Ambition, Unlocking Opportunity

Tech4Futures is more than a workshop series, it's a launchpad for ambition, designed to open doors into the world of tech.

Participants dive into practical workshops across software development, data analytics, digital marketing, IT support, and business administration. From building websites and analysing real-world datasets to learning coding fundamentals, each session is designed to demystify tech and build confidence, regardless of starting point.

By partnering with charities and social mobility organisations, we are reaching diverse audiences and equipping them with practical skills and confidence to take their next step.

### Tech4Futures Impact

Learning hours delivered	<b>1,156</b>
Attendees	<b>578</b>
Interested in tech career / apprenticeship	<b>85%</b>
Students (high school / college)	<b>69%</b>
Not in Education Employment or Training (NEET)	<b>8%</b>

## EduQAte: Unlocking Potential Through Practical Learning

EduQAte is QA's inclusive employability programme, building confidence, essential skills and supporting progression into work or further training. Whether starting out, changing careers or re-entering the workforce, participants gain practical tools to move forward with purpose..

### EduQAte provides:

- Job-readiness skills: CV writing, interview preparation and workplace behaviours
- Flexible, inclusive learning: Accessible, supportive sessions for diverse needs
- Clear pathways: Guidance into QA Apprenticeships and entry routes into tech careers

EduQAte is a springboard for lifelong growth, empowering individuals of all ages, backgrounds and experiences to take their next step with confidence.

### EduQAte Impact

Learning hours delivered	<b>1,260</b>
Attendees	<b>630</b>
Students (high school / college)	<b>55%</b>
Not in Education Employment or Training (NEET)	<b>15%</b>

## Empowering Every Mind to Thrive

At QA, we believe that every learner deserves the opportunity to thrive. We are committed to unlocking potential, promoting lifelong learning, and creating meaningful opportunities for all.

In February 2025, during National Apprenticeship Week, we launched the QA Neurodiversity Network, a major step in supporting and empowering neurodiverse learners and employees.

Built on four core pillars and supported by 35 Neurodiversity Champions and 10 trained specialists, the network fosters safe, inclusive spaces for growth and connection.

Our monthly 'Safe Space' sessions, each attended by over 100 participants, offer a supportive environment for open dialogue, shared experiences, and collective empowerment.

Together, we are not just supporting neurodiverse individuals, we are celebrating their strengths, amplifying their voices, and building a sustainable future.

## Honouring Service, Empowering Futures

At QA, we proudly uphold our commitment as a signatory of the Armed Forces Covenant - creating a workplace where every member of the military community is welcomed, valued, and empowered to succeed.

We renewed commitment and re-signed the Armed Forces Covenant on 17th November 2025.

We are proud to have been recognised with the Gold Award in the Defence Employer Recognition Scheme and a place in the 2025 Top 50 Great British Employers of Veterans for the second year running.

Our forces-friendly approach includes targeted veteran recruitment in partnership with the Career Transition Partnership, and dedicated support for Reservists, 10 days' paid leave annually and mobilisation assistance. We also champion the Cadet movement by supporting volunteers who help shape the next generation of leaders.

## Our credentials:



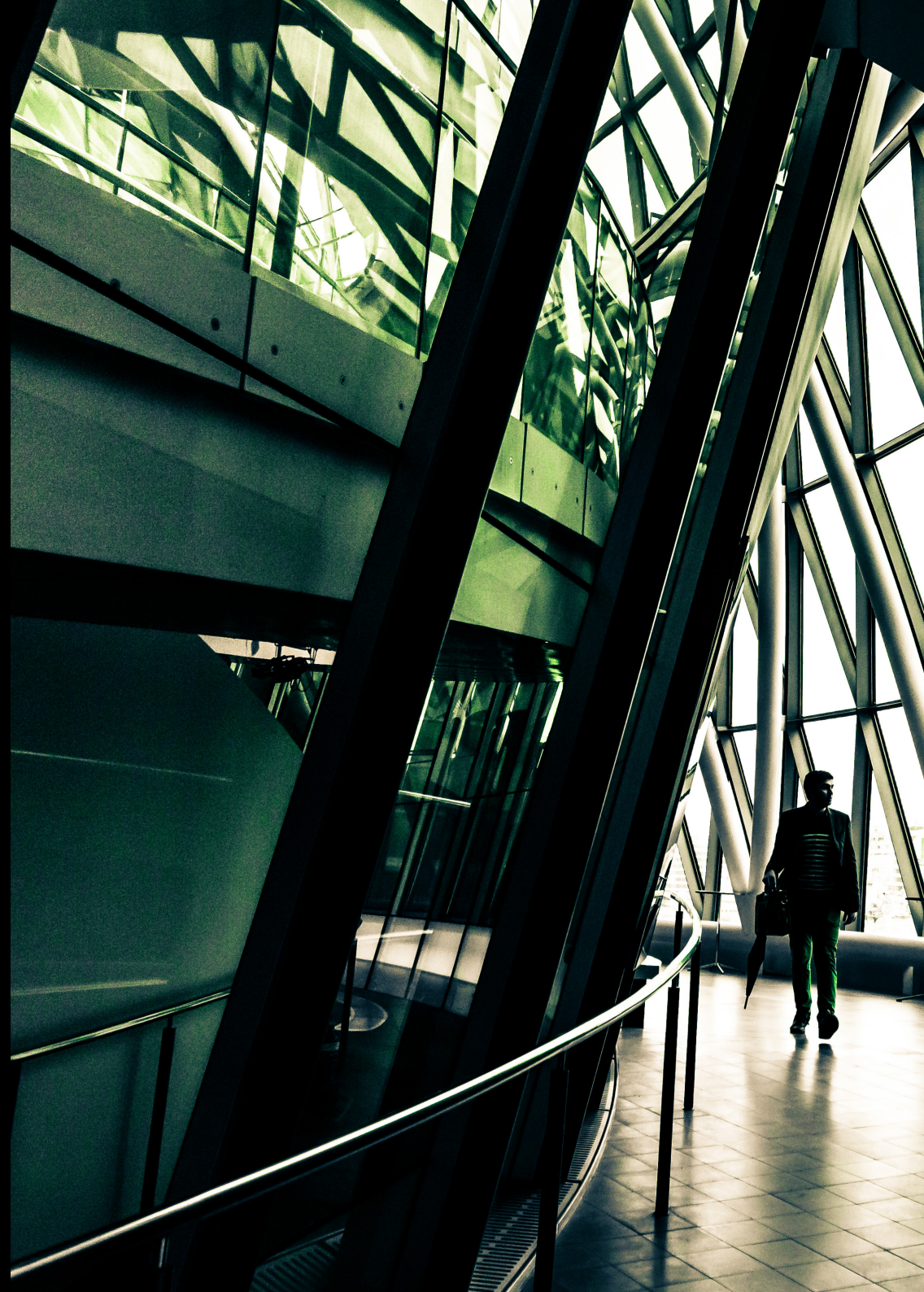
EMPLOYER  
RECOGNITION  
SCHEME

GOLD AWARD



5.

**Prosperity**



# Prosperity

We create prosperity through innovation, security and responsible growth - supported by strong governance, resilient supply chains, Cyber Essentials Plus accreditation, SME and VCSE engagement, and GIST Impact's SROI insights.

## The Value of Skills

QA's Social Return on Investment (SROI) report researched by GIST Impact, analysed 22 digital apprenticeship programmes delivered by over 250 subject matter experts, measuring the economic, social, and environmental impact of their investment.

The findings showed that for every £1 invested in our apprenticeship programmes in 2024, delivered £6.89 in social value - a powerful testament to the transformative impact of digital skills training.

Our cutting-edge tools enable organisations to track and maximise the social and environmental value of their investment in people. The data goes beyond the headline figure, offering granular insights by region, gender, and ethnicity, helping businesses understand the real-world impact of their programmes across diverse communities.

## Prosperity Through Digital Skills: Supporting Microsoft's Get On Campaign

QA is proud to support Microsoft's Get On initiative. Get On is an ambitious five-year commitment to help 2.5 million people gain the skills needed for the AI economy and connect 300,000 individuals to tech job opportunities.

As the pace of AI innovation accelerates, Microsoft has expanded the programme to equip one million more people with the capabilities required to thrive in an AI-enabled world.

In April 2025, the Get On community made history, earning a GUINNESS WORLD RECORDS™ title for the most participants to complete an online AI lesson in 24 hours, with 126,151 learners of all ages and backgrounds. QA has been a proud partner since the programme's inception.

As Microsoft's largest UK learning partner and the second largest globally, we continue to provide our expertise in AI, data and cloud skills to help expand opportunity and prepare people for the future of work.

## QAi - Harnessing the power of AI

QAi is accelerating smarter, more sustainable ways of working across QA. By combining AI, technology and human insight, we are transforming how our people work, learn and deliver impact.

We are using AI to create seamless, adaptive learning and client experiences, and to power faster, data-driven decisions that raise standards and performance.

Our goal is to unlock 20-30% efficiency gains, reducing time spent on repetitive tasks and enabling teams to focus on higher-value work that drives meaningful outcomes.

This shift not only boosts productivity; it also supports our sustainability ambitions by streamlining operations, reducing resource use and lowering our digital carbon footprint.

To ensure AI is applied responsibly and ethically, we are investing in training that equips our people, and our clients, to lead this change with confidence and purpose.

<sup>1</sup> SROI is a principle-based methodology for measuring, analysing, and valuing social, environmental, and economic impacts, expressing them in monetary terms to demonstrate overall value creation.

### Strengthening Cyber Resilience

We achieved re-certification for Cyber Essentials Plus (CE+), the UK Government-backed standard that independently verifies our defences against common cyber threats.

This rigorous assessment confirms that QA maintains strong technical controls and a proactive approach to safeguarding data.

Alongside CE+, we hold ISO 27001 certification and complete the UK's National Cyber Security Centre (NCSC) IT Health Check to provide assurance that potential vulnerabilities are being appropriately managed to UK Government standards. Our Learning Platform is listed in the Cloud Security Alliance (CSA) Star Registry.

Our technology teams continually enhance QA's Information Security and cyber posture through advanced monitoring, strengthened endpoint security, improved disaster-recovery measures, and regular access reviews, vulnerability assessments and penetration testing.

These measures ensure a secure, resilient environment for our learners, clients and partners.

### Partnering for Prosperity: Supporting Sustainable Supplier Growth

We work closely with our supply chain partners to help them sustain, grow and operate responsibly. Our approach is built on long-term relationships, shared learning and inclusive economic opportunity.

We strengthen supplier resilience by:

Promoting diversity, engaging SME, VCSE and minority-owned suppliers — including 74% SME/VCSE and 27% minority-owned partners on our largest UK Government contract.

Ensuring capability and compliance, using due diligence, our Supplier Code of Conduct, and our Vendor Management platform to manage onboarding and risk assessment while maintaining ongoing contractual and legal compliance.

Supporting development, with regular engagement from Procurement Specialists and quarterly collaboration workshops to share knowledge and best practice.

We also align our approach with the Sustainable Procurement Pledge, reinforcing our commitment to ethical, inclusive and sustainable growth.

### Trusted Standards for Responsible Growth

QA maintains four key ISO certifications that reinforce our commitment to quality, security, sustainability and safe working environments:

- **ISO 9001** - Quality Management: Ensuring consistent, high-quality delivery and continuous improvement.
- **ISO 14001** - Environmental Management: Reducing our environmental impact through structured, responsible practices.
- **ISO 45001** - Occupational Health & Safety: Protecting colleague wellbeing through strong health and safety management.
- **ISO 27001** - Information Security: Managing the Confidentiality, Availability and Integrity of Customer and QA data.

Together, these certifications demonstrate QA's dedication to rigorous standards and responsible, reliable operations.

# Closing Statement

Looking ahead, we do so with clarity, confidence and purpose.

Our heritage gives us strength, our mission gives us direction, and our ESG strategy ensures the progress we make is shared, responsible and sustainable.

We will continue to embed this approach across QA, so the skills we build deliver lasting value for our learners, colleagues, clients and communities.

