

**Cognition**  
Learning Group >

# Impact Report

2022 - 2023



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# Foreword

**FROM THE GROUP CHIEF EXECUTIVE OFFICER, TINA LUCAS**



**As we reflect on the past year, we are filled with gratitude and a sense of accomplishment. Despite the challenges posed by the global recovery of the COVID19 pandemic, our people remained resilient and focused on our purpose to transform the lives of children, young people, and adults worldwide. We believe that challenging times call for innovative solutions, and Cognition Learning Group is committed to helping educators and learners adapt to the changing landscape of education. We recognise the vital role that education plays in shaping the future of our society, and we are invested in providing accessible and equitable learning opportunities to all.**

This year has been a significant milestone for our organisation, as we continue to expand our reach, impact, and workforce in the learning space globally. We are immensely proud of the work we have done and the impact we have helped to generate for learners worldwide. We have expanded our portfolio to support pupils

in the UK get back on track following the disruption caused by the pandemic, upskilled school and business leaders in Australia and New Zealand to enhance their management skills, and partnered with the Solomon Islands government to co-design a national education, social, and infrastructural reform for upper secondary students.

Over the period of April 2022 to March 2023, Cognition Learning Group reached more than five million individuals worldwide. This is 37% more educators, learners, government partners and corporate staff than last year, which is a testament to the hard work and dedication of our people. Our learning products and services were used in 29,697 educational institutions, government agencies, and commercial organisations, which is more than seven times the number in 2021/22. Our solutions have also helped close to three million learners of all ages achieve their potential.

With the acquisition of an apprenticeships, and leadership and management development company, Aspire Development, in 2022, we are able to diversify our offerings, ensuring that we provide the most comprehensive and effective learning solutions. This has allowed us to reach even more learners, providing them with the tools and guidance they need to succeed in their personal and professional lives.

After a phenomenal year of growth and the doubling of our workforce, we recognise the need to enhance our internal processes so that we can generate even greater impact for children, young people, and adults worldwide. Our aim is to ensure that all our diverse and dispersed teams feel informed, connected, and supported. We have done this through the regionalisation of our corporate teams, the implementation of global staff gatherings and conferences, and the rollout of our competency and development framework.

As we move forward, we are excited about the opportunities and challenges that lie ahead. Our team is constantly working on improving our offerings to unleash the power of learning and transform lives. We would like to extend our heartfelt thanks to our clients, funders, partners, and supporters for their unwavering trust and belief in our purpose. We are inspired to continue and grow our collaborations to create a brighter future for all.

Sincerely,

**Tina Lucas,  
Chief Executive Officer,  
Cognition Learning Group**

# About us

Cognition Learning Group is a leading provider of education, training, consultancy, and digital learning solutions. We are owned by the not-for-profit *Te Rau Puāwai Education Trust*, whose mission is to advance learning outcomes, particularly for marginalised learners.

With a global headquarters in Auckland, New Zealand, we operate across four continents. Our roots can be traced back to 1989 as a service provider to schools in New Zealand, but we have since expanded these services and global reach to deliver in more than 30 countries. Cognition Learning Group is strategically positioned within the key sectors in education, learning, and development to deliver quality learning experiences to people at every stage of their lives.

**Our purpose is to unleash the power of education to transform the lives of children, young people, and adults around the world.**

We are committed to this purpose because of the wide range of global evidence that demonstrates that better education and learning opportunities generate stronger outcomes from individuals, communities, businesses, nations, and marginalised groups.

The Group delivers a wide range of education services, aimed at improving learning outcomes, creating opportunities, and changing lives for the better. We achieve our purpose through our core activities which include:

- International consultancy for education policy, reform and improvement
- Implementation of national programmes of education transformation
- Leadership and management training for leaders across government and industry
- Education research and evaluation
- Recruitment and mentoring of teachers for the school workforce
- Creation of digital and published curriculum materials and learning resources
- Professional development for educators
- Digital learning and workforce development for businesses
- Development of national training programmes for education institutions and education leaders
- Delivery of apprenticeship programmes for businesses.



Cognition Learning Group consists of four brands working across four continents.



Cognition Education is a global provider of education consultancy services and transformation programmes, with a focus on improving learning outcomes for all.



Wavelength Learning is an award-winning developer of human-centred digital learning solutions for the workplace.



Begin Bright is a provider of early learning and tutoring programmes with a mission to enrich the lives of children and to equip them with skills and dispositions to excel at school.



Aspire Development is an apprenticeship, leadership and management business focused on growing the capability of staff and organisations.



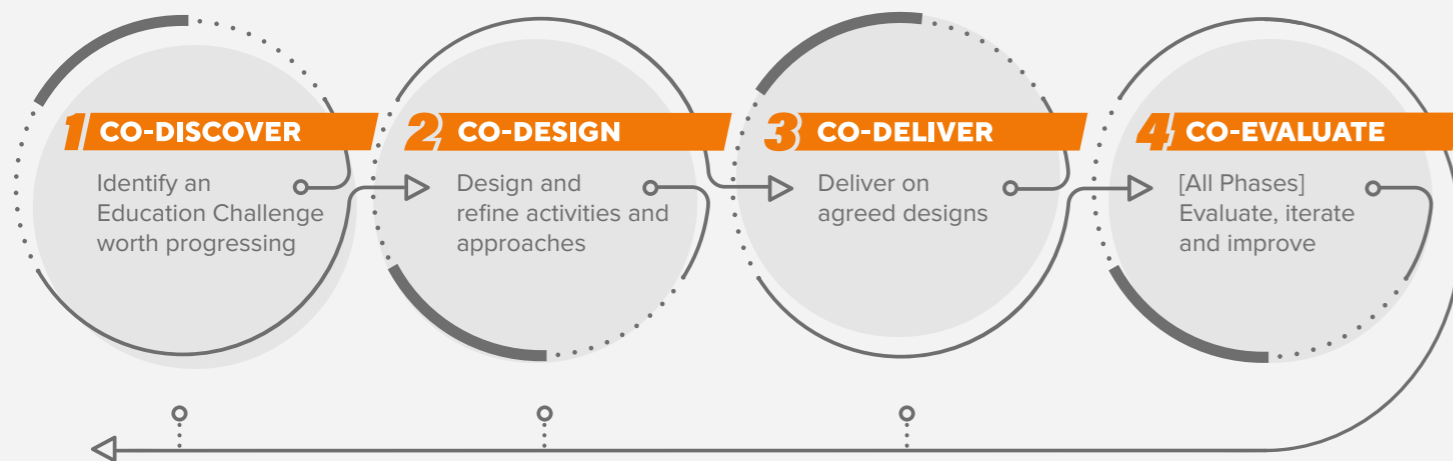
# How we work

We leverage a rigorous consulting methodology to support our clients to achieve really ambitious goals. This approach has evolved from our 34-year track-record of working with Ministries of Education, donors, businesses, and learners across the globe. It has been further enhanced by our analysis of 50+ improvement methodologies, factor analysis statistical studies, meta-analysis, and systematic reviews on effective implementation processes.

The Group has also published widely on high-impact implementation and de-implementation practices, including three books with leading publishers in 2022 and 2023. These were co-authored with leading education researchers, including Professor John Hattie and Professor Dylan Wiliam.

Our internal consulting methodology comprises four interconnected phases (Figure 1). Within each phase, there are a range of scaffolded sub-processes that support our teams to generate ambitious impact for our clients (Figure 2). Our approach is also designed to be highly collaborative and adaptable to the different cultural contexts in which we work.

**Figure 1: Our Four Phases of Support**



**Figure 2: Stages within our consulting approach**



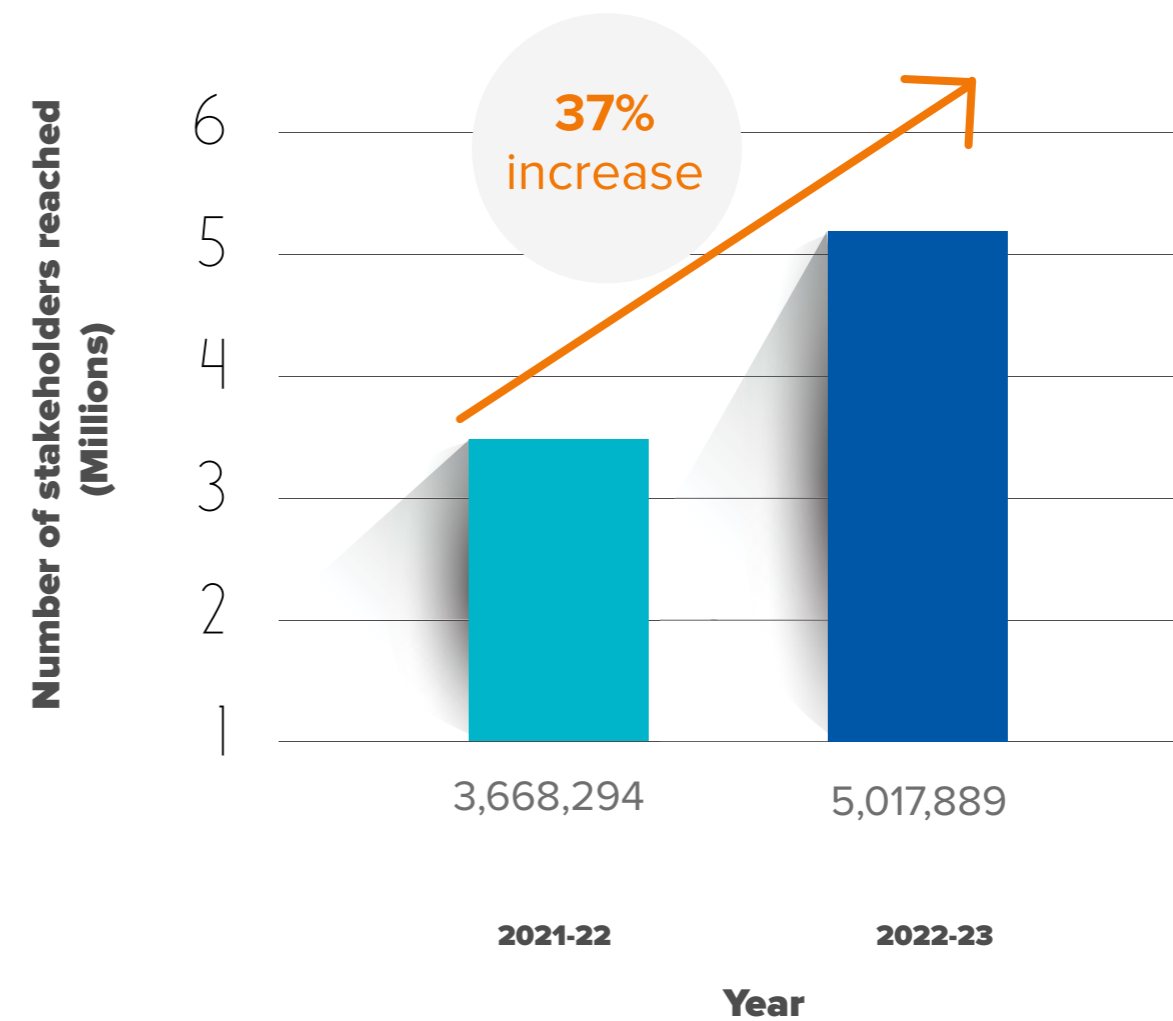
We also maintain a large internal 'what works best' for learning database that we use to support our clients to identify high-probability approaches that are likely to generate impact in their contexts. This database synthesises the findings of more than 2,000 systematic reviews and meta-analysis of more than 130,000 studies, involving more than 300 million students. Our education team continues to add and grow this as new peer reviewed studies are published.

# COGNITION LEARNING GROUP Global Reach 2022 - 2023

Over the period of April 2022 to March 2023, Cognition Learning Group reached **5,017,889** educators, learners, government partners, and corporate staff worldwide.

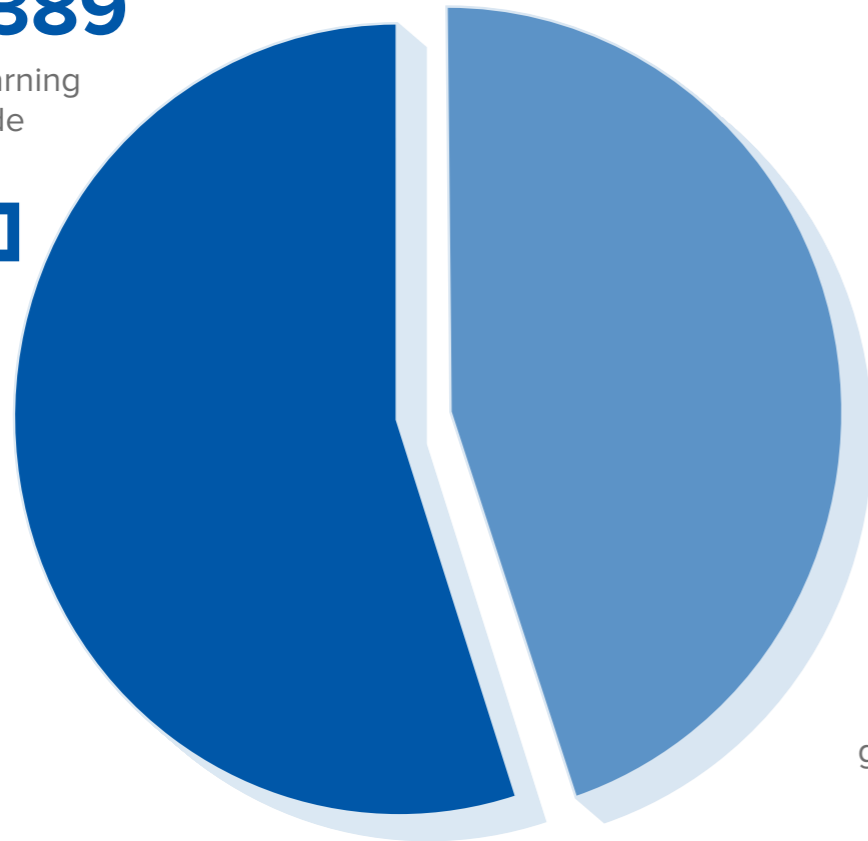


## Cognition Learning Group Global Reach



# 2,558,966 learners reached

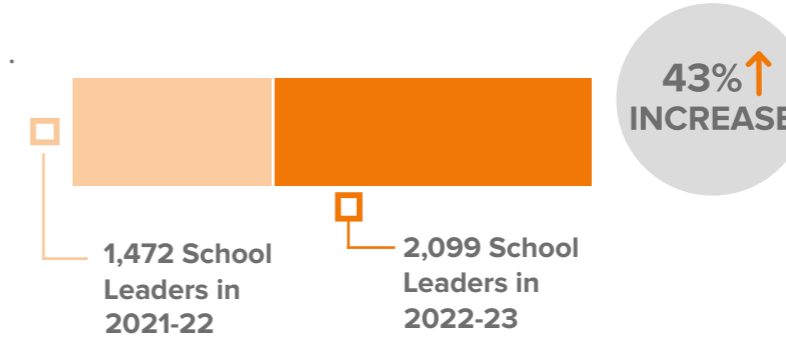
Our work impacted **1,845,389** students' learning worldwide



**713,577** government partners, and corporate staff benefitted from our services.

# 92,145 educators reached

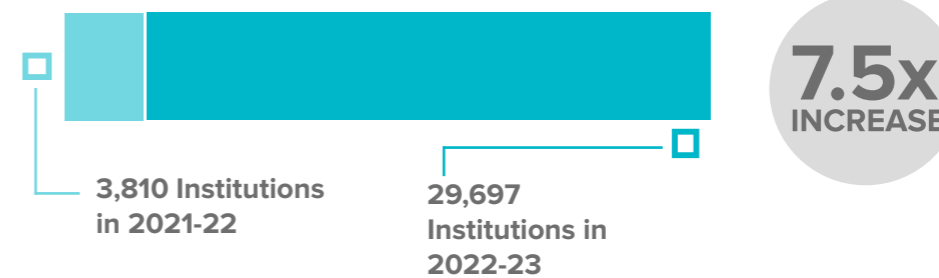
Cognition Learning Group worked directly with **2,099 school leaders** worldwide to provide customised professional development services for teachers



Directly worked with **8,415 educators** in the Southern Hemisphere alone.



# 29,697 institutions reached



**29,581** educational institutions used our learning products and services.

**116** government agencies and commercial organisations benefitted from our bespoke upskilling, coaching, and digital learning experiences.





# Cognition Education >

Cognition Education is an established leader in the design and delivery of education transformation programmes for governments and donors. With a strong 34-year track record, Cognition Education has successfully managed and delivered contracts across 4 continents with more than 30 governments, in a range of low-, middle- and high-income country contexts.

Recent projects have involved:

- national teacher recruitment and training initiatives
- national education strategy development
- the delivery of statewide school improvement services.



Teachers in Choiseul Province, Solomon Islands receiving learning resources from Cognition Education as part of the Ministry of Education and Human Resources Development's COVID19 response to support teaching and learning activities while schools are closed.



# Our Impact

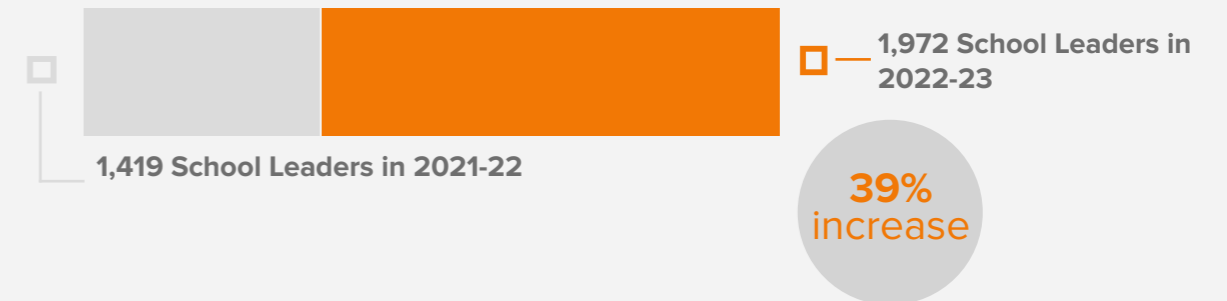
National partnerships and international development projects delivered by **Cognition Education** have impacted the learning outcomes of almost **1 million students worldwide**.



A total of **31,638 educators** benefitted from Cognition Education's education transformation programmes.

Supporting learners and educators at **25,381 schools** in New Zealand, Australia, Solomon Islands, and the UK.

**Worldwide Cognition Education** teams have directly worked with **1,972 school leaders and specialist teachers** to co-design, co-deliver, and co-evaluate bespoke professional learning and career development programmes.



Between April 2022 to March 2023, Cognition Education has proudly delivered a total of **404** unique and localised projects.

We have chosen four case studies that exemplify the value that Cognition Education brings to our clients. We believe that these ongoing projects reflect our unwavering dedication to providing effective solutions for every initiative we undertake. The selected four case studies are detailed in the subsequent pages.

# INTERNATIONAL DEVELOPMENT IN SOLOMON ISLANDS

Cognition Education and Wavelength Learning are supporting the Solomon Islands Ministry of Education and Human Resources Development in three national programmes to improve the country's education system. The programmes are focused on national teacher professional development for Years 1 to 9, national curriculum development for Years 1 to 9, and national senior secondary education improvement design for Years 10 to 12. The partnership with the Ministry aims to improve access to education, strengthen school management systems, and advance the quality and relevance of teaching practices, curriculum materials, and learning activities.



School leaders from Honiara sharing their schools' progress in adopting the new national professional development framework at a workshop in December 2022.

In **Programme 1**, Cognition Education worked with the Ministry to develop a national teacher professional development strategy. The team recruited and deployed professional development facilitators to help implement the strategy nationally. During the COVID-19 lockdown in 2022, the national professional development team ensured children continued learning via radio broadcasts and physical distribution of learning resources across over 200 inhabited islands. After the lockdown was lifted, the team continued to deliver teacher professional development workshops in partnership with government officers for over **780 school leaders** and **1900 teachers** in over **200 schools** across almost **50 islands in the country**. Early findings from almost 500 professional development workshop participants at the end of 2022 indicate that the training supported their implementation of the new national professional development strategy in their leadership or teaching practices.



100% of workshop participants agree or strongly agree that our training supported their implementation of the new national professional development strategy in their leadership or teaching practices



76% of teachers are able to apply the teaching strategies they learnt during the workshops to shift their focus to student-centred learning.

**Programme 2** focuses on national curriculum development for Years 1 to 9.

The Ministry recognised that student learning is significantly enhanced when children have access to high-quality and culturally appropriate curriculum materials, so Cognition Education partnered with the Ministry to develop a **5-year national roadmap for curriculum re-development**. The programme involves the development of **14 learner textbooks** and **14 teacher guides** for basic education and selected elements of the senior secondary curriculum. The team has also piloted 5 of the 6 teacher guides in classrooms.



The picture above depicts the teacher guide pilot activity happening at New Hope Academy primary school in Honiara with a Year 1 teacher and students for their Art and Culture class in November 2022.

**Programme 3** focuses on national senior secondary education improvement design for Years 10 to 12.

After achieving significant progress in student enrolment and attendance in primary and lower secondary education, the Ministry now wishes to expand and enhance provision for the senior secondary levels. Cognition Education is working with the **Asian Development Bank** to support the Ministry to design a Senior Secondary Education Improvement Project which will **improve the quality of learning in senior secondary education, expand climate and disaster resilient facilities and quality learning equipment for senior secondary education, and strengthen national and secondary school management**.

The team has consulted with key local stakeholders, including parents, students, teachers, and school leaders across the country. The information collected has resulted in:

- The design of a new senior secondary curriculum for Solomon Islands which has a strong focus on transferable competencies, climate resilience, inclusion, and work readiness.
- Plans for sustainable, school-based professional development for teachers and school leaders to enable successful implementation of the new curriculum.
- Plans for infrastructure development in 11 schools, including new ablution blocks, boarding facilities, and learning spaces which will enhance access and support the new curriculum.
- Provision for the ongoing capacity development required by Ministry personnel, education authorities, pre-service teacher educators, and school leaders to implement the new curriculum and manage climate resilient facilities.



Overall, the partnership between Cognition Education and Wavelength Learning with the Solomon Islands Ministry of Education and Human Resources Development aims to improve the education system in Solomon Islands by enhancing access to education, strengthening school management systems, and advancing the quality and relevance of teaching practices, curriculum materials, and learning activities.

# PROFESSIONAL LEARNING AND DEVELOPMENT, NEW ZEALAND

Cognition Education provides Professional Learning and Development (PLD) to teachers, and school leaders commissioned by the New Zealand Ministry of Education. The aim is to improve teachers' practices and enhance student learning, with a specific focus on the National Priorities for PLD. Cognition Education collaborates with individual schools and school clusters to design, deliver, and evaluate tailored solutions to meet their unique needs and strengthen equity through responsive teaching.

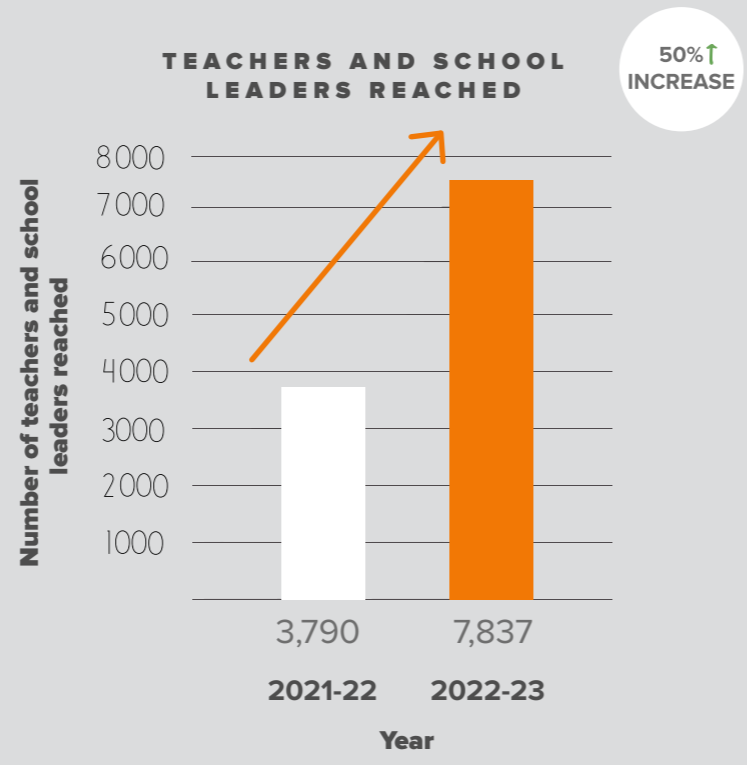
## OUR IMPACT

In 2022-23, we directly worked with:

-  328 schools
-  933 school leaders

7,837 teachers and school leaders benefitted from our facilitators' coaching and professional development support.

Our participants guided and supported the learning of **107,285** students across the country.



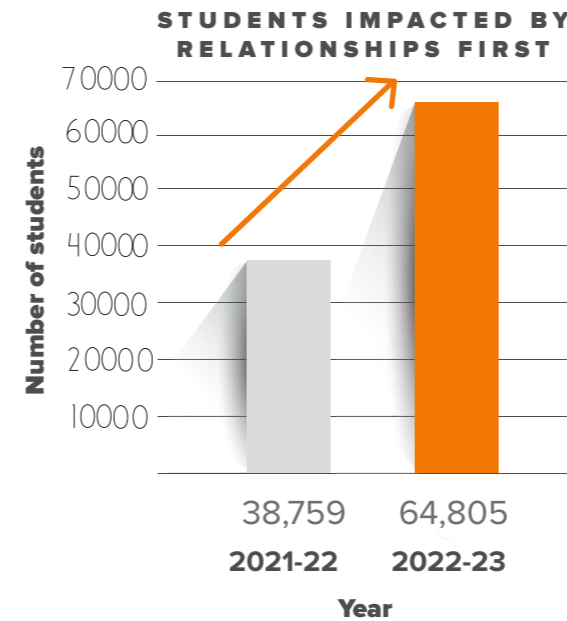
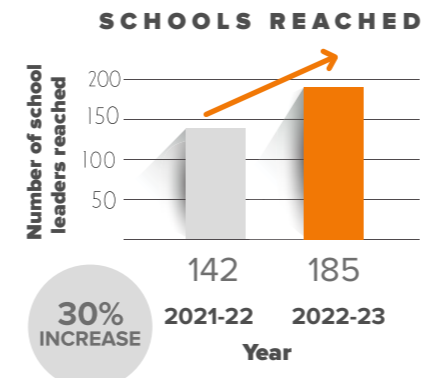
- 92%** of participants agree that our tools, strategies, and resources are appropriate for their local context.
- 76%** of participants agree or strongly agree that student learning outcomes are significantly improving because of their participation in our sessions.
- 98%** of participants would recommend our professional learning and development to colleagues.

# ZOOMING INTO CULTURAL CAPABILITY: RELATIONSHIPS FIRST, NEW ZEALAND

We created the Relationships First programme with Emeritus Professor Russell Bishop to improve teacher effectiveness and build meaningful relationships with students. Our aim is to increase equity in classrooms and maximise the achievement of all learners, with a focus on marginalised and indigenous students. Relationships First is based on over two decade's worth of research in indigenous and minority education and transforms pedagogy, leadership styles, and systemic practices to create a culturally responsive context for learning.

## OUR IMPACT

Worked directly with **380** school leaders to increase equity among students' learning.



1 in 2 students benefitting from our Relationships First professional development are Māori.



Within 1 year of being coached by our Relationships First facilitators, we observed that, on average, teachers' conversations have shifted from focusing negatively on students' personal challenges to positively about their abilities by **28%**.

# NATIONAL TUTORING PROGRAMME, ENGLAND

Cognition Education has partnered with the UK Department for Education to **support the delivery of the National Tutoring Programme (NTP)**, which provides academic support for students who may have fallen behind in their learning due to COVID-19 disruptions.

**Cognition Education manages one of the three tuition routes available through NTP, which involves recruiting suitable candidates to become trained Academic Mentors across England.** The team works closely with school leaders and classroom teachers to develop individualised support plans for students. Schools can request Academic Mentors by submitting their specific needs directly to Cognition Education's school engagement team. The team then matches suitable Academic Mentor candidates with the school's specific requirements and deploys them to provide targeted academic support to students in need.

## OUR IMPACT

Since July 2022 when Cognition Education became an NTP delivery partner, our outreach efforts using several channels to attract candidates for our talent pool of Academic Mentors have resulted in **Cognition Education reaching over 4,500 expressions** of interest from candidates wishing to become an Academic Mentor.

## THE PROGRAMME IMPACT

In 2022 **66% of schools across England** participated in the NTP programme.



"I missed teaching children but did not miss being a class teacher. The Cognition Education team was very supportive when a school became available after I had my interview with them. I can already see the confidence of my students developing together with their willingness to learn and take risks in smaller settings. I absolutely love my new role!"

Sonia, an ex-teacher with 28 years of classroom experience and current Academic Mentor in a school matched by Cognition Education



Since November 2020 **3,365,598** course starts by pupils have been recorded across the NTP programme.



Of which, as one of the three NTP delivery partners, Cognition Education has contributed to a collective figure of **839,495 courses** starting in 2022-23 academic year.

# VICTORIAN COACHING WITH CONFIDENCE PROGRAMME, AUSTRALIA

Cognition Education has partnered with the Victorian Academy of Teaching and Leadership in Australia to provide professional coaching and leadership training for government school leaders. The Coaching with Confidence programme, co-designed by Cognition Education and Wavelength Learning, is a 3-month blended learning programme that takes place fully online, offering synchronous and asynchronous modules, one-on-one coaching, and post-training online coaching toolbox and activities. The aim is to empower and support school leaders to coach their own staff towards excellence, which will reduce schools' reliance on external coaches while fostering internal professional learning and capacity building.

## OUR IMPACT



In recognition of Aboriginal and Torres Strait Islander cultures, we facilitate Yarning circles as a respectful relationship-building activity for our programme participants. In each workshop, a Yarning circle session allows our school leaders to exchange ideas and collaborate in an honest and trusting space for the benefit of their respective communities.

Our Coaching with Confidence blended learning courses were evaluated in specific areas, and the feedback from the first 3 intakes are overwhelmingly positive:

### Evaluation Areas

- ✓ Relevance
- ✓ Quality of delivery
- ✓ Application of learning

### Feedback

- 92% agree or strongly agree that the content linked well to their responsibilities as school leaders.
- 88% agree or strongly agree that the 3-month programme was delivered with high quality.
- 94% of participants are using the new knowledge and skills acquired from our blended learning programme.

# Wavelength Learning >

Wavelength Learning is an award-winning expert producer of human-centric digital learning content, blended learning experiences, and publications for government and commercial organisations in Australia, New Zealand, the Pacific Islands, and the UK.

Wavelength Learning specialises in designing and delivering bespoke, engaging, and stimulating digital learning solutions to meet specific learning needs. Wavelength Learning is:

**Winner of 4 international awards for 2 education projects in 2022**

The winning projects are from partnerships with St Vincent de Paul Society in New South Wales and Parkinson’s New South Wales.



Best Talent Strategy Diversity/Inclusion



Best Learning Project (Aged Care Industry)



Best Learning & Talent Development - Ethical Training



Best Learning & Talent Development - Health & Safety Training

These accolades were presented at the esteemed LearnX conference, which showcases exceptional learning initiatives from some of the world’s leading global enterprises, academic institutions, and public service sectors.

Over the past 15 years, the LearnX awards have received thousands of high-quality submissions, with the awarded projects having a direct impact on over a million learners and employees. We are thrilled to have been included in this respected group of winners, and we look forward to continuing to drive meaningful change through innovative learning solutions.

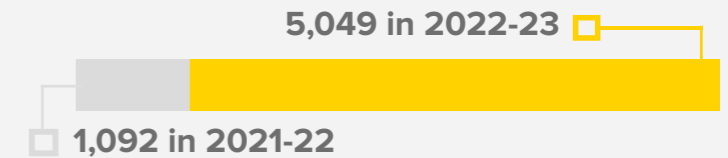


# Our Impact

We worked directly with **7,364** government, business, and school leaders to co-design and co-deliver digital learning projects between April 2022 and March 2023.

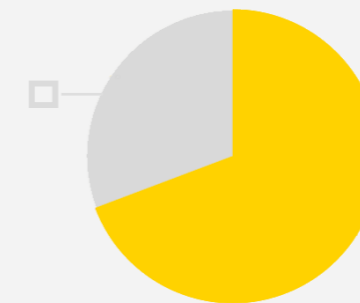


Wavelength Learning’s multimedia learning resources are used in **5,049** schools, government agencies, and commercial organisations in New Zealand, Australia, and Solomon Islands.



Our innovative digital resources such as videos, games, e-books, learning modules, manuals, and brochures are used by **1,082,377** students & **480,409** government and corporate staff.

480,409 government and corporate staff



1,082,377 students

Over the period of April 2022 to March 2023, Wavelength Learning delivered a total of **95 contracts**.

As a testament to our team’s expertise and dedication, we have carefully selected two standout projects to highlight as case studies in this report. Through these case studies, we aim to demonstrate the tangible impact and value that Wavelength Learning has brought to our clients, displaying our team’s ability to consistently deliver outstanding results.

## CASE STUDY

# PARKINSONS NSW, AUSTRALIA

Wavelength Learning has partnered with Parkinson's NSW to create a digital learning suite for caregivers and healthcare professionals involved in the care of people with Parkinson's disease. The suite includes two interactive learning experiences and a third one focused on exercise. It aims to make a difference in the lives of those affected by the disease.

## OUR IMPACT



Learning suite launched at **Parliament House**.

Wavelength Learning celebrated the launch of this digital learning suite alongside Parkinson's NSW at Parliament House, Sydney in May 2022. The event recognises the importance and impact of our digital learning suite, as well as the partnership between Parkinson's NSW and Wavelength Learning.



The Modules won **2 international awards**.



(Left) LearnX Diamond award for Best eLearning Project and (Right) Gold LearnX Award for Best Learning & Talent Development within Health & Safety Training



**Over 60 external organisations** have purchased the digital learning.

As part of the organisation's commitment to improving education and training around the disease, Parkinson's NSW extended access to the learning suite to external organisations.

**Over 60 external organisations** have taken advantage of this opportunity and purchased the digital learning experiences to support their staff's professional development in this area.

## CASE STUDY

# CERTIS SECURITY, AUSTRALIA

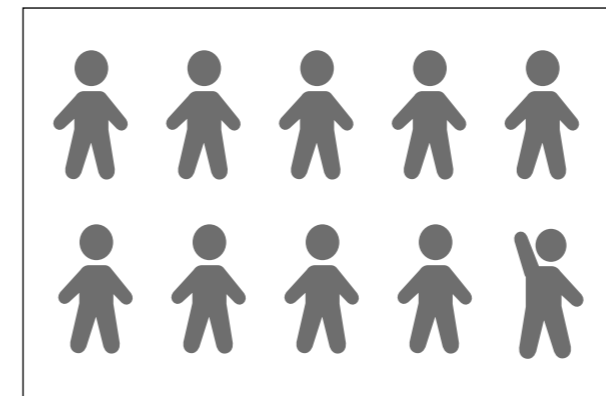
Certis Security Australia and Wavelength Learning partnered to create digital learning modules for aviation screening officer recruits. The programme equips officers with skills and knowledge to handle complex screenings with compassion and firmness, resulting in a more competent and confident workforce. The programme meets Certis' key performance indicators and provides a safe and welcoming experience for passengers.

## OUR IMPACT




Key performance indicators of:

- ✓ Time to proficiency
- ✓ Transfer of learning
- ✓ Stakeholder satisfaction were met because of our learning suite.



Over **200 staff** in multiple sites trained in the first **3 months of 2023** during high demand operational periods without any negative impact on business operations.

 = 20 learners

Certis Security Australia **highly rated** us for our:



Quality of deliverables



Communications



Management and suitability of personnel



Resolution of issues

# Begin Bright >

Begin Bright has been a leading children’s education programme provider across Australia and New Zealand since 2008. We have supported over 25,000 children to be happy and confident learners.

With our primary focus on the Early Years, our programmes and resources support children from the very early stages of education, during their transition to school and throughout their primary school years. Incorporating all levels of STEM, arts, maths and literacy through fun, engaging activities, as well as social and independence skills, Begin Bright’s mission is to help children develop a lifelong love of learning.



Young learners in Australia participating in two separate interactive Begin Bright sessions that are part of our school readiness programme.



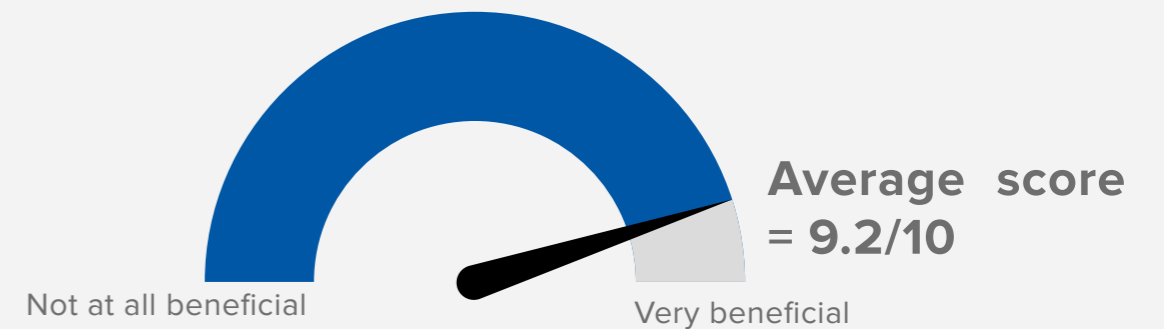
# Our Impact



**15 Begin Bright providers** operate throughout Australia and New Zealand, with trial sessions conducted recently in the UK.

Over **900 children** per term benefit from our literacy, numeracy, STEM, and art programmes.

**Parents found the Begin Bright programmes very beneficial to their child’s education:**



**100% of parents** are satisfied or very satisfied with our programme content, delivery, and materials.



**100% of parents** would recommend our Begin Bright services to friends and colleagues.



## OUR PROGRAMMES

Begin Bright programmes are designed to develop, improve, and extend literacy and numeracy in children, while building confidence to enhance their education journey. Begin Bright fosters a sense of enjoyment, putting creativity, discovery, and fun back into learning.

### Context

Begin Bright started as a response to identified gaps in children’s learning in three educational phases:

- the early years
- the transition period to primary school
- the primary years.

As such, Begin Bright aims to bolster children’s learning from ages 2 to 12 by providing them with a range of interactive and nurturing early education and tutoring programmes.

In 2022, Begin Bright expanded into the UK with a trial mission to further support parents by providing strong academic and socio-emotional foundations to their young children.

## OUR TIMELINE



## OUR SUPPORT

With our preschool and early primary programmes as our defining services, Begin Bright continues to develop the latest and most comprehensive school preparation resources in early childhood years.

Begin Bright offers a scaffolded range of programmes supporting children’s learning from 2 years old to the end of their primary school journey at 12 years old. Our programmes introduce and continuously aim to develop the following as children go through different developmental stages:

- literacy and numeracy concepts
- fine and gross motor skills
- socio-emotional skills
- autonomy
- executive functioning skills
- child-directed play and creativity

All the Begin Bright programmes are easily adapted for delivery through our network of locations across various regions and platforms. We offer the following list of programmes for parents to choose from:

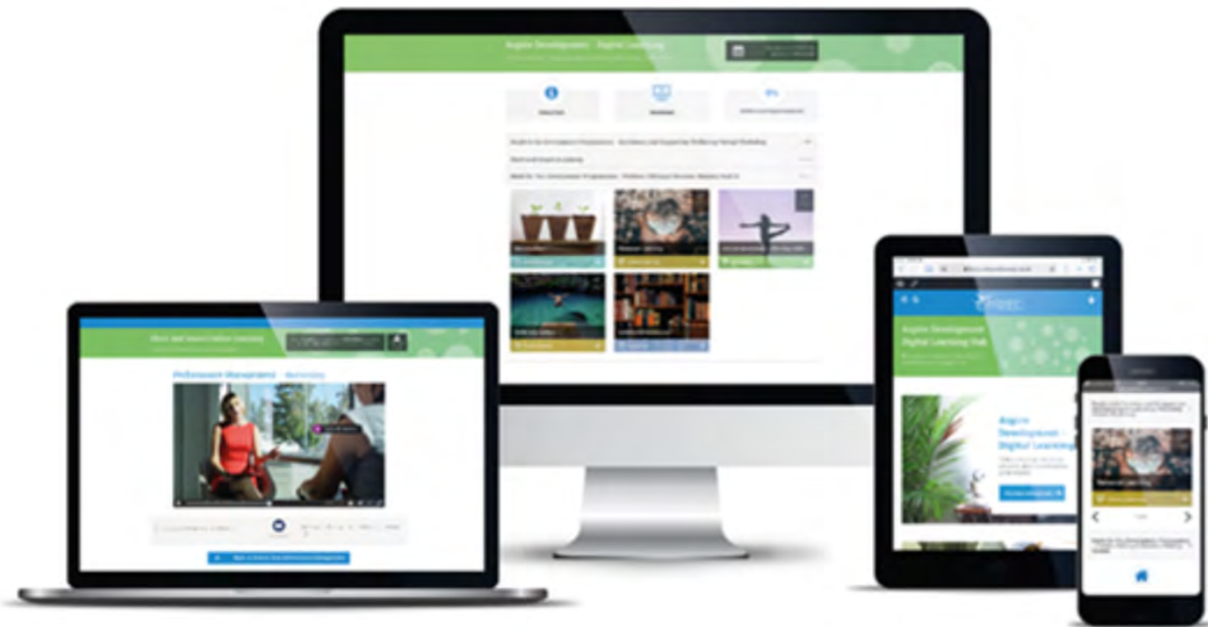


# Aspire Development >

Aspire Development is an established provider of apprenticeships, leadership development programmes and qualifications for public, private, and non-profit sectors in the UK.

Aspire has an 18-year track record of training apprentices, leaders, and managers to engage employees, improve performance, and increase organisational effectiveness.

The quality of Aspire Development’s support to apprentices, leaders, and managers is endorsed by prestigious awarding bodies such as the Institute of Leadership & Management (ILM), NCFE and Highfield, as well as by the UK Office for Standards in Education, Children’s Services and Skills (Ofsted)—as an approved apprenticeship provider.



*Accessible Learning at Your Fingertips: Aspire Development's Digital Learning Hub provides seamless access to our digital programmes from any device, anytime. Our user-friendly platform empowers learners to take control of their learning journey and reach their full potential.*



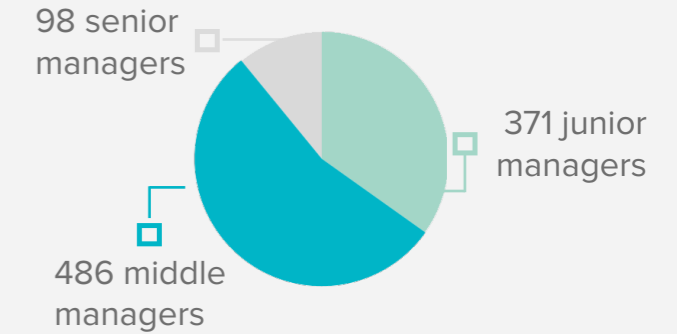
## Our Impact

Between April 2022 and 2023 we delivered **260 apprentices** for clients in healthcare, construction, manufacturing, logistics, food and beverage, charity management, legal services, and car distribution and sales.



Out of **106 apprentices** who reached their End Point Assessment, **99% passed** on their first attempt. **73% achieved distinctions.**

**Between April 2022 and 2023 Aspire Development provided bespoke leadership development and training to:**



**231,213 employees** were impacted by our management and leadership training and coaching between April 2022 and March 2023.

- ✓ **97%** of participants agree or strongly agree that our training, coaching, and upskilling programmes met their learning expectations.
- ✓ **98%** of participants agree or strongly agree that the learning is relevant and useful for their respective roles.
- ✓ **97%** of participants agree or strongly agree that our delivery was of high standard and enjoyable.
- ✓ **97%** of participants agree or strongly agree that our materials and learning activities were of high quality.

Aspire Development successfully delivered **46 contracts** between April 2022 and March 2023. To highlight our achievements, we have selected three projects that showcase our commitment to excellence across various fields. These three case studies are detailed in the following pages.

## CASE STUDY

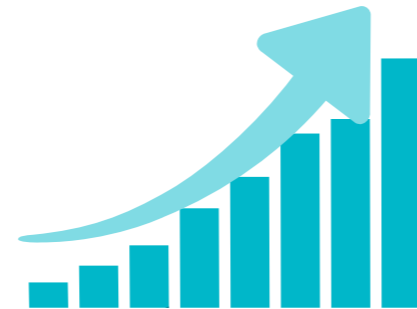
# NURSES AND ALLIED HEALTHCARE PROFESSIONALS MANAGEMENT DEVELOPMENT PROGRAMME, ENGLAND

Sheffield Children's NHS Foundation Trust is a government-funded hospital trust that provides healthcare services to over 250,000 children in the North of England. Aspire Development has been working with the trust since April 2021 to improve the management skills of their clinical and professional staff. They have been providing customised leadership and management training programmes for nurses and allied healthcare professionals, using a blended learning approach that integrates content specific to the trust with leadership qualifications from City and Guilds Institute of Leadership and Management. This approach has proven to be highly effective in enhancing the management skills of the staff.

## OUR IMPACT

Over a span of 18 months, Aspire Development successfully upskilled **113 managers** to effectively lead and manage their teams while providing them with ILM qualifications.

We remain committed to supporting the Trust and are currently working with them to train the next cohorts.



**87%** of enrolled middle managers and **94%** of enrolled junior managers have successfully completed the programme (as at March 2023).



**98%** of managers were able to apply the skills and knowledge from our programme in their respective roles.



**97%** of participants agree that the learning activities were of high quality, clear, and easy to understand.

## CASE STUDY

# EMOVIS ORGANISATIONAL LEARNING AND DEVELOPMENT, UNITED KINGDOM

Emovis is a toll-based mobility solutions leader that assists drivers across four continents. To remain competitive, targeted training was necessary for their employees. Aspire Development and Emovis collaborated to identify specific training needs and develop customised packages. The training included various engagement methods such as face-to-face workshops, online learning modules, and psychometric assessments. The objective was to promote unity and understanding within the organisation, benefitting both staff and customers.

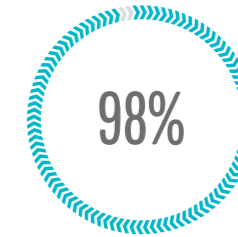
## OUR IMPACT



Over **300 employees** at Emovis benefitted from our synchronised and bespoke training support between March 2022 and January 2023.



**100% course retention rates** despite rail strike, snow, and operational disruption in 2022.



**98% of participants** were able to apply the skills and knowledge from our programme in their respective roles.



**99% of participants** agree or strongly agree that the delivery was effective for their respective roles.



**97% of participants** agree or strongly agree that the learning activities were of high quality, clear, and easy to understand.

## CASE STUDY

# WINCANTON GRADUATE DEVELOPMENT PROGRAMME, UNITED KINGDOM

Aspire Development and Wincanton have been working together since 2018 to nurture potential leaders in transport and logistics through a bespoke apprenticeship programme called the Wincanton Graduate Development Programme. This programme is exclusively designed for university graduates and allows for rotational opportunities across different departments of the business while gaining management skills through a structured learning and development plan. Aspire Development is Wincanton's trusted partner in co-discovering, co-designing, co-delivering, and co-evaluating this programme.

## OUR IMPACT

Over **86 university graduate-level apprentices** across 5 cohorts individually coached and trained throughout their apprenticeship placements across the Wincanton business.



- ✓ **88%** of participants have successfully completed their Graduate Development Programme.
- ✓ **100%** of these participants passed their IfATE qualifications on the first attempt.
- ✓ **80%** achieved distinctions.



**95%** were able to apply the skills and knowledge from our apprenticeship in their rotations across various departments.



**95%** agree or strongly agree that the learning activities were of high quality, clear, and easy to understand.

Under the Wincanton Graduate Development Programme, participants engage in the following core activities:

Attending 6 hours of online, face-to-face, and virtual workshops per week

Joining individual coaching and mentoring sessions with an experienced manager

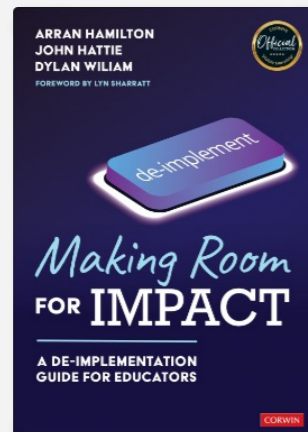
Creating a learning and application portfolio with feedback from managers

Delivering professional presentations about their learning, followed by Q&A



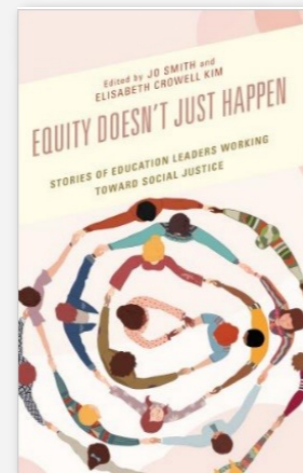
# Our recent research

At Cognition Learning Group, we are committed to growing the global evidence base on what works best for learning. Some of the recent publications written by members of our education team include:



**Making Room for Impact: A De-Implementation Guide for Educators** (Corwin Press, 2023) responds to the growing challenge of high teacher workload, burnout, and stress. Co-authored with Professor John Hattie (University of Melbourne) and Professor Dylan Wiliam (University College London), the book provides educators with a clear and research-informed process for de-implementation in education.

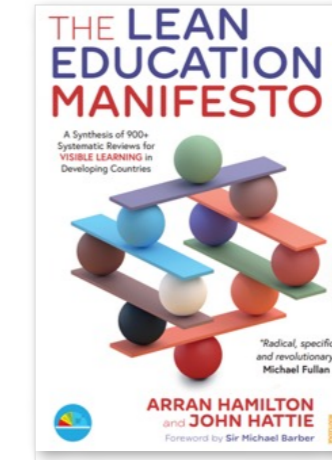
The book acknowledges the high workload and burnout faced by teachers and leaders, and advocates for a shift towards practices that have a higher probability of positive impact on students. Through step-by-step guidance and useful tools, educators can identify the most effective initiatives to prioritise while simultaneously letting go of less effective, higher-cost practices.



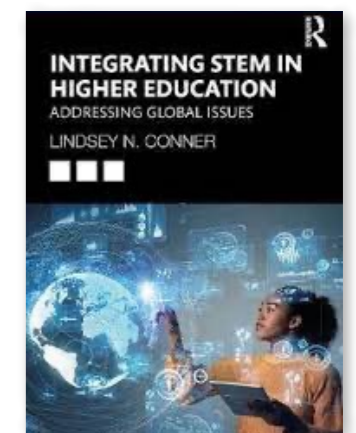
The chapter **'Challenging Leadership to Meet the Needs of Muslim Students in New Zealand'** from **Equity Doesn't Just Happen: Stories of Education Leaders Working Toward Social Justice** (Rowman & Littlefield, 2023) identifies, describes, and explains the challenges faced by Muslim students in New Zealand's public education system. The chapter recognises that leaders in secular education systems are challenged with responding to groups that may have fundamentally different values and practices from those recognised by the system. Using New Zealand's public education system as a case study, the chapter thoroughly examines the effect that the system has on a Muslim identity, a New Zealand citizenship identity, and on participation in a secular liberal society.



**Building to Impact: The 5D Implementation Guide for Educators** (Corwin Press, 2022) is an implementation science field manual for educators. Co-authored with leading researchers in the US and Australia, the book provides practical implementation processes—from goal identification, intervention design, initiative delivery, to holistically evaluating programmes. Based on a review of 50 implementation models, this book published by Corwin Press provides step-by-step guides and tools on how to strategically maximise the impact of our educational programmes. It is regularly ranked in the top 100 education research books on Amazon.



**The Lean Education Manifesto: A Synthesis of 900+ Systematic Reviews for Visible Learning in Developing Countries** (Routledge Press, 2022) is the largest global synthesis of 'what works best' research for developing countries. Co-authored with Professor John Hattie, this book provides recommendations for low- and middle-income countries on initiatives to focus on, and areas to de-implement based on data from over 900 systematic reviews of 53,000+ research studies.



As the world recovers from the effects of Covid-19 and continues to be highly reliant on digital innovation, **Integrating STEM in Higher Education: Addressing Global Issues** (Routledge Press, 2021) focuses on the role that cutting-edge pedagogy plays in bringing positive changes in the world. Specifically, it addresses the pressing need for collaboration, innovation, and solution-focused skills through examples of pedagogies that deliberately integrate technology into Science, Technology, Engineering, and Mathematics (STEM) curriculum in higher education.

# Our Social Commitments

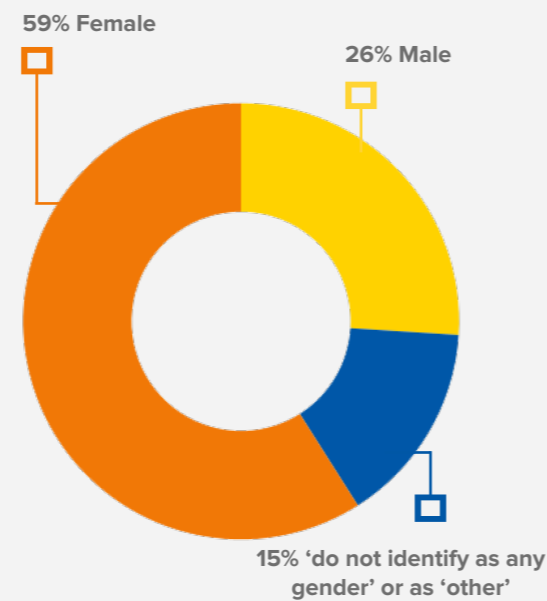
## Social Commitment 1: Diversity, Inclusion, and Equity

Cognition Learning Group is committed to support all learners to achieve their potential, no matter who they are or where they have come from. In all our internal initiatives and external projects, we co-discover, co-design, co-deliver, and co-evaluate while being sensitive to the different backgrounds and needs of our beneficiaries and our staff.

Below are several illustrations of how we uphold our dedication to fostering diversity, inclusion, and equity in all of our endeavours:

### Gender Diversity

We are continually enhancing the diversity of our workforce and we are particularly proud of our gender representation record. **59% of our employees identify as female**, including our Cognition Learning Group CEO, and **15% of our workforce either 'do not identify any gender' or as 'other'**. We are proud of our diversity with 50% each of both our group's Executive Team and Board of Directors identifying as Female.



### Minority Equity

For our Relationships First programme in New Zealand, we work with teachers to improve marginalised and indigenous students' learning outcomes by supporting them to build meaningful relationships with them. While approximately 25% of students enrolled in New Zealand's schools are Māori, we are proud to report that **our Relationships First programme has an even higher percentage of Māori students, with 45% of our 64,805 supported students being Māori**. This demonstrates that our Relationships First programme is not only actively working to support Māori students, but is also successfully reaching a higher proportion of Māori students compared to the national enrolment.

### Age Inclusion

At Cognition Learning Group, we take great pride in promoting age-inclusivity, which is reflected in the fact that **33% of our staff comprises individuals aged 45 and above**.

For one of our initiatives in the UK, we co-design, co-deliver, and co-evaluate a programme called Transition to Teach, aimed at career changers pursuing a teaching career with the Department of Education. We are proud to promote age-inclusivity among career changers. Our programme has recruited a higher-than-average percentage of late career changers as new teachers, with **38% of our participants between the ages of 50 to 69**. This rate is significantly higher than the overall percentage of full-time teachers over the age of 50 in state-funded schools in England, which is approximately 19%.

## Social Commitment 2: Staff Wellbeing, Safety and Professional Development

Cognition Learning Group is committed to a safe and inclusive workforce, with employee wellbeing and learning as the focal point of our business and people strategy. We have a highly engaged workforce, which we measure through regular employee engagement surveys, and have created an environment where all people can have a say, feel valued, and participate fully in our workplace.

### Our People & Culture Framework

Cognition Learning Group recently developed a People & Culture framework that summarises key aspects of our culture, values, and behaviours, in alignment with our four guiding principles: be agile, be impactful, be ambitious, be better. The framework supports our strategic priorities, aspirations for a high-performance culture, and appreciation for the valuable and unique contribution of our people.

### Wellbeing

In 2022 the Group established a Global Wellbeing Collective. This is an employee-led initiative that designs and implements activities to enhance the wellbeing of all our people. Some of the wellbeing initiatives progressed include: staff social events; sporting activities; and peer recognition programmes. These events were designed with local and global needs in mind, and the committee regularly meets to identify new initiatives or

de-implement existing activities based on staff feedback. We find that our wellbeing events provide a much wider focus and visibility of the diverse interests, talent, skills, and capability of our team members globally; thus, they generate a healthy and aspirational culture for high engagement and behaviours aligned with our values and priorities.

### Safety

We are committed to providing and maintaining a safe and healthy work environment for everyone we engage with. As a part of our commitment to continuously improve our health and safety protocols, we implemented a new intelligent health and safety management system, Safe365, for all our employees in July 2022. Recognising that many of our people work remotely or in-person with clients, Safe365 provides them and us with real time access and data through any device, including via a phone app. To date, over 90% of our employees are actively using Safe365 to report, record, and respond to health and safety challenges.



Paulo (second from right), one of our curriculum writers in Solomon Islands, celebrates International Women's Day with his wife and children at the Honiara Cognition Learning Group office in March 2023.



### Professional Development

Structured employee professional development is a top priority in our organisation. We strongly believe that investing in the professional development of our employees is vital to achieving success. To ensure our employees are equipped with the necessary skills to achieve their potential, we have developed a Cognition Competency Framework, an essential tool that outlines the expected performance levels and necessary skills of our people to be successful in their roles and achieve growth in the future. To aid our staff's growth, we have an in-house learning platform to support the development of new recruits and our teams which provides quick and effective learning modules hosted fully online. Not only does this platform support mandatory training for their roles, but it also enables our employees to take on professional development opportunities that align with their personal career aspirations.

In the past year alone, our employees have taken **640 courses** on our in-house learning platform, which displays their eagerness and commitment to upskilling themselves.



We ensure that our staff complete several compliance training courses on important topics such as the General Data Protection Regulation (GDPR), which had an **88% completion rate** as of March 2023.



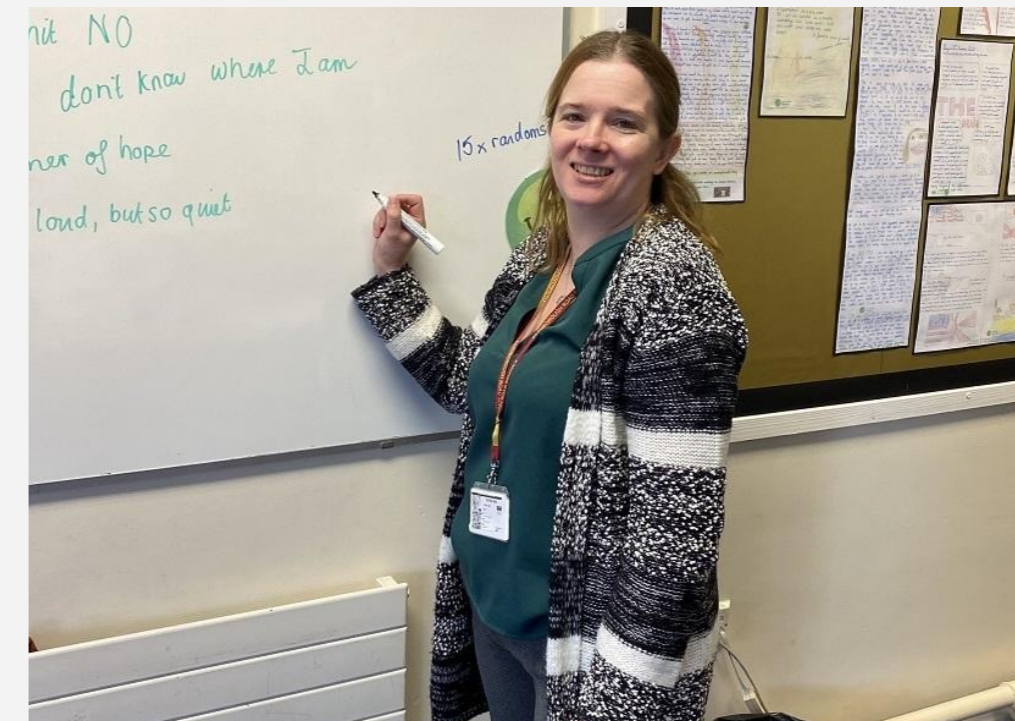
Additionally, all new managers are required to complete our Management Development Programme within 6 months of being in the role. **76% of line managers have completed the modules** under this programme as of March 2023.



## Social Commitment 3: Job and Opportunity Creation

Cognition Learning Group has a robust equal opportunities and anti-discrimination policy that fully complies with the law in all the countries we work in. We also provide opportunities for employment and career progression through an inclusive and supportive working environment, enhancing the quality of each individual's interaction across the team and with Cognition.

In the UK, our Transition to Teach career changers programme provides opportunities in teaching for individuals from highly diverse backgrounds. Before switching into teaching, our participants worked in 19 different sectors, including retail (16%), health and social care (11%), information technology (6%), and agriculture, environment, and veterinary (3%). Our Transition to Teach team recruited and mentored these talents from different fields to give them a new career pathway in teaching.



Christina Grainger, who previously worked as a solicitor, is training to teach primary years with Cognition Education's support through our government-funded career changer programme in the UK, Transition to Teach.

Cognition Learning Group is proud to provide jobs to all ages in different departments across the Group, and we have an almost equal number of employees in all age groups between 25 and 65 years old. In the last 12 months we have also created over 60 new roles.

On our international development projects, we work closely with governments to ensure the sustainability of initiatives by hiring local team members to support local development. Our work across the Solomon Islands, for example, has created 30 new roles for Solomon Islanders based in the country.

## Social Commitment 4: Environment and Sustainability

As a global company that has an ongoing commitment to the environment, Cognition Learning Group has realigned work systems and operational approach following best practices to support a robust, environmentally sustainable response to global challenges. This includes a fully flexible working and paperless environment with a wide range of technology in use across our workforce to enable seamless delivery for clients and a reduced impact on our environment. Our practices include:

- ✓ **Realignment of our property and travel strategies**, reducing the reliance on large offices and instead ensuring access to smaller co-working office hubs which are accessible by public transport, and which have facilities that promote sustainable travel options such as bike storage
- ✓ **Anytime, Anywhere Flexible** working policies with provision of 'remote working' allowances to ensure staff have access to good home internet and appropriate equipment plus policies to promote healthy work life balance
- ✓ **Investments in fully web-enabled tools across the globe** such as Office 365, BambooHR, and ZohoOne for working collaboratively and communicating from any location securely and safely
- ✓ **Delivering a paperless environment and employing an active recycling programme within our office hub environments**

Cognition Learning Group has been promoting remote and hybrid working policies even before the COVID19 pandemic. As such, our carbon emissions were already low in pre-pandemic years.

**Our 2022-23 travel-related carbon emissions are 19% lower than our pre-pandemic levels.**

We make reasonable adjustments to the work environment, offering flexible working hours to better enable our people to thrive. For staff who live within a commutable working space, they typically prefer hybrid working arrangements that require, on average, a minimum of two days, office-based working; therefore, our employees enjoy blended work experiences and engagements while maintaining their commitment to sustainable practices.

Nonetheless, we have updated our working policies to encourage greater use of technology for meetings and collaboration with clients as our default, where appropriate, rather than face-to-face interactions.





# Cognition

Learning Group >



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