



Outcomes
First Group



Mid-Year Update

FY26



Introduction

In line with the Walker Guidelines, this mid-year update provides an overview of performance and strategic progress in the first half of FY26. It reflects continued delivery against our ambition to scale high-quality, sustainable education that supports more pupils across a broad continuum of need.



Operational Progress



We have continued to strengthen and diversify our multi-division model, designed to respond flexibly to the varying and often complex needs of learners:

Expansion of inclusive independent provision

Since September 2025, our Blenheim Schools division has grown significantly following the acquisition of 13 additional schools. The division now comprises 17 schools supporting c. 3,800 pupils and employing over 1,180 staff. This growth strengthens our position as one of the UK's largest non-selective independent school groups.

Central to the model is a commitment to understanding each pupil as an individual, combining a broad, balanced curriculum with personalised teaching and strong co-curricular opportunities to support academic, social and emotional development.

Extending reach beyond the classroom

Recognising that more pupils need earlier and more flexible support, we have continued to scale Momenta Connect, broadening how we deliver specialist expertise beyond traditional settings.

The integration of Love 2 Communicate has further strengthened our early intervention and therapeutic capability, enabling more holistic and responsive service for pupils and families. In its first year, Momenta Connect has partnered with over 500 mainstream schools and supported more than 17,000 pupils, including those experiencing anxiety, school avoidance or mental health-related disengagement - helping them re engage with education and build confidence within mainstream environments.

With the publication of the Department for Education's Schools White Paper, we are seeing increasing alignment between Momenta's evolution and the government's emerging "Experts at Hand" approach, demonstrating how specialist expertise can be integrated directly into mainstream schools to strengthen inclusive practice and build capacity within the system.

MOMENTA CONNECT IMPACT

500+

Mainstream schools partnered

17,000+
Pupils supported



Supporting pupils with anxiety



Addressing school avoidance



Mental health-related disengagement



Helping pupils re-engage and build confidence in mainstream settings



Strengthening digital delivery

The Group has completed the acquisition and integration of Tute, which is now playing an increasingly important role within our continuum of provision, delivering high-quality, teacher-led online education for pupils unable to attend school in a traditional setting. Over the past year, Tute delivered more than 68,000 lessons to over 5,000 pupils across 361 partner organisations. Notably, around 80% of pupils with complex needs successfully transitioned back into mainstream or specialist settings, underlining Tute's role as an effective bridge back into sustained education.

International growth

We have also taken a further step in expanding our international footprint with the acquisition of Colegio Areteia in Madrid, the Group's first European school. The school offers a fully inclusive model spanning compulsory education and vocational pathways, supporting a broader range of learner journeys. Alongside this, we are establishing a dedicated in-country leadership and management structure to support our growth in Spain - ensuring strong governance, consistency of standards and the delivery of high-quality provision as we scale internationally.

TUTE DIGITAL EDUCATION - DRIVING REINTEGRATION

High-quality, teacher-led online education for pupils unable to attend school in a traditional setting



68,000+

Lessons delivered



5,000+

Pupils supported



361

Partner organisations



80%

Successfully transitioned back into mainstream or specialist settings

Innovation & Outcomes



We remain closely aligned with the direction of UK SEND policy, particularly its emphasis on earlier intervention, stronger mainstream inclusion and greater national consistency.

Alongside this, we are investing in innovation to strengthen how outcomes are understood, measured and delivered across the system, including the development of two sector-leading frameworks focused on improving consistency, accountability and outcomes for pupils with SEND.

PROGRESS X

A structured pupil progress framework designed to reflect the non-linear and developmental nature of progress for learners with complex needs, offering a more appropriate lens than traditional attainment-based measures. It supports clearer articulation of incremental progress, enabling more transparent and meaningful accountability across the system.

COMPLEXITY MARKERS FRAMEWORK

Following thematic analysis of more than 5,000 EHCPs across our schools, we have developed a Complexity Markers Framework - a structured approach to defining and articulating levels of pupil need through a series of markers rather than diagnosis alone, bringing greater consistency and clarity to how complexity is understood across the system.

Together, these initiatives aim to strengthen system-wide understanding of outcomes and support the delivery of a more consistent and effective SEND system as reforms progress.



People & Culture



As the Group continues to scale both domestically and internationally, we have strengthened leadership capacity with the appointment of Mel Hobson as Chief People Officer.



Mel Hobson
Chief People Officer

Mel leads our HR and business transformation functions, with a focus on supporting organisational growth, workforce development and cultural alignment across the Group.

We continue to place significant emphasis on creating a positive, inclusive and purpose-driven working environment. This is reflected in consistently strong colleague engagement scores in the annual Great Place to Work survey, with high levels of agreement around fairness, inclusion and meaning in work.

Our culture has also been recognised externally, including being named among the UK's Best Workplaces™ 2025 and UK's Best Workplaces in Education & Training. These recognitions reflect the strength of our employee experience and our ongoing commitment to ensuring colleagues feel valued, supported and empowered.



ESG Update

We remain strongly committed to supporting the United Nations Sustainable Development Goals – ensuring our approach to education is both environmentally responsible and socially impactful. In FY25 OFG managed to reduce total emissions by 4% or 8% as a proportion of revenue.

At OFG, exceptional education goes beyond the classroom. Just as we tailor learning to every pupil's strengths, we also shape environments that prepare them for the future, including the future of our planet.

A SUMMARY OF KEY HIGHLIGHTS IN THE LAST FINANCIAL YEAR IS OUTLINED BELOW



35

School sites accredited to Green Mark Level 1



7

Schools live with on-site solar

Additional Installations progressing



166

EV's now deployed across the fleet

~27% of our fleet electrified



1m+

Invested in green carbon reduction initiatives



52

Green projects delivered across our schools

- ✓ Sensory gardens, forest schools, allotments & polytunnels
- ✓ Composting & upcycling
- ✓ Pond & biodiversity projects
- ✓ Rainwater harvesting
- ✓ Outdoor learning spaces

Sustainability is not a standalone initiative but a lens through which we make decisions about how we run our schools, care for our pupils, and invest in our sites. By reducing our environmental impact, embracing responsible sourcing, and creating nature-rich spaces, we give our pupils the chance to see sustainability in action every day and to play an active role in it.



Summary

Overall, the first half of FY26 demonstrates continued progress in scaling a diversified education model, underpinned by strong operational delivery, targeted innovation and sustained investment in people.

This positions the Group well to respond to evolving policy and system needs, while continuing to expand access to high-quality, inclusive education tailored to learners at every stage and level of need.