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Environmental, Social and Corporate Governance

Annual Report 2023



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Qoria ESG Report 2023

The digital world, of which Qoria is a part, is moving at an increasingly fast pace, and with this comes greater risks in cybersecurity and data privacy, two key elements of global ESG frameworks. Qoria's business, products and services have ESG at their heart, however we recognise there is always more to do and our first annual sustainability report aims to increase transparency and communicate both the positive and negative impacts we make as a company. By better understanding, managing and disclosing our impacts, we can enhance strategic decision-making, reduce risks, identify business opportunities and strengthen stakeholder relationships.

Early in the 2023 calendar year the internal sustainability working group and ESG consultants at Futureproof Consulting were engaged to initiate Qoria's ESG reporting.

This report sets out the results of this work. It identifies Qoria's key stakeholders, sets out what ESG topics are material to Qoria and establishes an initial suite of measures for driving ongoing action.

The success of our business relies on strong, effective and long-lasting relationships with our stakeholders.

Employees	Vendors	Customers	Students
Investors	Funders	Parents	Teachers
Government	Infuencers	Regulators	Industry Groups

A materiality assessment was completed with reference to the Global Reporting Initiative ("GRI") Standards and was approved by Qoria's Senior Leadership Team. In coming years our materiality process will evolve as we review and improve our practices.

Environment	Social	Governance
Emissions & Energy Consumption in Data & Hosting	Working, Culture & Careers Talent Attraction & Retention Diversity & Inclusivity	Corporate Governance Information Security Data Protection & Privacy Ethical Practices in Technology Product Performance

Reporting Standards

For the purposes of this report, Qoria has drawn on disclosure guidance from two leading global standards: Global Reporting Initiative (GRI) Standards and the SASB Standards, along with peers and common industry disclosures. This report incorporates the GRI principles of organisational context, structure and materiality assessment and prioritisation. As our ESG capacity matures, we will expand disclosures across our environmental social and governance impact areas.





ESG Goals & Highlights

Environmental

Minimise the environmental impact of our products and services

0.0 tCO₂-e
Scope 1 emissions

76.3 tCO₂-e
Scope 2 emissions

Social

Create a high performing and highly engaged workforce

76%
of staff are highly engaged

36%
of staff are female

33%
of leaders are female

Be the world's most impactful online safety & student wellbeing provider

20 million
children protected

5 million
parents served

25 thousand
schools served

100+
Countries served

Governance

Ensure all of our stakeholders can have trust in us and what we do

Ethics in technology

Ethical Framework governs development of solutions and services

Data protection

Compliant with the most stringent global rules. Established Data Protection Officer; overseen by the Managing Director.

Governance

Strong Governance and Ethical Guidelines overseen by the Board

Security posture

Use the NIST program & risk management to guide our security investments.



Qoria's mission is to make an impact; to save and better children's lives; to empower parents; to deliver for tomorrow's educators and be a global influencer in online safety & wellbeing. To deliver for our staff their best ever employment experience; doing good work; with great people and the opportunity for growth, rewards and a career. And to deliver returns for our investors.

Embedded in our mission are the fundamental goals of ESG.

Today Qoria's solutions keep more than 20 million children safe each day. We support more than 25 thousand schools and 5 million parents with solutions for safety, wellbeing and security. We service more than 100 countries throughout 10 office locations globally.

Our remarkable staff of over 500 are engaged and passionate about what we do. In our view we are without question one of the most dynamic and diverse teams dedicated to student safety and wellbeing in the world.

We are delighted to deliver our inaugural ESG report.

Our ESG goals are simple. We seek to:

- Be the world's most impactful online safety & student wellbeing provider;
- Minimise the environmental impact of our products and services;
- Create a high performing and highly engaged workforce; and
- Ensure all of our stakeholders can have trust in us and what we do.

I am proud and humbled by what we do and by the passion and commitment of our team.

None of us is as powerful as all us

Tim Levy

Managing Director and Founder



ESG Focus Area Impact

We seek to be the most impactful digital safety and student wellbeing provider globally

Meet our Qoria family

We are a family of expert teams. We may not have the same name but we all share the same determination to keep children safe and thriving in their digital lives, wherever they are.

[Learn more >](#)



Linewize(North America)

Helping schools, students and families develop better digital habits with the most comprehensive solutions in North America.



Linewize(Asia Pacific)

Helping schools and their communities raise the bar in student digital wellbeing to levels never before seen.



Smoothwall

A pioneer in digital safeguarding solutions for schools, Smoothwall has been the UK market leader for over two decades.



Qustodio

Over 5 million parents trust Qustodio's parental control tools to keep their kids' screen time safe and balanced.



ySafe

ySafe's award-winning team provides cyber safety education and support to schools across Australia.



Our reach



Our impact





ESG Focus Area

Environment

We seek to minimise the environmental impact of our products & services

Emissions & energy consumption in data & hosting

As a cloud native, our services are run in global data centres. Our most significant environmental footprint is in the cloud data & hosting services procured from third party providers.

Ensuring our providers are secure, safe and responsible is fundamental to our company. Our procurement processes include a thorough risk assessment, managed by our compliance team.

Strategically, we seek to move our data processing to renewable energy-powered data centres. This is not always possible due to requirements around product features, security, safety and regulatory limitations such as data sovereignty.

Qoria recognises that, while climate change is a serious challenge for society at large, it also could have direct impacts on our communities, as well as our operations, including extreme weather, supply chain disruption, effects on our communities and compliance with emerging climate-related regulations, policies and laws.

We are monitoring the recent process being undertaken by Australian regulators to develop a climate-risk reporting framework for Australian businesses and will build capacity in this area as appropriate, likely in line with guidance from the Task Force on Climate-Related Financial Disclosures (TCFD). We acknowledge that more effective evaluation of climate-related risks and opportunities strengthens our long-term strategy, reduces risk and enables better-informed decisions on capital allocation.

Ben Trigger

Chief Technology Officer and Founder



Case Study

Data Central Consolidation

Qoria had a momentous year in FY2023, with significant expansion and the integration of multiple brands. This led to a review of our hosted environments, with a focus on environmental impact.

We operate services across all three major hyperscale cloud environments, and have flexibility to ensure environments are well-suited to our customers' needs. However, we saw an opportunity to consolidate our hosted environments to improve security, operational efficiency, and environmental impact.

In 2023, we:

- Migrated US Core K12 services to a Google Cloud Platform (GCP) hosted environment using 92% renewable energy¹, from an environment using only 53%² renewable energy. This reduced our carbon emissions.
- Increased our US presence in our Amazon Web Services (AWS) hosted environment, which aligns with an increase in renewable power use in these locations. This added significantly to renewable energy use, with 95% of power use being supplied by renewable energy in our AWS environment.
- Optimised and reduced utilisation across our Microsoft Azure environment.

These changes resulted in a significant increase in the percentage of renewable energy used within our hosting environments, from 70% in 2022 to 81% in FY2023.

Measures	Unit	FY2023
Scope 1 GHG emissions	(tCO ₂ -e)	0 ³
Scope 2 GHG emissions	(tCO ₂ -e)	76.3 ⁴
Total scope 1 & 2 GHG emissions	(tCO ₂ -e)	76.3
Percentage of energy sourced from grid	%	100

¹ <https://cloud.google.com/sustainability/region-carbon> Transfer from US-West2 to US-Central1

² <https://cloud.google.com/sustainability/region-carbon> Transfer from US-West2 to US-Central1

³ Qoria's energy usage comes from electricity consumption in offices which contributes to Scope 2 GHG emissions. Qoria does not have any mobile or stationary combustion sources that use fuel, therefore Qoria does not generate any material Scope 1 GHG emissions.

⁴ Scope 2 GHG emissions adopt calculations methods and factors detailed in the NGER (Measurement) Determination 2008 for our operations Australia; GHG emissions intensity of electricity generation by European Environment Agency for our operations in Spain; Emissions & Generation Resource Integrated Database by United States Environmental Protection Agency for our operations in the US; and Greenhouse gas reporting: conversion factors 2022 by the UK Government for our operations in UK.



ESG Impact Area

Governance

We seek to ensure all of our stakeholders can have trust in us and what we do

Qoria services are entirely focussed on supporting and protecting children. We are committed to ensuring our customers and all stakeholders can have trust in us and in what we do. This includes matters of ensuring the security of the data entrusted to us and that we exercise good judgement when dealing with the ethical matters touched by our product areas.

We embed trust in our practices through strong and effective governance structures, educational programs and a commitment to an ethical culture.

Tim Levy

Managing Director and Founder

Corporate Governance

A key pillar in establishing trust is our framework for Corporate Governance. Corporate Governance represents the structure of rules, practices, and processes used to direct and manage the company.

Board of Directors



Peter Pawlowitsch
Non-Executive Chairman



Tim Levy
Managing Director



Phil Warren
Non-Executive Director



Matthew Stepka
Non-Executive Director



Georg Ell
Non-Executive Director



Dr. Jane Watts
Non-Executive Director



Our Corporate Governance Framework is overseen by the Board and is based on the eight ASX Corporate Governance principles:

- **Board leadership and accountability.** The board of directors is responsible for the overall governance of the entity and must exercise its powers in the best interests of shareholders.
- **Board composition and structure.** The board should be composed of a balance of skills and experience, and should have a diversity of views.
- **Board processes and performance.** The board should have effective processes in place to discharge its duties, and should regularly review its own performance.
- **Remuneration and nomination committees.** The board should establish separate remuneration and nomination committees where appropriate to oversee these important areas.
- **Risk oversight.** The board should ensure that the entity has effective risk oversight processes in place.
- **Internal controls and compliance.** The board should ensure that the entity has effective internal controls and compliance procedures in place.
- **Engagement with shareholders.** The board should engage with shareholders in a timely and transparent manner.

Our Corporate Governance policies are set out on the [Qoria website](#) and include:

- Board Charter
- Corporate Code of Conduct
- Audit & Risk Committee Charter
- Remuneration Committee Charter
- Nomination Committee Charter
- Disclosure - Performance Evaluation
- Disclosure - Continuous Disclosure Policy
- Disclosure - Risk Management
- Securities Trading Policy
- Diversity & Inclusion Policy
- Shareholder Communications Strategy
- Procedures for Appointment and Selection of Directors
- Whistleblower Policy
- Anti-Bribery and Anti-Corruption Policy
- Statement of Values

Ben Jenkins

Chief Financial Officer



Information security

Qoria's technology platforms service in excess of 20 million students and 25 thousand schools across the globe. Most of our education clients are in the public sector with procurement processes governed by modern and rigid requirements for security and data protection.

Security is fundamental to our business and values. We understand that a breach or exposure of student data could have devastating consequences on an individual, a school and our business. To address this, we have established a world-class team to ensure our security capability is industry grade.

Security governance & investment

Security is a meaningful and purposeful investment in our business and products. We employ dedicated security teams, work with a range of external security partners and invest in a range of security controls to actively protect and defend our employees, enterprise, cloud environments and applications.

The Vice President of Information Security is responsible for defining and delivering the security and data privacy strategy for the organisation. Reporting into the Vice President of Information Security are the data protection & privacy, product security, enterprise security and security assurance teams. The teams consist of experts in application security, cloud security, penetration testing, data privacy, infrastructure security & operational security.

The Vice President of Information Security reports on key security performance indicators to the Executive Leadership Team on a monthly basis and reports to the Board annually on the state of security. The Data Privacy Officer reports on the state of privacy to the Global Data Privacy Committee on a quarterly basis.

National Institute of Standards and Technology (NIST) framework

Our security strategy is driven by our internal NIST Cyber Security Framework which ensures that we take both an industry standard and risk-based approach to strategic and tactical investments in security.

Security by design

Our products are designed to be secure from the outset. Our product development life cycle has security checks built-in from the beginning and our security team is engaged upfront in all product initiatives. Throughout the development of initiatives, threat modelling, technical assessment & privacy reviews take place which allow us to identify and manage threats, vulnerabilities & risks.

Ongoing testing, scanning & monitoring

We actively identify and manage vulnerabilities across our stack. Our products undergo regular scanning across our code, cloud systems and external assets and we routinely perform penetration testing on all our products to identify security vulnerabilities that need to be managed. Our Vulnerability Management Policy sets the standard for how these should be discovered and remediated across the business.

We actively monitor for security events throughout our environments. We have a security operations centre and industry grade endpoint detection and response to monitor for threats across our cloud environments and endpoints.

To ensure that our cyber incident response capability is effective, we have a documented Incident Response Plan and we perform annual table top exercises which include both technical and executive teams to test our incident response preparedness.



Security training

Our staff and contractors undertake security training every year. The training covers topics such as how to identify and respond to threats such as phishing, how to secure devices and how to secure user accounts. In addition to security training, all new staff participate in face to face security briefings which are an opportunity to personally meet someone in the security team. This allows the security team to build positive personal connections with all staff across the business and set the tone for the security culture at the beginning of each employee's journey.

Michael Hyndman

Vice President of Information Security & Privacy

Data protection & privacy

Data protection and privacy are core to our offerings and our values. Protecting the privacy of the data we hold drives our decision making processes. Our practices are designed to comply with the strictest global legislation, specifically:

- EU's General Data Protection Regulations (GDPR)
- UK's General Data Protection Regulations (UK GDPR)
- Australian Privacy Act and Privacy Principles
- New Zealand Privacy Act and National Administrative Guidelines
- USA's Children's Online Privacy Protection Act (COPPA)
- USA's Family Educational Rights and Privacy Act (FERPA)

Our platforms hold multiple accreditations that represent the 'gold standard' for student data and privacy protections.



Data protection organisation

Data protection is imperative to our customers and fundamental to our business. We have established a world class team and processes to ensure our data practices are industry grade, and it is a core and demonstrable competency.



Data governance

We have a Data Protection Officer (DPO) who is based in Australia, is industry qualified and dedicated to the role. External data protection officers and advisors are engaged regionally to ensure ongoing compliance in a dynamic global data protection landscape. The DPO facilitates our global Data Protection Committee, which brings together each strategic business leader on a quarterly basis to assess risks, instil privacy by design and help drive data protection initiatives.

Customer agency

Privacy is about ensuring that our customers have agency over their data. In practice this means giving thorough consideration to what data is collected, why it is collected, how it is used and for how long it is kept. It also means that we are transparent about how we process data, that we secure it appropriately and that customers can access and request their data at any time.

Staff training & compliance

All staff engaged by Qoria are police-checked and required to sign the Qoria Data Protection Policy and undertake specific data protection training annually.

Privacy by design

Our product development life cycle ensures that privacy is a key consideration factor in the development of each new initiative and the privacy team is engaged upfront to support this. Data privacy, ethics & security reviews are conducted before investments are made in new product initiatives.

Policies

Our privacy policy applies globally and has been designed to meet the highest level of data protection and privacy legislation.

Children

Children are at the centre of what we do. Our privacy policy is available in a child-friendly version and our products and training are designed with both teachers and students in mind.

Michael Hyndman

Vice President Security & Privacy

Measures	Unit	FY2023
Material data breaches	#	0
% of product design changes undergoing privacy review	%	100%
Total amount of monetary losses as a result of legal proceedings associated with user privacy	\$	0
Number of users whose information is used for secondary purposes	#	0



Ethical practices in technology

Qoria's mission is to protect and support every child's digital journey. To that end, ethics cannot be an academic concern for us as our solutions impact lives. Our platforms globally capture insights that directly lead to potentially life-saving interventions every day.

Edutech, safety tech and ethics

Ethics in safety and wellbeing technology is complex and fundamentally different to the ethical challenges of other enterprise software developers or for general technology, gaming or social media providers. The delivery of safety, wellbeing and safeguarding solutions to schools means capturing sensitive data. This must of course be done securely and privately. But critically this data has an ethical dimension, as it can guide the decisions made by administrators, educators and parents in relation to the child. We must (and we do) ensure our practices are sound.

Our approach to ethical technology

At the heart of our approach is our Ethical Practices Framework. It is governed by a working group of psychologists, technologists and privacy and safeguarding experts and overseen by our Managing Director. The framework draws on peer-reviewed research and best practices related to edtech privacy, consent, and ethical standards for children. It has been embedded in our product development and feature process, and ensures a robust process for protecting student safety and wellbeing.

The aim of the framework is to ensure throughout concept, design and delivery that our solutions:

- Meet all applicable legal, regulatory and compliance standards;
- Ensure our customers can similarly meet their obligations;
- Put child wellbeing at the core of all of our decisions; and
- Respect and appropriately balance the rights and obligations of all stakeholders.

Teodora Pavkovic

Director of Wellbeing

Qoria Ethics Working Group Co-chair



ESG Impact Area

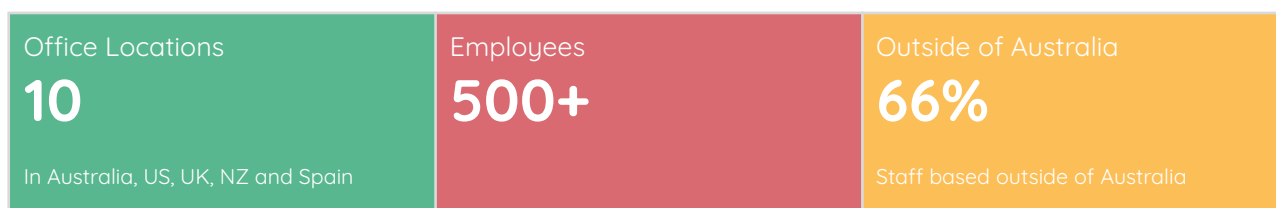
Social

We seek to create a high performing and highly engaged workforce

In the pursuit of excellence, we understand that a high-performing and highly engaged workforce is our greatest asset. Our philosophy is clear—'None of us is as powerful as all of us.' Our collective efforts not only redefine the landscape of our industry but have a lasting impact—changing, enhancing, and saving the lives of children every day. Through continuous investment in our people & culture initiatives, we aim to create a workplace where this unique blend of 'passion with purpose' thrives. Because when we succeed as a team, we change the world one child at a time.

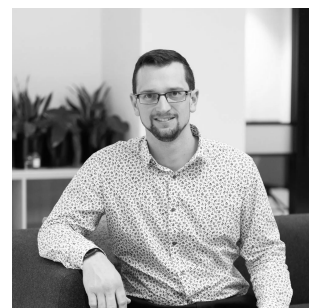
Nadine Leary

Chief People Officer



Michael Hyndman uses his knowledge and passion for cyber security to help keep children safe online

All his life, Michael Hyndman has held an insatiable curiosity for technology. While working as an ethical hacker, Michael saw both the incredible possibilities and potential risks the Internet poses to young people. Today, as our VP Information Security & IT, he is guided by his dedication to upholding children's safety. His inspiration? His four children.





Working at Qoria, Culture & Careers

We aim to provide our staff with their best-ever employment experience.

Our culture is what gives Qoria strength. We employ passionate and skilled individuals who never think twice before supporting a colleague or going the extra mile for a customer or child in need.

Our culture is expressed in a set of values developed from the ground-up. We embed our values into all of our employment programs.

Care, always.

We remember the importance of what we do. We don't just turn up; we show up with integrity and will not give up until:

- \ The job is done
- \ The customer is happy
- \ The teammate is supported
- \ The child is protected

We own what we do and we stand behind it.

Learn. Solve. Repeat.

We're curious and we start with questions.

We're open to new ideas, to taking risks, and to learning from our mistakes.

We want to be challenged in an ongoing pursuit of excellence.

Win together.

We want others to win. So we support, challenge and champion them.

We play our own part, with the team, customers and community front of mind.

We're transparent and we communicate openly.

We trust and believe in each other. So we ask for help, and we get it.



Talent Attraction and Retention

Make an impact. A career with purpose.

Adam Lee is helping shape the future of school cyber safety

Adam Lee lives and breathes sales. As our VP Sales, West and Business Development, Adam spends his days coaching our representatives and showcasing our products to potential customers. Motivated to make a lasting impact through his career, Adam says he's never felt more at home than he does at Qoria.



We have a simple philosophy at Qoria - that none of us is as powerful as all of us. Our solutions change, enhance and save the lives of children every single day. And that can only happen when the world's most talented and determined people work together to make it so.

Whilst we are a relatively new company we have purposely developed an progressive suite of programs to enhance the employment experience and make Qoria an employment destination.

Employee engagement

Employee engagement represents the levels of enthusiasm and connection employees have with their employer. Employee engagement scores are shown to strongly predict business productivity, work quality and staff retention.

Qoria runs an annual engagement survey, as well as a biannual "pulse" survey to track progress on engagement and identify "focus areas" for practice improvement. A specialist third party tool is used to run the program and benchmark progress against relevant peer groups.

86%

of employees are aligned
with our values

76%

of responding employees
are highly engaged

Qoria Limited 2023 staff engagement survey results.



Career development

Qoria conducts biannual performance evaluations and regular one-on-one coaching sessions. Participation is close to 100%.

The objective of these programs is to improve job performance, boost employee engagement and identify opportunities for career advancement, skill development and personal achievement.

Competitive compensation

Our compensation packages are set to be market-competitive including salary, benefits and incentives.

Our employee share scheme is available to all staff, enhancing our strong culture of commitment and ownership. Participation is close to 100%.

Learning, development and leadership

Empowering our employees to shine and excel is at the heart of our mission. We understand that when our team members thrive and find fulfilment in their roles, they go the extra mile to support our customers and drive positive outcomes for our company. That's why each year, we focus on providing opportunities and resources for our employees' personal and professional growth.

Leaders are expected to establish learning and development plans for all staff who can take advantage of our learning and development allowance scheme to enable professional development and career progression.

We place a high value on our leaders and their development, supporting them through various global initiatives, such as team health checks to enhance their people management skills. Our leaders have access to free management and people-leading courses via our performance and engagement platform. Additionally, they can tap into a wealth of tools, resources, company-lead training, a manager toolkit, and learning opportunities to embody our values effectively.

Our commitment to leadership development is reflected in our successful increases in staff engagement scores across executive leadership, senior leadership.

Due to the self-directed nature of the programs, currently participation in learning and development is not tracked.

Flexible work arrangements

To support work-life balance, we offer flexible work schedules (hybrid first and remote-friendly). 85% of all staff agree that we offer a great work life blend.

Internal mobility program

We aim to foster employee growth and skill development by facilitating seamless transitions into diverse roles across departments.

Internship hosts

We collaborate with external educational providers to offer practical career development opportunities for students and graduates that provide real-world experience in our industry.

Employee referral program

We reward our current employees for identifying and recruiting potential candidates, recognising that our staff's networks can introduce us to exceptional talent, enhancing not only our workforce but also our long-term success and community impact (18% of all hires are referrals).



Inclusive hiring practices

We are committed to building a diverse and inclusive workforce that reflects the global communities we serve. While we're in the early stages of formalising specific diversity and inclusion initiatives, our overarching hiring strategy is guided by the principles of equal opportunity and fairness for all candidates.

Employee wellbeing

Our ongoing commitment to employee wellbeing is integral to our mission of fostering an agile, inclusive, and sustainable workplace. Grounded in data from regular surveys and one-on-one feedback, we are operating a multi-faceted offering.

Our health initiatives are aimed at enhancing physical wellbeing. This includes fitness challenges and healthy office nutrition, empowering our team to prioritise their physical health. Our programs are currently designed for office environs only.

Understanding the importance of mental health in overall wellbeing, we have an Employee Assistance Program (EAP) available for all staff globally. The EAP offers a range of resources for stress and anxiety management. Staff, particularly those that are exposed to harmful material, have access to additional counselling and support services.

Community is at the heart of our culture. Through cultural and milestone celebrations, we create an environment where everyone feels a strong sense of belonging and engagement.

Our wellbeing offerings adapt regionally to meet the unique needs and challenges faced by our diverse team across various geographies.

Measures	Unit	FY2023
% of hires that are female	%	37%
Staff participation in engagement surveys	%	87%
Engagement survey score	%	76%
Staff with access to wellbeing programs	%	100%
Staff with access to help services	%	100%



Diversity and Inclusivity

Cultivating a positive, inclusive culture!

How Katherine helps children stay safe in the digital world

As a teacher, Katherine Howard witnessed the early stages of digital technology and its impact on student learning. Since then, tech capabilities have skyrocketed, transforming the way we live, work and learn. Katherine is a strong advocate of digital tech in a child’s learning. But she also knows that without boundaries, the risks are significant. Our Training Lead ensures children’s safe use of tech while accelerating her career with people who care.



We are proud that Qoria is global. We operate across 10 global offices, employing people from a range of nationalities, ethnicities and perspectives. We passionately believe that our diversity is a strength to be nurtured through a positive, inclusive and supportive culture. We have an extraordinarily diverse team and one of the most diverse workforces out of any of the specialist providers in digital safety and student wellbeing, most of whom are US based and focused.

87% of our staff feel they make a positive impact!

Social equity and inclusion

Our board has proactively signed up for a 40/40 commitment aimed at gender balance, and we are pleased to report that we are tracking at 36% female staff. The 40/40 commitment targets representation of 40 per cent women, 40 per cent men and 20 per cent discretionary.

Measures	Unit	FY2023
% of staff based outside of Australia	%	66%
% of leaders based outside of Australia	%	60%
% of staff that are female	%	36%
% of leaders that are female	%	33%
% of Board of Directors that is female	%	17%



Measures	Unit	FY2023
% of hires that are female	%	36%
% of staff in full time employment	%	93%
% of staff <36	%	54%
% of staff 36-55	%	44%
% of staff 55+	%	2%

Whistleblower policy

In 2023 we upgraded our whistleblower policy to include an anonymous escalation mechanism. This ensures that our employees and partners can report any ethical or policy violations in a secure and confidential manner, reaffirming our commitment to ethical conduct.

Qoria

Qoria is a global technology company, dedicated to keeping children safe and well in their digital lives.

We harness the power of connection to close the gaps that children fall through, and to seamlessly support them on all sides - at school, at home and everywhere in between.

Find out more
www.qoria.com

Qoria

qoria.com

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