

IMPACT REPORT 2023

On the road to Sustainable
Education™



Babilou
Family



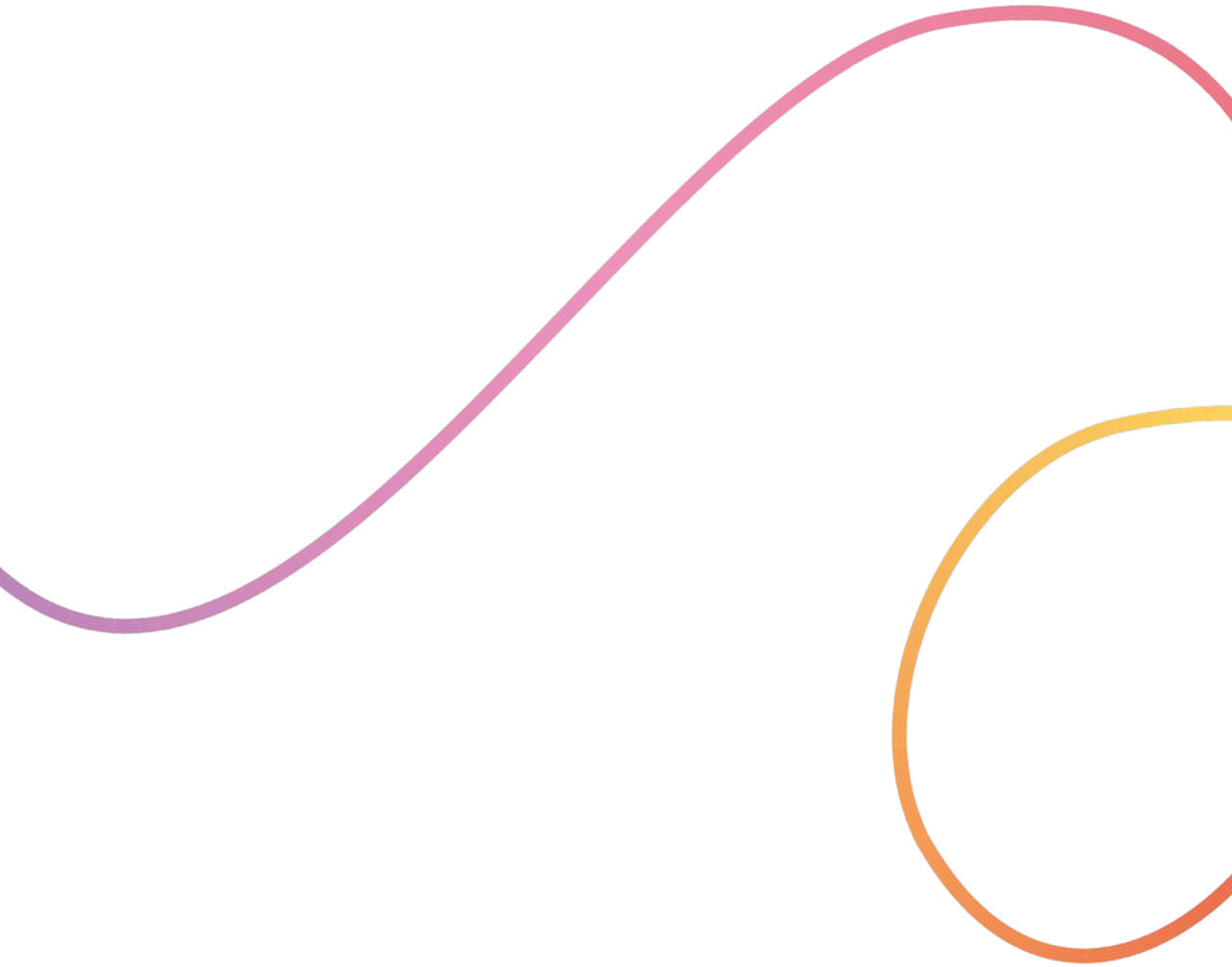


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ABOUT THIS REPORT

The “**Impact Report 2023**” is Babilou Family Singapore’s inaugural voluntary sustainability report. It covers our activities in the financial year from 1 January 2023 to 31 December 2023, as it presents our sustainability strategy and our performance in material environmental, social and governance (ESG) topics during that period. This report was published in August 2024.

REPORTING SCOPE

The scope of this report comprises Babilou Family Singapore, namely the headquarters and 60 learning centres that were in operation in 2023. Our brands include KiddiWinkie Schoolhouse, Little Footprints Preschool, Learning Leap, Ichiban Montessori. Although Pibo’s Garden Playschool was in operation from January to August 2023, it later ceased operations in September 2023. Consequently, no data will be reported exclusively for Pibo’s Garden.

In 2023, Ichiban Montessori was acquired in January. The Ichiban Montessori centres are now operating as Little Footprints Preschool, since January 2024.

REPORTING STANDARDS

This report has been prepared with reference to the Global Reporting Initiative (‘GRI’) Standards. The GRI Content Index can be found on page 52.

The report also makes reference to the UN Sustainable Development Goals (SDGs).

ASSURANCE

No external assurance has been obtained for this report. We have relied on internal data monitoring, collection, and verification to ensure the accuracy of the data and information reported.

The Sustainability Steering Committee has validated this report.

We welcome feedback from stakeholders on our sustainability efforts to enable us to continuously improve our approach. Please direct your feedback and enquiries to us via sustainability@babilou-family.sg



MESSAGE FROM OUR CEO

Dear Valued Stakeholders,

It is my pleasure to present Babilou Family Singapore's inaugural Sustainability Report for the financial year ended 31 December 2023.

We strive to build a better world through education and care for every child, and by creating a positive impact around us. Our work is guided by our Sustainable Education™ framework that integrates neuroscience research and the best pedagogical approaches to nurture creative, resilient, and socially intelligent children. This framework has served as a cornerstone, inspiring our sustainability initiatives and work over the past year.

As our organisational awareness of sustainability grows, so do our efforts. In 2023, our environmental dedication is evident through the creation of a Sustainability Steering Committee which meets regularly to discuss sustainability matters. Primarily managed by a dedicated sustainability executive, the committee oversees the company's progress on various sustainability initiatives and discusses improvements to existing efforts. Additionally, as part of our second annual Sustainable Education™ event, we raised \$54,850 for the Children's Cancer Foundation with our parents from all 60 centres, as well as donated care packs worth \$2,584 to the Singapore Children's Foundation to support low-income families and children.

Most significantly, 2023 saw the launch of our first sustainable flagship centre, Kiddiwinkie Schoolhouse @ Jurong Gateway. The new meticulously designed centre includes an integrated outdoor experience at this centre to embrace children's natural motricity and encourage curiosity. Besides a play space with uphill slopes that allows children to improve their balance and motor skills, lessons can also be conducted outdoors in a specially built reading nest. An edible garden and hydroponic vertical garden further create opportunities for the children to interact with natural elements of the environment (soil, seeds, water and various plants), where they will play a part in growing and harvesting vegetables. Furthermore, this green centre's architecture emphasises eco-friendly practices in our curriculum by introducing topics such as vermicomposting, recycling, food sustainability and water conservation. Overall, its position as an innovative and sustainable preschool led it to be awarded with the prestigious BCA Green Mark Platinum 2023 Award.

Moreover, we have also grown by acquiring Ichiban Montessori. The acquired centres were rebranded to Little Footprints Preschool starting January 2024. Going forward, we are committed to establishing more natural interactions for our children to grow and play by creating greener centres as well as incorporating both outdoor and indoor nature activities. Our pedagogy of Sustainable Education™ nurtures our children into socially responsible individuals who actively contribute back to society.

Parental engagement is key to making a positive impact, as such it is integrated into our pedagogy of Sustainable Education™. Parents are engaged as our key supporters for community causes and crucial partners in the holistic development of our children. The sustainable values and practices taught within the classrooms often influence parents as well, culminating in an organic virtuous cycle of good.

I wish to express my heartfelt appreciation to the dedicated staff of Babilou Family Singapore for their hard work throughout the year. With pride, I present to you this report that showcases our unwavering commitment to providing Sustainable Education™ and operationalising sustainability principles in our business.

Benjamin Busse

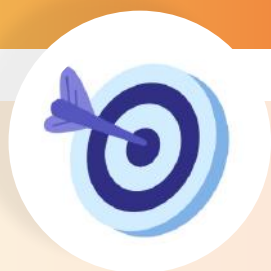
CEO of Babilou Family Singapore

ABOUT BABILOU FAMILY SINGAPORE

OUR ORGANISATION

Babilou Family was founded in France in 2003 to bridge the gap in childcare solutions. Over the years, it has grown to become the 5th private childcare network operator worldwide, with a presence in 12 countries, including Singapore.

Babilou Family Singapore is a mission-driven enterprise as we incorporate our objectives into the statutes of our Company. We partner with parents to bring out the best in their children and prepare them to thrive and contribute as conscious human beings. Our mission is supported by our corporate values that guide us in our daily work.



MISSION-DRIVEN

“To Build a Better World Through
Education And Care For Every
Child”

VALUES



Team Spirit



Passion



Continuous Learning

OUR BRANDS IN 2023



AWARDS, ACCREDITATION & ACCOLADES

KIDDIWINKIE SCHOOLHOUSE



Serious About Preschool Popular Choice Award 2023



Best for Balance between Play-based and Inquiry-based Approach



Commended for having Multiple Locations in Singapore



National Library Board's Reading Innovation Award (Distinction)

LITTLE FOOTPRINTS PRESCHOOL & ICHIBAN MONTESSORI



Both LittleFootprints Preschool and Ichiban Montessori were awarded the Singapore Pre-School Accreditation Framework (SPARK) certification, a recognition of quality in teaching, learning and management processes that benefit the development and well-being of young children.



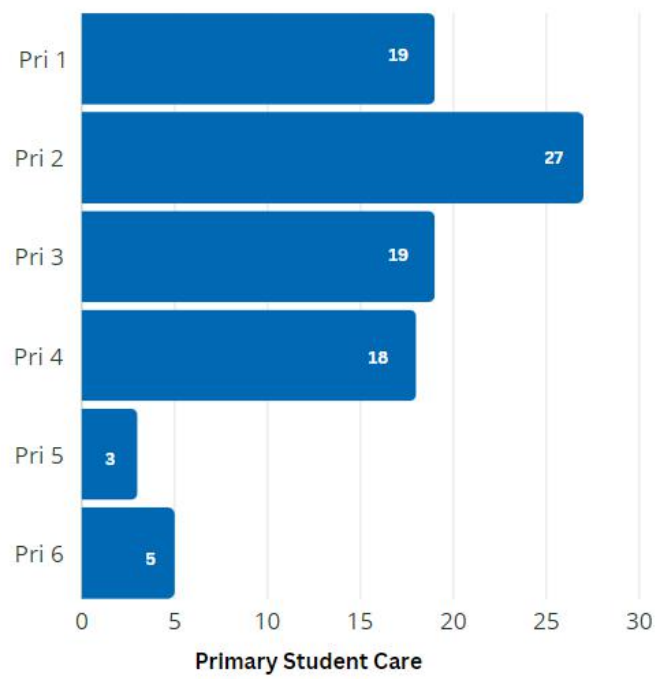
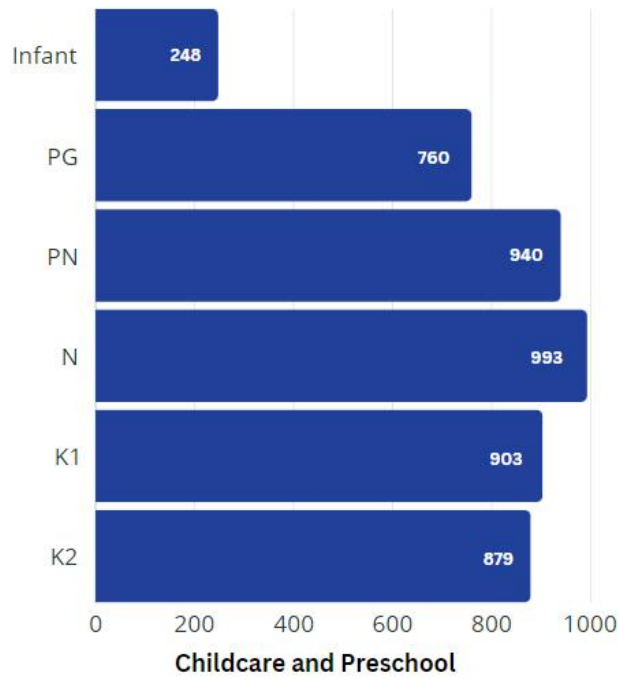
Partner Operator

As a Partner Operator (POP), Little Footprints keeps their fees affordable to ensure access to quality education while improving the development and career progression opportunities for childcare professionals.



Ichiban Montessori was awarded the Singapore Health Award in 2022, reflecting the centre's dedication to providing a supportive environment that ensures pre-schoolers have access to healthy meals and active lifestyles in school.

Our Children's Demographics



OUR CORPORATE STRATEGY

Our four strategic pillars drive all our teams in Singapore and across the group.



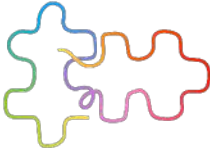
PEOPLE FIRST

We empower and enable our employees and community of parents by being an employer of choice. With this, we provide opportunities for professional development, creating a culture of transparency and trust, and fostering an inclusive environment that values diversity and encourages collaboration.



PLANET AT THE CORE

Placing sustainability and impact on the planet as a core focus in all areas of Babilou Family is essential to creating a responsible and conscientious organisation. By incorporating sustainability into our curriculum and teaching practices, Babilou Family can instil a sense of responsibility and awareness in children from an early age.



PEDAGOGY FOR TOMORROW

We transform pedagogy into action by committing to the highest quality standards and a dedication to incorporating the latest research, innovation, and ed-tech tools.



POSITIVE GROWTH

Deepening our local impact on each territory we are in by opening new childcare centres and making them more accessible is crucial to our mission of providing high-quality education and care for children and families. By increasing our local impact in this way, we can create a positive effect in the communities we serve, helping to build a more vibrant and thriving society for all.

OUR SUSTAINABILITY APPROACH

Sustainability Governance



The Board has the overall responsibility and oversight of sustainability matters within the Group. It convenes on a quarterly basis to discuss, among other topics, the integration of sustainability in the strategy, budgeting, and risk management processes. Babilou Family Singapore is represented in these meetings by the CEO and the Head of Digital and Technology who also chairs the Sustainability Steering Committee in Singapore.

The Sustainability Steering Committee meets monthly to discuss sustainability matters, concerns, and initiatives across Babilou Family Singapore’s operations, i.e. the headquarters and the centres. The Committee members include the heads of all business functions – Human Resources, Finance, Curriculum, Operations and Quality, Digital and Technology, and Marketing. Their mandate is to develop a sustainability approach for operations in Singapore, oversee the day-to-day management of sustainability issues and monitor progress against targets. Their work is supported by specialised external consultants. The Committee reports quarterly to the Board.

Responsibility for implementing the agreed initiatives lies with Business Functions. They form inter- and cross-functional Working Groups on specific sustainability-related topics that are relevant to them. They execute the projects and report monthly progress to the Sustainability Steering Committee.

Stakeholder Engagement

We interact with our stakeholders on sustainability-related topics through various channels:

| Stakeholders | Engagement Channels | Discussion Topics |
|---|---|---|
| Employees | <ul style="list-style-type: none"> • Team meetings • Suggestion channels • Company social events • “Workplace” digital platform • Employee satisfaction survey | <ul style="list-style-type: none"> • Talent attraction, development, and retention • Employee wellness and satisfaction • Technology and Innovation • Teaching curriculum |
| Parents | <ul style="list-style-type: none"> • Parent satisfaction survey • Workshops for parents • Parent-teacher conferences • Volunteering activities • “Little Lives” platform | <ul style="list-style-type: none"> • Customer satisfaction • Child’s education and development • Community impact • Curriculum feedback |
| Investors | <ul style="list-style-type: none"> • Quarterly Investor briefing • Quarterly Investee questionnaires | <ul style="list-style-type: none"> • Financial performance • ESG performance • Digital and Innovation • Compliance |
| Media | <ul style="list-style-type: none"> • News reports • Social media platforms (E.g. Facebook, Instagram, LinkedIn) • Babilou Family Website | <ul style="list-style-type: none"> • Community impact • Sharing of teaching methodologies and new innovations • Activities related to preschools |
| Vendors and Suppliers | <ul style="list-style-type: none"> • Daily procurement activities • Supplier briefings • Quality improvement meeting for key suppliers in case of major quality issues • Quality and routine audits (during new supplier evaluation) • Request-for-Proposals | <ul style="list-style-type: none"> • Business Ethics • Cybersecurity • ESG performance • Quality |
| Government Regulators/ Sector Associations | <ul style="list-style-type: none"> • Participation in education sector activities • Reports to the Early Childhood Development Agency (ECDA) | <ul style="list-style-type: none"> • ESG performance • Industry trends, threats, and opportunities • Sustainability at educational institutions |

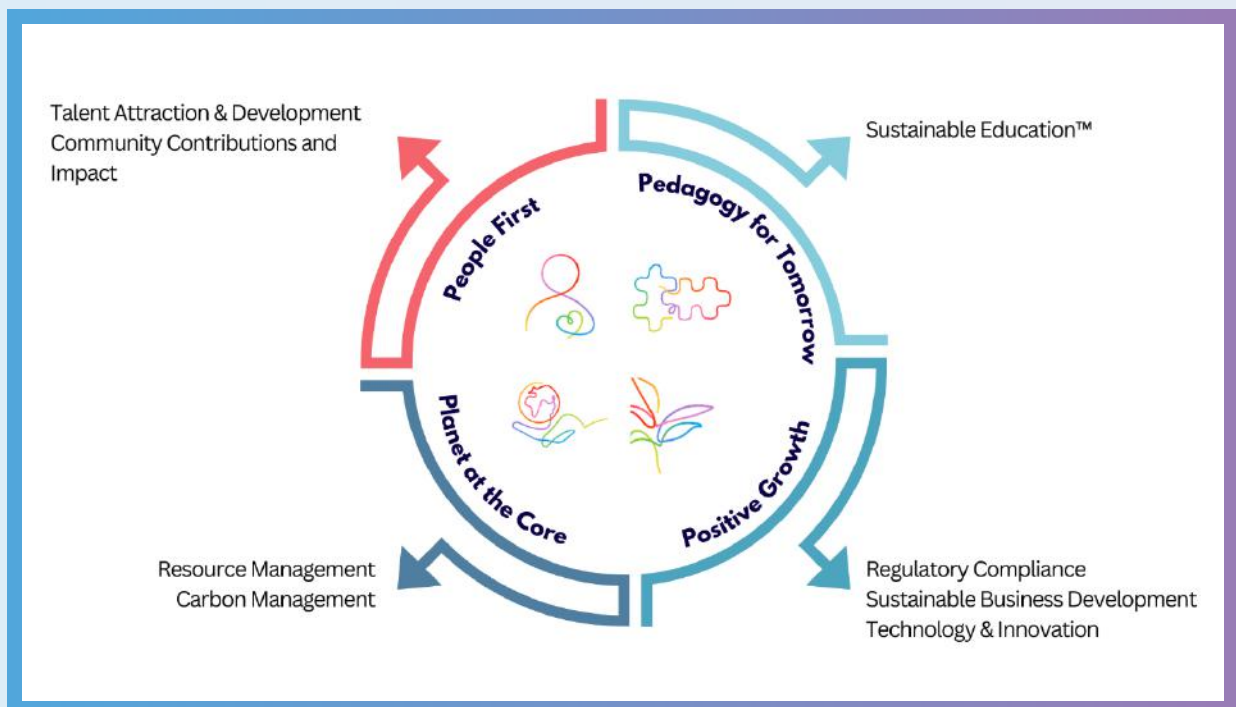
Materiality Assessment

At Babilou Family Singapore, we have conducted a preliminary materiality assessment. The objective of our preliminary assessment was to identify the material topics across environmental, social and governance issues that matter most to Babilou Family Singapore.

In the first phase, we engaged with expert consultants and analysed various sustainability issues relevant to the sector and our local operations. We conducted a benchmarking study of material topics identified by other global and local early childhood educational institutions. Considering all these together with our specific organisational characteristics and priorities, we have defined the initial set of 8 material topics for Babilou Family Singapore. These topics were integrated under the overall corporate strategy pillars to enable a cohesive and impactful sustainability strategy.

In the second phase, a series of interview sessions were conducted with the sustainability working group representatives spanning various functions. The aim was to understand the business objectives related to each material topic, identify the challenges faced, review the initiatives undertaken in 2023 and discuss future plans. The output from the interviews was presented to the Sustainability Steering Committee in March 2024 and thereafter, the material topics were validated by the Sustainability Steering Committee.

List of Material Topics clustered under the 4 strategic pillars:



We will continuously update the initial list of material topics and adjust our approach as we receive more feedback and insights from our stakeholders.

Commitment to UN Sustainable Development Goals

As an educational institute, we recognise our impact on people and the wider society, as well as the environment. In this respect, we aim to contribute to the achievement of 9 Sustainable Development Goals within the 4 strategic pillars of our corporate strategy.

PEOPLE FIRST



Having a positive impact on the health and wellbeing of our employees is a key point for Babilou Family Singapore. We are working to reduce inequalities between men and women, as well as the inequalities in society by promoting the professional development of our educators.

PEDAGOGY FOR TOMORROW



Babilou Family Singapore will create a strong impact in quality education by deploying our Sustainable Education™ strategy, while promoting innovation, sharing ideas and building partnerships with universities and research organisations.

PLANET AT THE CORE



We are working on climate action to bring Babilou Family in line with the Paris Agreement. We take action to make our consumption more responsible and to support local community initiatives.

POSITIVE GROWTH



Having a positive impact on the health and wellbeing of our employees is a key point for Babilou Family Singapore. We are working to reduce inequalities between men and women, as well as the inequalities in society by promoting the professional development of our educators.



01

**PEOPLE
FIRST**

Talent Attraction, Development and Retention

OUR APPROACH

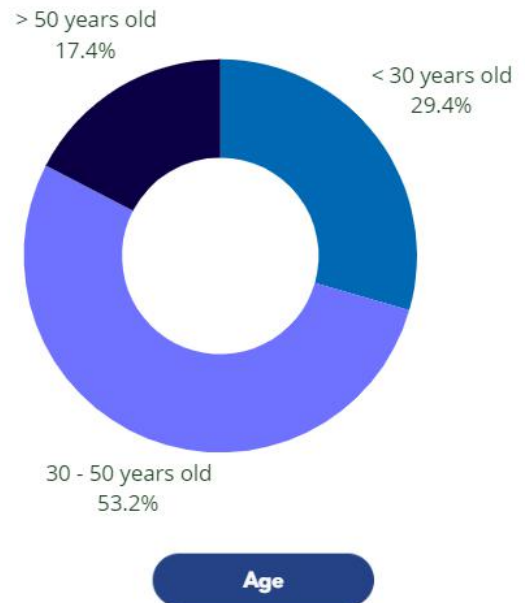
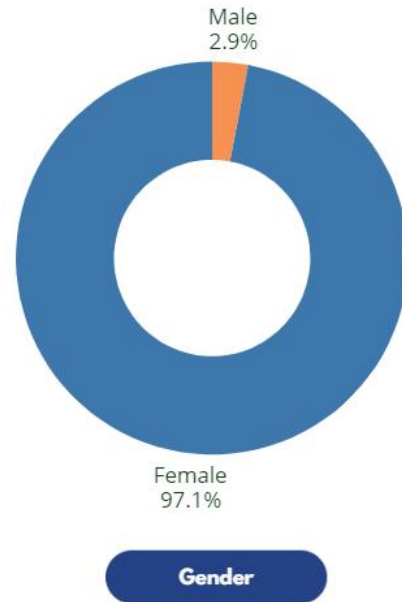
At Babilou Family Singapore, our employees are our greatest assets. They are an integral part of the company’s growth and success. As we strive to bring quality education to our children, we understand that we can only achieve this with individuals who are passionate and enthusiastic, ready to inspire and positively impact the children.

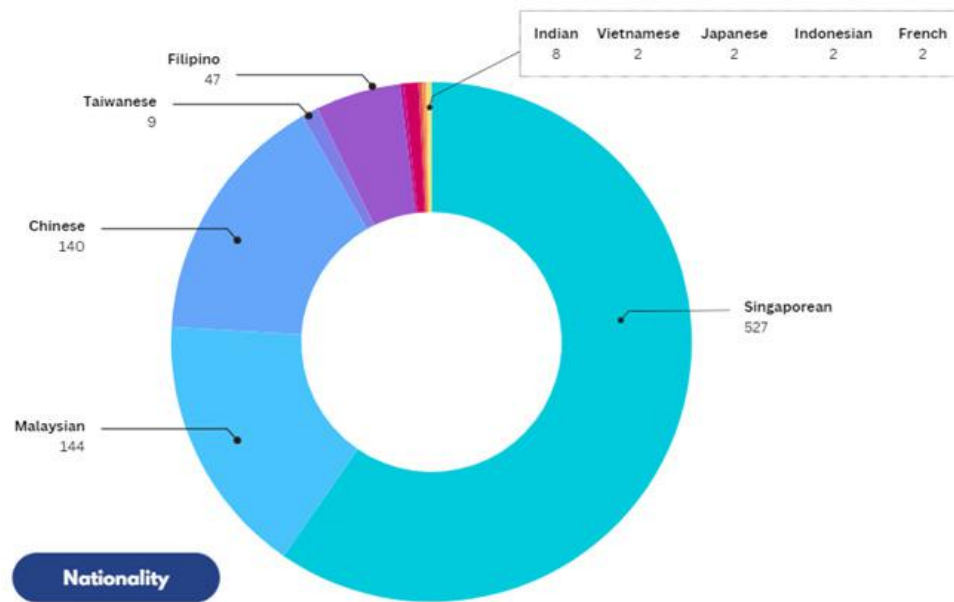
We have a diverse team of employees from different walks of life, enriching our workforce with a wide range of perspectives, experiences and talent.

As educators, we juggle between several hats such as being a teacher, a role model, and a communicator to parents. It is not an easy role. Therefore, the early childhood education sector as such faces a challenge of low hiring and retention rates. Common reasons cited are due to the decline of mental and physical wellbeing, as well as the long working hours that include preparation and administrative work even after working hours.

Cognisant of these problems, Babilou Family Singapore focuses on employee engagement, career development opportunities and creating a strong and inclusive community to build a happy workplace.

| Employees | Turnover | New Hires |
|------------------------|----------|-----------|
| AS OF 31 DECEMBER 2023 | | |
| 884 | 402 | 278 |





Employee Engagement

Creating a happy workplace where employees' opinions are valued, and achievements recognised is our priority. We have established an Open Communication Policy and use a variety of communication channels to connect with our employees and make their voices heard. Having an open conversation is important in building trust between employees and their leaders, and therefore we actively encourage and exercise this principle. We organise a series of events and programmes to promote communication and to engage our staff.

Engagement Channels

Touch Point

is a regular employee engagement programme for our HQ staff and centre leaders. Besides providing company updates to our employees through this programme, it also serves as an opportunity to connect the HQ staff and centre leaders.

Workplace

is a digital intranet to share real time updates and disseminate important company announcements to all employees instantly.

Suggestion Channels

allows us to gather feedback from our employees. They can submit ideas anonymously on various topics, such as workplace culture, leadership, and job satisfaction.

Company social events

serve as opportunities for our employees to interact, socialise and have fun together outside of work. We organise a series of events such as team bonding, retreats, and Dinner and Dance.

Employee engagement surveys are conducted to better understand our employees' concerns. The last survey was conducted in 2021 at the Group Level in partnership with Vocaza. The aim was to understand our employees' state of mind after a difficult year in 2020 due to the global COVID-19 pandemic.

The survey revealed that employees in Singapore appreciate good team spirit, enjoy going to work and having a good relationship with their manager and supportive colleagues. At the time of the survey, many employees were still worried about COVID-19, their work-life balance, and their career prospects, although more than 53% indicated they would like to stay with Babilou Family Singapore for more than 2 years.

"I ENJOY GOING TO WORK"

91.1%

"I AM SATISFIED IN MY CURRENT ROLE"

89.9%

"MY MANAGER LISTENS TO ME AND RESPECTS ME"

94.6%

SATISFACTION WITH DEVELOPMENT AND TRAINING

90.6%



Team Bonding & Retreat



Touchpoint Olympics



Dinner & Dance

In 2024, we plan to conduct an employee engagement survey in Singapore. The survey is designed to be much more granular and tailored to local context and operations. The survey findings will inform our future employee engagement strategy.

Diversity and Inclusion

As Singapore is a nation with various ethnicities, religions and cultural background, Babilou Family Singapore is a natural extension of this ecosystem. Creating a welcoming and belonging environment for our employees includes understanding and celebrating their cultures while helping them to integrate into Singapore.

In the coming year, we are planning to create a video featuring our teachers from diverse nationalities, highlighting their experiences and lives in Singapore. In addition, we will be curating a Diversity Handbook for our employees from other countries. To help our employees better assimilate into the Singapore culture, the Diversity Handbook will contain useful facts about Singapore with recommended attractions and "how-to" guides on administrative processes such as getting a local mobile line.



**AVERAGE
TRAINING
HOURS PER
EMPLOYEE
IN 2023**

29.4



Development & Training

At Babilou Family Singapore, we actively invest in our employees' career development, from charting out their career goals to providing an abundance of resources for soft-skills and technical skills. During the annual performance appraisal sessions, our mentors and senior staff engage with their team members to identify their strengths and areas for further development. Our employees then curate a personal learning plan under the guidance of the senior staff. The plan outlines their career goals and key actions to help them to achieve their goals. This helps to align our employees' interests, leverage their skillsets, and increase productivity.

Employee Training Programme

Our training programme consists of mandatory trainings and optional modular workshops. Mandatory trainings include key courses required to perform a specific job. This includes curriculum training, child first-aid and compliance training in PDPA. These trainings are conducted to continuously sharpen our employees' skills while introducing them to new teaching methods. Complementing the mandatory trainings, optional modular workshops are also organised throughout the year to address the specific developmental needs of our staff. A training calendar will be disseminated in advance and employees sign up according to their interest.

In 2024, we have revised our training programme – mandatory curriculum training will only be undergone by principals, who will then train their centre staff. This adjustment is aimed at further empowering our principals.

Leadership Training Programme

In 2023, we kicked off our Leadership Series – a training programme for our managers. The training structure adopts a cycle of “Learn-Reflect-Apply”, allowing for acquired skills to internalise and put into practice. Equipped with a process for intentional change, our managers will first learn about essential management skills such as communication, then they are given the opportunity to reflect about their current work approach. Subsequently, they will apply their newly acquired knowledge in their day-to-day work. After 3–4 months, they will progress into the next phase of learning, building upon their existing skill set. For instance, how to be a confident communicator while asserting oneself effectively. These sessions also allow our educators of diverse seniority to connect and advise each other.



EARLY CHILDHOOD COURSE & CAREER PREVIEW

Discover a career as a preschool educator!



SHARING ON EARLY CHILDHOOD SECTOR & COURSES

Our NIEC Staff and Faculty will cover what life as a preschool educator is like, and how you can get your course sponsored under the Career Conversion Programme (CCP)! More insights on the Early Childhood landscape will also be shared by the Early Childhood Development Agency (ECDA).



PARTNER PRESCHOOL OPERATORS

PCF Sparkletots & Babilou Family Singapore

Find out more about these preschool operators and their available job openings! Participants are welcome for walk-in interviews. Simply bring along copies of your resume and relevant academic qualifications.

DATE & VENUE

6th MAY 2023
(Saturday)

2 Sessions:
10AM & 1PM

NIEC (CITY CAMPUS)

73 Bras Basah Road
#07-01, SG 189556

1 min walk from
Bras Basah MRT!



Registration link: bit.ly/CCP6MAY

External Partnerships to Grow the Talent Pool

Aware of the severe shortage of educators in the early childhood industry, Babilou Family Singapore is proactive in seeding efforts to grow a pool of workforce through various partnerships and sponsorships.

Through our sponsorship programme, we provide funding to existing staff members who have been working with us for a year and wish to upgrade themselves to get another education certificate or bachelor's degree. Babilou Family Singapore is also an official industry partner for the Career Conversion Programme for Preschool Educators offered by the National Institute of Early Childhood Development and KLC International Institute. Through this programme, we offer mid-career professionals training and work attachment opportunities to equip themselves with the necessary knowledge and skills to work as preschool educators.

NUMBER OF
EMPLOYEES
SPONSORED
IN 2023

03

NUMBER OF
MID-CAREER
PROFESSIONALS
TRAINED UNDER
THE CAREER
CONVERSION
PROGRAMME IN
2023

29



COMMUNITY CONTRIBUTIONS AND IMPACT

OUR APPROACH

At Babilou Family Singapore, giving back to the community is imperative. As a mission-led company, we place great importance on building a community-centric ecosystem where the work we do meets the needs of those around us.

Although giving back to the community is often akin to building goodwill and garnering customer loyalty, we recognise that it goes beyond these fundamental reasons. Participating in social and environmental causes that we are passionate about boosts our employees' morale and sense of belonging. We all gain valuable insights through interacting with

people from different walks of life, which inspires innovative ideas and perspectives.

ANNUAL COMMUNITY CONTRIBUTION EVENTS

Every year, Babilou Family Singapore selects a social cause which we are passionate about and hold close to our hearts. We ideate on ways to contribute to this social cause involving our educators, children and parents. We aim to organise at least two events each year – one at the organisational level and another at the headquarters level.

Plan(t) the Future

This is our first major sustainability education initiative to raise awareness on environmental protection in light of Earth Day. Our educators engaged the children through activities and discussion sessions on the environment. Fundraising activities such as creation of crafts and bakes by the children were held.

\$50,045
raised and
contributed to NParks
Plant-A-Tree

Fundraising

Our children created crafts that were put up for sale on Earth Day. At our HQ, we organised a flea market for our employees to contribute their preloved items for sale and auction them towards a good cause.

Tree Planting

We were accorded 166 trees out of which 148 trees were planted along Sengkang West Way.



Embracing Inclusive Education

To continue our efforts in promoting a culture of sustainability, this year we embarked on efforts to provide support for children with cancer and their families in their battle against life-threatening illnesses. Our educators designed lessons and activities to instil empathy in our children and to show care for those around them, despite their differences and circumstances.

\$54,850
raised and
contributed to
Children's Cancer
Foundation

Children's Cancer Foundation

Families across all of our 60 centres came together to participate in fundraising and family bonding activities like walkathons, races and carnivals.

Singapore Children's Society

Our HQ staff got together to donate diapers, foods and other essential items to the underprivileged children in Yishun.

\$2,584
in-kind goods raised
and contributed to
Singapore Children's
Society



In 2024, we are focusing our efforts on the social cause: Food and inclusion, in line with Sustainable Development Goal 2: Zero Hunger. Our aim is to delve into crucial topics such as circular economy, food waste and global hunger. Partnering with World Vision International, a humanitarian aid organisation, we will hold a fundraising event in May 2024. Understanding that addressing these issues requires ongoing commitment and education, we will begin a series of workshops on growing food and reducing food waste in April 2024 to educate our children about food security issues.



CLIMATE FRESK

As an education provider, we believe that climate change awareness helps people understand the climate crisis and empower them with knowledge to act as agents of change. Since 2022, we have supported Climate Fresk by providing space in our headquarters premises on a pro-bono basis every first Monday of the month to educate the public. The Climate Fresk is a science-based workshop that aims to raise awareness about climate change through a fun and engaging card game. We encourage our employees to participate as well.

VOLUNTEERING

In the coming year, we intend to further encourage volunteerism amongst our employees, although we recognise that there are hurdles involved in fully integrating volunteerism into our corporate culture. These include finding opportunities to volunteer and setting aside time for educators to volunteer while operations can continue as usual. To alleviate these concerns, we are working towards implementing a Corporate Social Responsibility (CSR) leave, where employees can use this leave to volunteer for a cause that they are interested in.



02

PEDAGOGY FOR TOMORROW

SUSTAINABLE EDUCATION

OUR APPROACH

At Babilou Family Singapore, we offer the best-in-class service in early childhood education. We strongly advocate for Sustainable Education™, which integrates the best pedagogical concepts and research findings from neuroscience. Sustainable Education™ is an ambitious pedagogy approach aimed at helping every child become independent, socially, and emotionally intelligent, creative, and resilient.

Four cornerstone commitments towards of a Sustainable Education®

COMMITMENT #1

For children and their families: to design and implement an ambitious pedagogy, to help support parenthood, and to participate in the protection of children.

COMMITMENT #2

For our professionals: to promote their fulfillment and impact by developing their skills, focusing on their quality of life at work, and helping to raise the profile our profession.

COMMITMENT #3

For the planet: to place sustainable development and the management of our carbon footprint at the heart of our actions.

COMMITMENT #4

For society: to make Babilou Family accessible to all and to contribute to the economic and social development of the regions in which we operate.

6 Fundamental Principles

First ensure the physical and emotional security of the child

Enable learning through the child's Natural Rhythm - (Don't hurry the child)

Embrace children's natural curiosity and knowledge to scaffold the learning journey of each child

Promote inclusion, open-mindedness, diversity and multiculturalism

Integrate nature throughout the learning experience

Partner with families to create a seamless educational journey

The Sustainable Education™ principles are integrated into our curriculum and classroom experience at KiddiWinkie Schoolhouse and Little Footprints Preschool. KiddiWinkie Schoolhouse adopts an inquiry-based approach to encourage children to be curious and seek to explore topics that are of interest to them. Little Footprints Preschool uses thematic-based learning to prepare our children with skills that are crucial for formal schooling. The themes range from multicultural education to character development.

We have curated a series of activities across our centres based on Sustainable Education™ to help with our children's learning and development. We recognise the importance for our children to grow into open-minded individuals who are welcoming towards people around them. It is inevitable that we will interact with people from all walks of life. Immersing in a multicultural environment allows for children to broaden their perspectives from an early age. Some examples of our unique programmes and centre features are as follows:



Learning Beyond the Classrooms





Local Cultural Celebrations

In 2024, we intend to roll out several new initiatives:

1. To support our children's natural motricity, it is important to create furniture that is adequately sized for them. We aim to pilot customised furniture in selected centres.
2. We are preparing storybooks based on Sustainable Education™ principles, that are designed for families to read together at home and for our educators to use while teaching.



PARENT ENGAGEMENT

As part of our Sustainable Education™ framework, we aim to partner with parents to create a seamless education experience (Principle #6).

Parental involvement is of paramount importance for children's academic and social development in their formative years. Balancing work, children and other aspects of life, however, is not an easy feat, even with the help of other family members or domestic helpers. We implement various support systems to assist parents to foster better work-life balance.

We engage our parents through the following channels and initiatives:

- Our **annual tea sessions** inform parents about the expectations and objectives for the new year and explain what their children will learn during the school year.
- We conduct **surveys** among our parents to better understand the resources and topics they require to further support their involvement in their children's learning journey. Once we understand their needs, we organise **support sessions, workshops and share with them some educational resources once to twice a year**. Workshop topics vary from centre to centre, covering areas such as storytelling, easing the transition to primary school and engaging children in learning phonics, Chinese and numeracy at home.
- We communicate with parents on a daily or weekly basis through our digital platform **Little Lives**.
- We also invite our parents to join us in celebrations and excursions in our **Parent In-volvement Activities**. These activities are organised once every term for each level.
- After the release of the children's progress reports, we organise **Meet the Parents' Sessions** biannually to discuss their children's progress.

To better serve our parents and children, we conduct an **annual NPS survey** to gain insights on our parents' satisfaction towards our service. The results of our 2023 NPS survey on a scale from -100 to 100 serve as a strong testimony for the high-quality education we deliver and the continuous support we provide to our parents.

KIDDIWINKIE
SCHOOLHOUSE
NPS SCORE IN
2023

48

LITTLE FOOTPRINTS
PRESCHOOL NPS
SCORE IN 2023

40



NUTRITION, HEALTH AND SAFETY

Babilou Family Singapore takes a proactive approach to nutrition, health and safety. Rather than developing a response mechanism after incidents occur, we conduct random checks and assist schools with higher risks of incidents in implementing preventive measures.

PROVIDING NUTRITIOUS MEALS FOR OUR CHILDREN

We provide in-house meals across our schools, and we recognise that it is our duty to deliver healthy and nutritious meals that meet our children's growing needs, while cultivating healthy eating habits.

Recognising this responsibility, the curation of our menu strictly adheres to the Healthy Meals in Preschool Programme guidelines set out by the Health Promotion Board (HPB) to ensure that the food we provide is nutritious, balanced and varied. If there are any deviations from the set menu, our educators and school chefs will log them in our Little Lives portal as required by ECDA.

To uphold food hygiene standards, it is mandatory for our school cooks and principals to undergo food and hygiene training every 5 years. This training equips them with the necessary skills and knowledge to ensure proper hygiene in the preparation and handling of food.

An external audit is conducted by HPB annually to verify compliance with the set menu and to ensure that hygienic kitchen standards are upheld. To further ensure quality assurance, we deploy HQ-level personnel to conduct internal audits on an annual basis. These audits are in-tegral to the centre's KPI assessment.



At the same time, we recognise our duty in helping children establish a positive relationship with food. We actively promote the cultivation of healthy eating habits using the **“My Healthy Plate”** by HPB. Furthermore, our principals and educators observe and inform our kitchen about the children's preferences and responses to various foods, identifying those that they readily accept and those they may be hesitant to try. These insights help us redesign the menu to cater to our children's preferences and reduce food wastage across our centres.



03

PLANET AT THE CORE

RESOURCE AND CARBON MANAGEMENT

OUR APPROACH

We incorporate elements of environmental sustainability in both, our children's education journey and in our operations. We recognise our duty as educators to create a sustainable learning environment for our children and, spearheaded by the Digital business unit, we aim to showcase responsible consumption in our operations.

RESOURCE MANAGEMENT Initiatives at HQ Level

At HQ, we are taking active steps to educate our employees on climate-related issues and to introduce initiatives to help them make more environmentally friendly decisions. We recognise the importance of embodying sustainable habits in our daily lives as we teach our children about these principles.

To reduce paper consumption in our offices and centres, we have greatly invested in digital platforms to connect employees and parents, such as our Little Lives application.

In 2023, we have upgraded all our employee laptops to models with improved energy efficiency. This initiative aims to contribute to energy conservation as energy-efficient laptops consume less power. In line with circularity principles, we dismantled the old laptops to repurpose functional components like RAM and hard disks.

In 2023, we used our newly implemented group-wide carbon accounting software, Greenly, to survey employees and raise their awareness about the environmental impact of their meal and transport choices. Knowing their carbon footprint helps them understand how their lifestyle choices have an impact on organisational carbon footprint. For more information, refer to the section on "Our Environmental Impact".

To further raise awareness on climate issues in 2024, we target for all our HQ employees to attend the **Climate Fresk Sustainability Workshop**.

In addition, we will be launching an in-house carpooling application for our employees. To encourage them to use the application, it will incorporate a reward-based system.



CREATION OF GREEN CENTRES

As part of our Sustainable Education™ principles, we integrate nature into our children's learning experiences. In 2023, we have taken an ambitious step to create Singapore's first sustainable preschool.

KIDDIWINKIE SCHOOLHOUSE @ JURONG GATEWAY

Key Features

- Solar panels that convert solar energy into electricity
- Smart switches with routines set for lights and air-conditioning to turn on and off daily
- Large windows that can open up in full to provide ventilation to the centre
- Heat reflecting paint that lowers the indoor temperature of the centre
- Building materials that have the Green Label are known to reduce environmental impact, leading to savings on energy and water usage

As part of our environmental sustainability ambitions, we target to have 100% of all KiddiWinkie Centres to achieve BCA Green Mark Certification.

To integrate green spaces in our centres, we plan to install vertical green gardens in centres that currently lack such spaces. This target applies to all applicable KiddiWinkie Schoolhouse centres by 2024, and subsequently for all applicable Little Footprints Preschool centres. We are currently conducting pilot projects at multiple centres to assess the feasibility of this initiative.

As we work towards reducing food waste at our centres, we have launched a food waste monitoring pilot programme in several centres in 2024. The results of the pilot will inform our plans to reduce food waste in coming years.

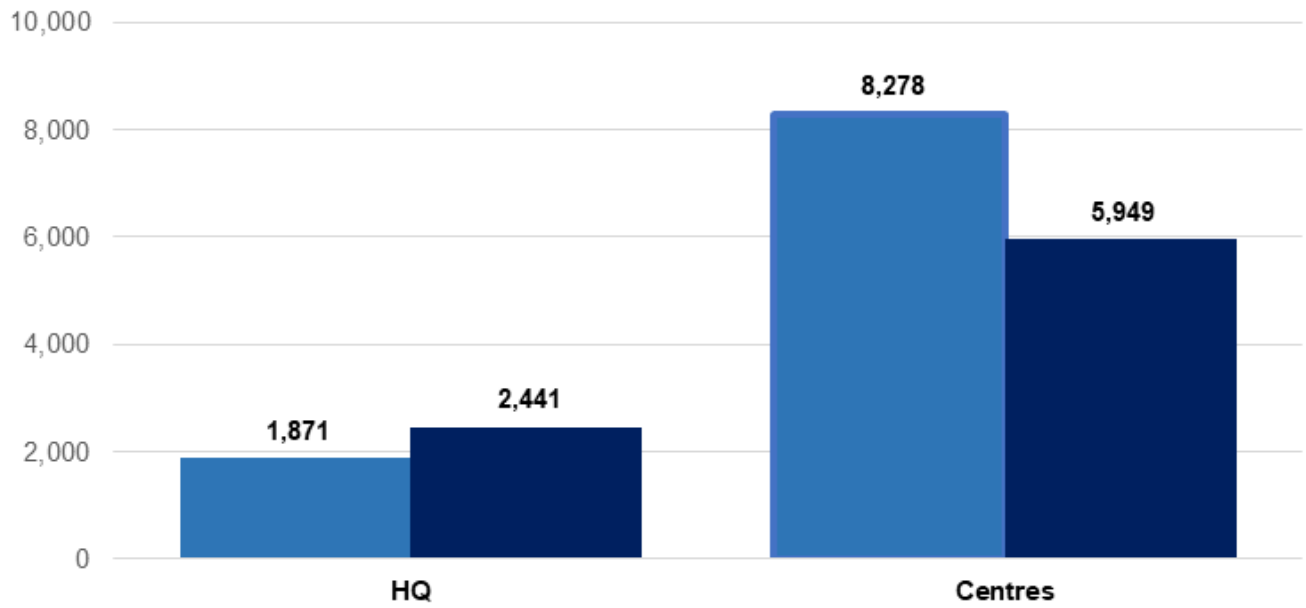
OUR ENVIRONMENTAL IMPACT

Our key environmental impact is mainly attributed to the following items necessary for our operations:

- Fuel consumption by our company's vehicle fleets such as school buses,
- Electricity consumption across our headquarters and schools,
- Water consumption across our headquarters and schools

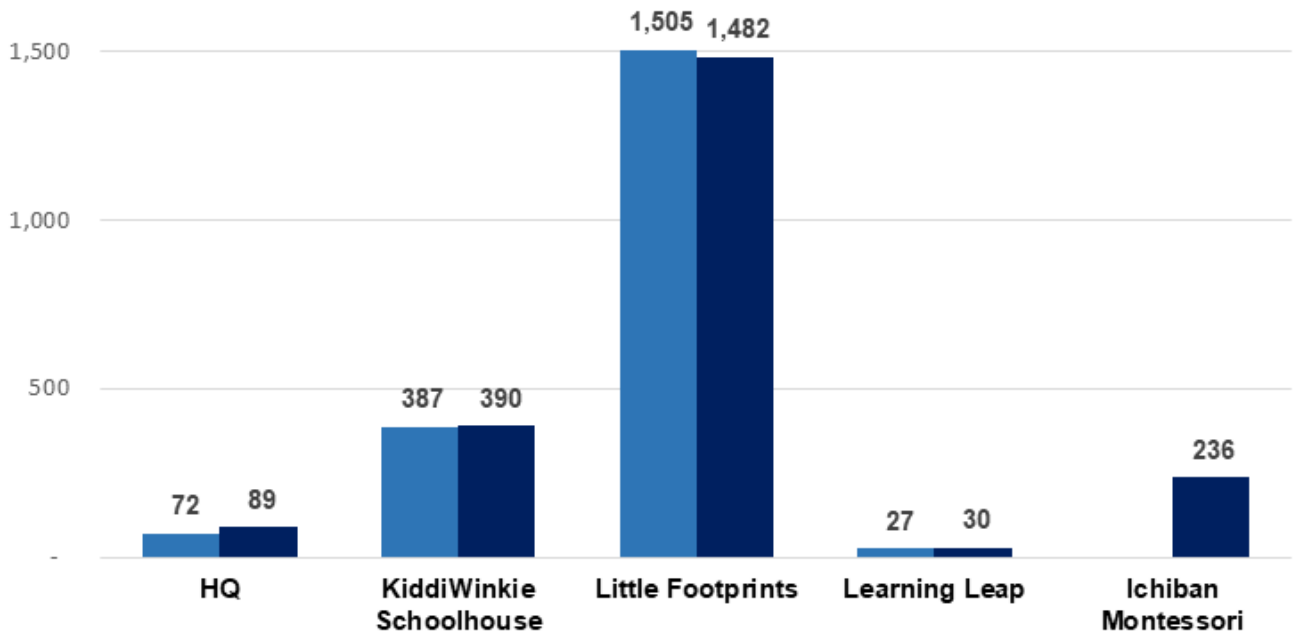
2022-2023: Fuel Consumption (L)

■ 2022 ■ 2023

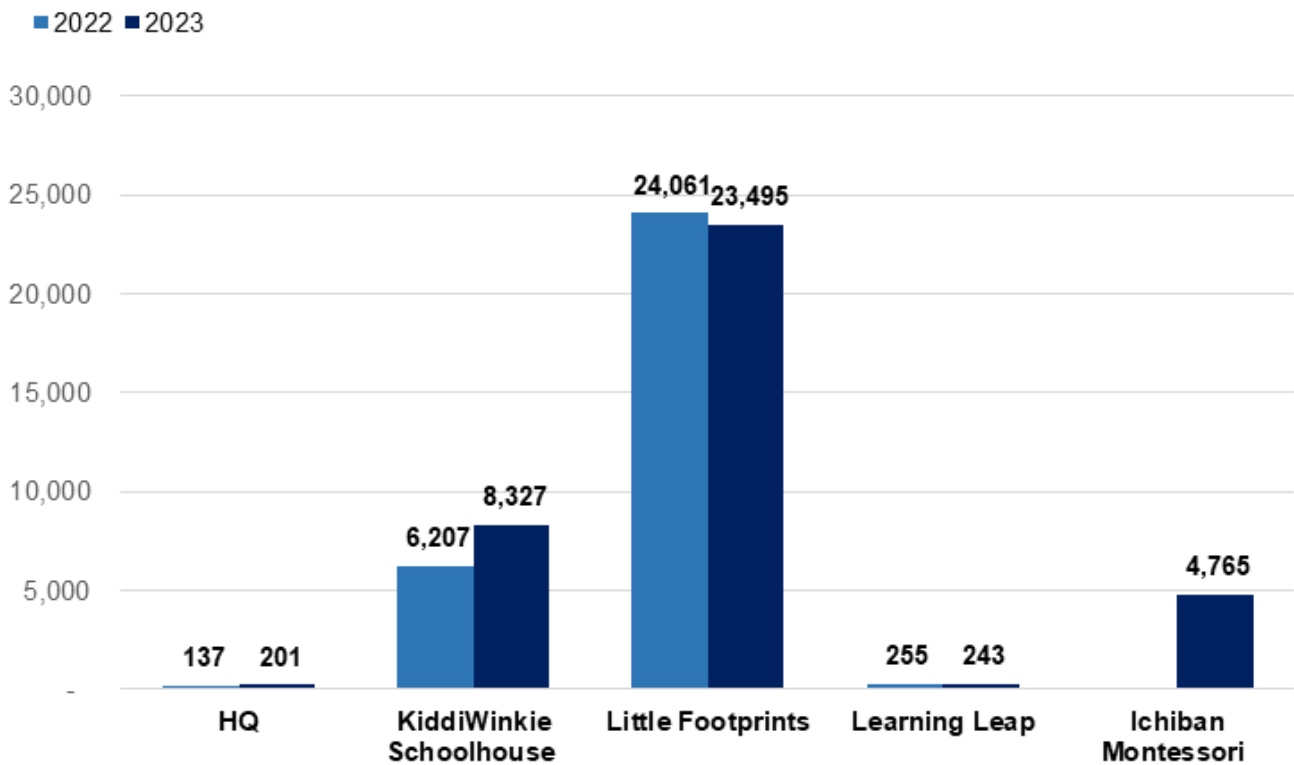


2022-2023: Electricity Consumption (MWh)

■ 2022 ■ 2023



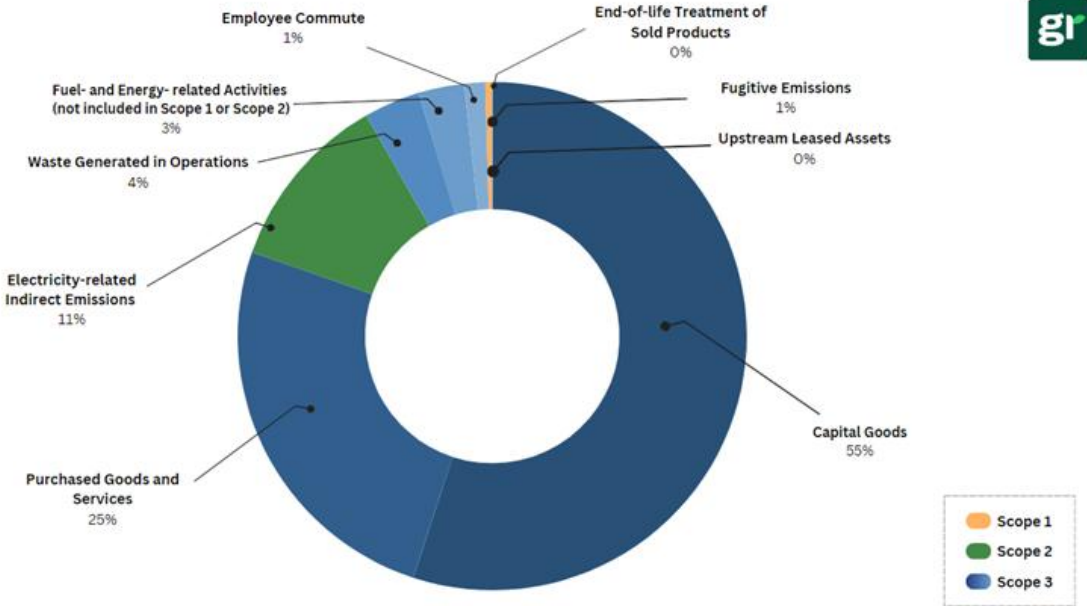
2022-2023: Water Consumption (m3)



While other centres remain fairly consistent in their electricity and water consumption, KiddiWinkie's consumption experienced an increase. This increasing trend for electricity and water consumption is due to the opening of the Jurong Gateway Centre in 2023.

CARBON MANAGEMENT

We have implemented Greenly, a carbon accounting software, to calculate our carbon emissions for 2022. Our greenhouse gas emissions for 2022 across the categories are as follows.



| CATEGORY | EMISSIONS (tCO ₂ e) |
|---|--------------------------------|
| SCOPE 1 EMISSIONS | 66 |
| Fugitive Emissions | 39 |
| Mobile Combustion Emissions | 27 |
| SCOPE 2 LOCATION-BASED EMISSIONS | 1,096 |
| Electricity-related Indirect Emissions | 1,096 |
| SCOPE 3 EMISSIONS | 8,486 |
| Purchased Goods and Services | 2,436 |
| Capital Goods | 5,296 |
| Fuel- and Energy-related Activities not include in Scope 1 or 2 | 280 |
| Waste Generated in Operations | 343 |
| Employee Commute | 129 |
| Upstream Leased Assets | 0.3 |
| End-of-life Treatment of Sold Products | 2 |

**Mobile combustion emissions were not included in Greenly's Scope

In 2024, we will further refine the data collection process to increase completeness and accuracy and use Greenly to calculate our carbon emissions for 2023.



04

POSITIVE GROWTH

REGULATORY COMPLIANCE

OUR APPROACH

We are committed to upholding good governance through compliance with law and regulations, and responsible business conduct. We conduct our business with integrity, maintaining a zero-tolerance stance against corruption and bribery. By aligning with these principles, we aim to safeguard the interests of our stakeholders as well as maintain trust with them.

COMPLIANCE WITH LAWS AND REGULATIONS

Our commitment to compliance with governmental regulations in Singapore extends to both operational and sustainability aspects. Our legal department conducts frequent screening to keep abreast of high-risk issues and to monitor evolving regulatory landscape that could affect Babilou Family Singapore's local operations. These screenings encompass a range of topics, including operational licenses, health and safety certifications of our employees and new ECDA requirements.

We uphold the utmost standards for occupational health and safety and employment rights. We conduct our due diligence and comply with Singapore's employment-related laws and regulations that apply to our business, which includes the Employment Act, Employment of Foreign Manpower Act, Fire Safety Act, Work Injury Compensation Act, and Workplace Safety and Health Act. In addition, we cascade the importance of these regulations to our employees through our Employee Handbook, Workplace Health and Safety Policy and trainings. In 2023, we recorded 11 cases of minor injuries across our employees.

**REGULATORY
BREACHES
IN 2023**

00

BUSINESS ETHICS & ANTI-CORRUPTION

In the past year, Babilou Family Singapore has undertaken proactive steps to reinforce our commitment to ethical values and standards. As part of our ongoing dedication to maintaining a culture of integrity, we are focusing on establishing a reporting infrastructure and conducting comprehensive training to educate our employees.

In 2023, all our Senior Management attended an anti-corruption training to further reinforce ethical values and standards we uphold. That set the stage for the next level of initiatives planned for 2024 as detailed below. At the time of release of this report, we would have launched our Whistleblowing Channel in March 2024. This channel allows our employees, vendors, and suppliers to raise concerns regarding any forms of improprieties relating to the company's finances, internal controls, corruption, bribery, and fraud. To bolster this initiative, we have also newly established a whistleblowing governance body consisting of our CEO, HR and Legal Director.

Another significant milestone in March 2024 is the introduction of our local Charter of Ethics and Anti-Corruption Code of Conduct. These ethical principles, derived from our Group standards, are tailored to our local policies, and take into account the cultural nuances specific to Singapore's context. To ensure that these new policies are communicated clearly and effectively, we will also be organising an anti-corruption training for our employees.

SUSTAINABLE BUSINESS DEVELOPMENT

OUR APPROACH

Babilou Family Singapore is committed to ensuring preschool education remains accessible and affordable. We do so through the partnership with the Government on various subsidy schemes and by creating or acquiring new centres island-wide to increase child capacity.

To achieve a successful acquisition, we focus on integrating the existing leadership team of the new companies we acquired into our development plan. In Babilou Family Singapore, previous executives remain as active shareholders (with 12% share) and play a critical role in the Business (e.g. Julie Koh and Matthias Koh co-founded Nurture Education Group and continue their involvement in the operations and business development of the company). This has enabled us to ensure operational success. The acquisition of the remaining 12% of capital has been extended to 2026.

As we further solidify our market presence in Singapore through the acquisition of new centres, we firmly prioritise the availability of outdoor spaces to ensure that our children have ample opportunities to grow and play in nature.

Recognising our role as global citizens, we believe that the economic value we create through our business should be redistributed to benefit the society we live in.

**TOTAL NEW
CHILD CAPACITY
CREATED IN 2023**

852

**ADDITIONAL
CENTRES
ACQUIRED/
ESTABLISHED IN
2023**

07

PARTNERSHIP WITH THE GOVERNMENT

We recognise that preschools play a crucial role in a child's formative years, especially on their social and educational development. Amid rising costs of living in Singapore, we have partnered with ECDA to keep preschool education affordable through two types of subsidies.

| TOTAL NEW CHILD CAPACITY CREATED IN 2023 | | | EXCLUSIVE PARTNER OPERATOR | |
|--|------------------------------|--------------------|------------------------------|--------------------|
| KIDDIWINKIE SCHOOLHOUSE | LITTLE FOOTPRINTS PRE-SCHOOL | ICHIBAN MONTESSORI | LITTLE FOOTPRINTS PRE-SCHOOL | ICHIBAN MONTESSORI |
| 8 CENTRES | 42 CENTRES | 7 CENTRES | 8 CENTRES | 42 CENTRES |

Any Singaporean Citizen child enrolled in an ECDA-licensed childcare is eligible for the Basic Childcare Subsidy Scheme, allowing parents to enjoy a basic monthly subsidy of SGD300.



In addition, 37 of our Little Footprints Preschool centres are appointed as an Exclusive Partner Operator (POP) by the ECDA for the 2021 – 2025 new term. This scheme aims to improve the accessibility, affordability, and quality of childcare and infant care services. We receive funding to keep our monthly fee cap at SGD 760 and SGD 1,330 for a full day of childcare and infant programme for Singaporean children.

During our engagement with ECDA annually, we have been strongly advocating for the integration of sustainability into the curriculum as we believe that this is an essential aspect of curriculum that other preschool educators should also adopt.

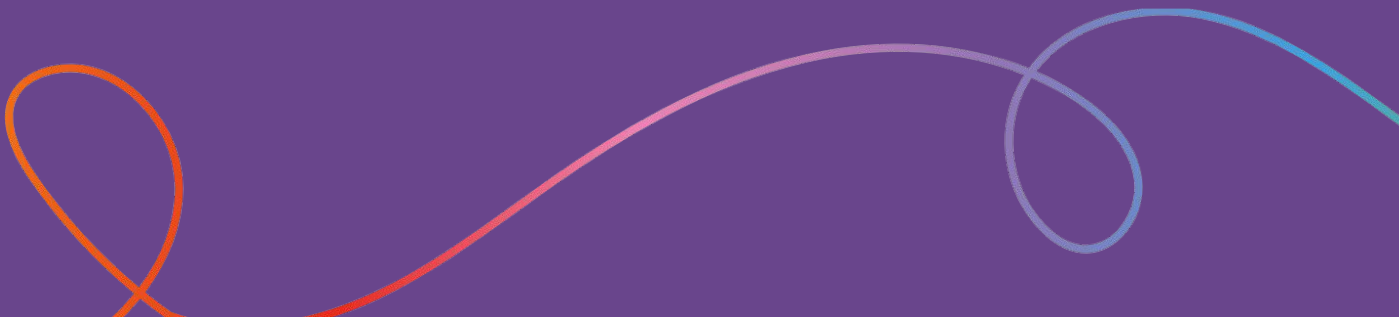
GREEN FINANCING

Babilou Family Singapore has allocated SGD 1 million into UOB's Green Term Deposit. These deposits are part of a tranche that supports the financing of green buildings in Singapore (60% of the portfolio), Hong Kong, Australia, United Kingdom and United States, which have been certified as Green Mark Gold Plus or Platinum by the Singapore Building & Construction Authority (BCA), or equivalent certificates from authorities in the respective countries. According to UOB's report, the Green Term tranche has avoided 22,787 tCO2e emissions, equivalent to 459,460 tree seedlings grown or 6,183 cars removed.



05

TECHNOLOGY & INNOVATION





OUR APPROACH

At Babilou Family Singapore, we are using digital technology to constantly improve the experience of families and professionals. In an age of rapid digitalisation, we recognise the need to keep up with technological developments to improve our efficiency while also maintaining a safe and secure digital environment.

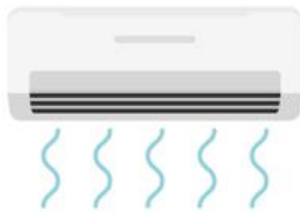
DIGITALISING OUR OPERATIONS

Digitalising has helped us to streamline our processes and facilitate collaboration among all employees. All our centres are using digital tools such as Workplace, Little Lives and Teams to manage their day-to-day work. We are continuously innovating to further streamline our operations on all ends.

Here are some examples of our innovative utilisation of technology to enhance efficiency of our business operations. These applications are developed in-house by our Digital team.

IoT Energy Management System

Deployed at KiddiWinkie Schoolhouse @ Jurong Gateway to optimise energy usage



Our IOT-enabled air conditioning system intelligently adjusts, responding to external weather temperature conditions. When it rains, the system automatically increases the temperature of all air conditioners in the centre.



Our lighting system automatically adjusts according to the external lighting conditions outside, dimming all the lights in the centre to allow for natural light to take over, reducing unnecessary energy consumption.

State Facility Maintenance Application

Deployed across all schools to streamline fault reporting and replacement maintenance process



Previously, employees had to log faults or incidents on physical forms and submit them to the management team. The management team had to then alert vendors for replacement and thereafter submit invoices.



Now, our principals can promptly log incidents into the management system which automatically notifies vendors of the fault. Vendors can then update whether the fault has been addressed and submit financial claims directly.

In 2024, we are introducing a real-time monitoring tool to track the staff-to-child ratio. This tool allows us to better identify any staffing issues and respond quickly to classrooms that are understaffed. Having enough teachers in the classroom helps us to better cater to the needs of each individual child, spending more one-to-one time to better understand our children's unique ways of learning.

CYBERSECURITY MEASURES

As we digitalise our operations, we recognise the accompanying cybersecurity risks. Given the sensitive and private information we handle, safeguarding data privacy is important to us. As such, we employ a range of measures including technical protection features and cybersecurity audits.

Key technical measures that we have implemented include:

- Use of Giro, NETS and Paynow to facilitate safe transactions between our centres and parents,
- A next-generation Endpoint Detection and Response (EDR) feature to protect our company devices,
- Remote Monitoring and Management (RMM) software for Windows devices,
- Mobile Devices Management for Apple devices,
- NextDNS firewall protection across all networks, and
- CISCO AnyConnect VPN for remote workers.

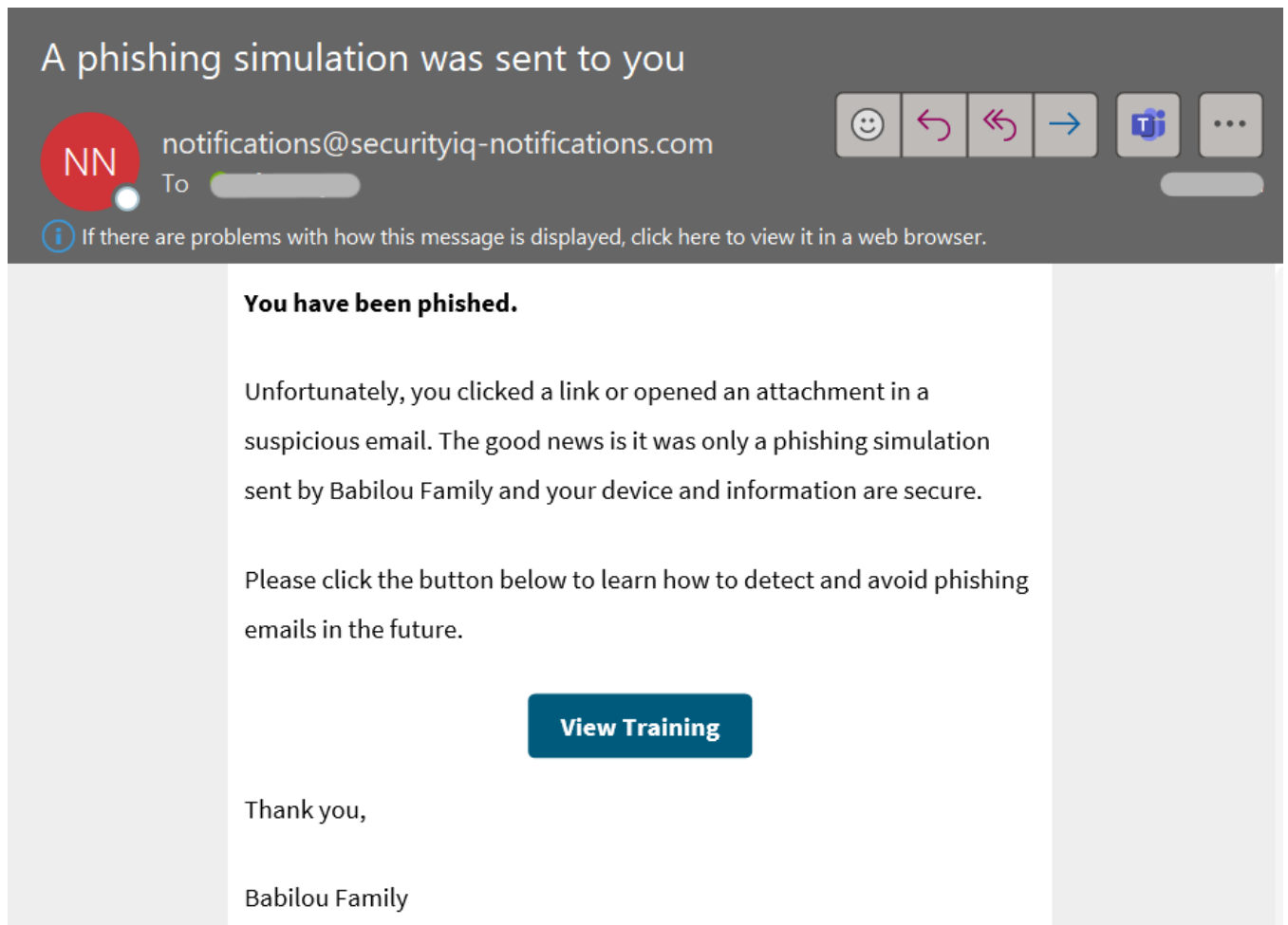


An independent assessment using the NIST Cybersecurity Framework was commissioned to assess Babilou Family Singapore's cybersecurity threat, risk and maturity posture. In this assessment, we achieved a remarkable high score. This audit is conducted annually to ensure that we continuously evaluate and enhance our cyber security measures, ensuring that they remain effective in safeguarding our data and preserving the trust of our stakeholders.

3.2 **BABILOU FAMILY SINGAPORE'S
NIST ASSESSMENT SCORE**

2.1 **AVERAGE
NIST SCORE**

An essential defence pillar towards cybersecurity threats are our employees. Mandatory employee training programs are conducted to foster a culture of vigilance and awareness regarding cybersecurity risks. In addition, phishing simulations are regularly conducted to test staff in real life-like situations and allow for corrective trainings if needed.



Achieving 0 data breaches in 2023 is a strong testament to our diligent cybersecurity measures. Although 3 instances of missing devices occurred in 2023, the prompt reporting enabled us to prevent any data breaches by swiftly wiping out all data within 24 hours.

APPENDIX: KEY ESG INDICATORS

General

| Indicators Measured and Monitored | 2022 | 2023 |
|-----------------------------------|------|------|
| Total headcount of children | 4078 | 4814 |
| Infant (2 – 17 months) | 181 | 248 |
| PG (18 months & above) | 665 | 760 |
| PN (3 years old) | 824 | 940 |
| Nursery (4 years old) | 783 | 993 |
| K1 (5 years old) | 793 | 903 |
| K2 (6 years old) | 750 | 879 |
| Primary 1 (7 years old) | 26 | 19 |
| Primary 2 (8 years old) | 17 | 27 |
| Primary 3 (9 years old) | 19 | 19 |
| Primary 4 (10 years old) | 9 | 18 |
| Primary 5 (11 years old) | 8 | 3 |
| Primary 6 (12 years old) | 3 | 5 |

People First

| Indicators Measured and Monitored | 2022 | 2023 |
|---|------|------|
| General Employment Information | | |
| Total employees by level | 767 | 884 |
| Senior management | 84 | 81 |
| Employees (HQ staff, principals, educators) | 683 | 803 |
| New Hires | 320 | 278 |
| Turnovers | 302 | 402 |

| Indicators Measured and Monitored | 2022 | 2023 |
|-----------------------------------|------------|------------|
| Gender Diversity | | |
| Senior Management | 84 | 81 |
| Female | 77 | 75 |
| Male | 7 | 6 |
| Employees | 683 | 803 |
| Female | 665 | 783 |
| Male | 18 | 20 |
| New Hires | 320 | 278 |
| Female | 304 | 275 |
| Male | 16 | 3 |
| Turnover | 302 | 402 |
| Female | 296 | 378 |
| Male | 6 | 24 |
| Age Diversity | | |
| Employees | 767 | 884 |
| <30 years old | 238 | 237 |
| 30 – 50 years old | 338 | 428 |
| >50 years old | 191 | 219 |
| New Hires | 320 | 278 |
| <30 years old | 151 | 86 |
| 30 – 50 years old | 122 | 137 |
| >50 years old | 47 | 55 |
| Turnovers | 302 | 402 |
| <30 years old | 90 | 145 |
| 30 – 50 years old | 135 | 171 |
| >50 years old | 77 | 86 |
| Nationality Diversity | | |
| Singaporean | 471 | 527 |
| Chinese | 121 | 140 |
| Malaysian | 115 | 144 |
| Filipino | 35 | 47 |

| Indicators Measured and Monitored | 2022 | 2023 |
|--|---------|---------|
| Taiwanese | 9 | 9 |
| Indian | 6 | 8 |
| Indonesian | 3 | 2 |
| French | 2 | 2 |
| Japanese | 2 | 2 |
| Vietnamese | 2 | 2 |
| Thai | 1 | 1 |
| Development and Training | | |
| Average training hours per employee | 10.6 | 29.4 |
| External Partnerships to grow Talent Pool | | |
| Number of scholarships | 0 | 0 |
| Total value of scholarships | 0 | 0 |
| Number of employee sponsorships | 2 | 3 |
| Total value of employee sponsorships | \$9,480 | \$7,972 |
| Number of mid-career professionals trained through the Career Conversion Programme | 15 | 29 |

Sustainable Education

| Indicators Measured and Monitored | 2022 | 2023 |
|--|------|------|
| Nutrition, Health and Safety | | |
| Recordable incidents | 9 | 26 |
| Parental Engagement | | |
| KiddiWinkie Schoolhouse NPS Score | 44 | 48 |
| KiddiWinkie Schoolhouse recommendation rates | 84% | N/A |
| KiddiWinkie Schoolhouse satisfaction score | 94% | 85% |
| Little Footprints Preschool NPS Score | 20 | 40 |
| Little Footprints Preschool recommendation rates | 74% | N/A |
| Little Footprints Preschool satisfaction score | 87% | 81% |

Planet at the Core

| Indicators Measured and Monitored | Unit | 2022 | 2023 |
|--|--------|-----------|-----------|
| Resource Management | | | |
| Fuel consumption | Litres | 10,149 | 8,391 |
| Electricity consumption | MWh | 1,991 | 2,227 |
| HQ | MWh | 72 | 89 |
| KiddiWinkie Schoolhouse | MWh | 387 | 390 |
| Little Footprints Preschool | MWh | 1,505 | 1,482 |
| Learning Leap | MWh | 27 | 30 |
| Ichiban Montessori | MWh | - | 236 |
| Energy consumption | MJ | 7,513,927 | 8,303,535 |
| Electricity | MJ | 7,166,830 | 8,016,585 |
| Fuel | MJ | 347,097 | 286,951 |
| Water consumption | m3 | 30,659 | 37,030 |
| HQ | m3 | 6,207 | 201 |
| KiddiWinkie Schoolhouse | m3 | 24,061 | 8,327 |
| Little Footprints Preschool | m3 | 25 | 23,495 |
| Learning Leap | m3 | 255 | 243 |
| Ichiban Montessori | m3 | - | 4,765 |
| Carbon Management | | | |
| Scope 1 Emissions | tCO2e | 66 | - |
| Fugitive emissions | tCO2e | 39 | - |
| Mobile combustion emissions | tCO2e | 27 | - |
| Scope 2 Emissions | tCO2e | 1,096 | - |
| Electricity-related indirect emissions | tCO2e | 1,096 | - |
| Scope 3 Emissions | tCO2e | 8,486 | - |
| Purchased goods and services | tCO2e | 2,436 | - |
| Capital goods | tCO2e | 5,296 | - |
| Fuel- and Energy-related activities not included in Scope 1 or 2 | tCO2e | 280 | - |

| Indicators Measured and Monitored | Unit | 2022 | 2023 |
|--|-------|------|------|
| Waste generated in operations | tCO2e | 343 | - |
| Employee commute | tCO2e | 129 | - |
| Upstream leased assets | tCO2e | 0.3 | - |
| End-of-life treatment of sold products | tCO2e | 2 | - |

Reporting Scope

1. Electricity consumption

Electricity consumption data was derived from monthly electricity bills. In 2022, it excludes Little Footprints Preschool @ Admiralty and Ubi; and in 2023, It excludes Little Footprints Preschool @ Admiralty, Ubi and Depot as there was no data available. Data for Pibo's Garden is only accounted for up till September 2023, where they discontinued. The dataset contains estimates for centres where 1 or 2 months of bills were missing.

2. Water consumption

In 2022 and 2023, KiddiWinkie Schoolhouse @ Orchard and Little Footprints Preschool @ Ubi were not included in the water consumption scope as there was no data available.

3. GHG Emissions calculated from Greenly

All centres operational in 2022 were included in the Greenly reporting scope, except Pibo's Gardens which was discontinued in 2023 was excluded (1 centre). Little Footprints-Ichiban Montessori were included but they were only being acquired in 2023 (7 centres)

Positive Growth

| Indicators Measured and Monitored | 2022 | 2023 |
|---|------|------|
| Compliance with Laws and Regulations | | |
| Number of regulatory breaches | 1 | 0 |
| Employee Health and Safety | | |
| Fatalities | 0 | 0 |
| High consequence injuries | 0 | 0 |
| Recordable injuries | 6 | 11 |
| Recordable work-related ill health cases | 0 | 1 |
| Sustainable Business Development | | |
| Total new child capacity | -50 | 852 |
| Of which were created through organic expansion | -50 | 117 |
| Of which were created through new acquisitions | 0 | 735 |
| Additional centres acquired or established | -1 | 7 |
| Technology and Innovation | | |
| Number of PDPA non-compliance incidents | 0 | 0 |
| Number of personal data breaches | 0 | 0 |
| Number of incidents involving data theft | 0 | 0 |

GRI CONTENT INDEX

STATEMENT OF USE

Babilou Family Singapore has reported the information cited in this GRI content index for the period 1 January 2023 - 31 December 2023 with reference to the GRI Standards.

GRI 1 USED

GRI 1: Foundation 2021

| GRI STANDARD | DISCLOSURE | | LOCATION | |
|---------------------------------|------------------------------------|---|--|------|
| | Code | Description | Location | Page |
| GRI 2: General Disclosures 2021 | 2-1 | Organisation details | About Babilou Family Singapore | 5 |
| | 2-2 | Entities included in the organisation's sustainability report | About this Report | 3 |
| | 2-3 | Reporting period, frequency, and contact point | About this Report | 3 |
| | 2-6 | Activities, value chain and other business relationships | About Babilou Family Singapore | 5 |
| | 2-7 | Employees | Talent Attraction, Development and Retention | 12 |
| | 2-9 | Governance structure and composition | Sustainability Governance | 8 |
| | 2-11 | Chair of the highest governance body | Sustainability Governance | 8 |
| | 2-12 | Role of the highest governance body in overseeing the management of impacts | Sustainability Governance | 8 |
| | 2-13 | Delegation of responsibility for managing impacts | Sustainability Governance | 8 |
| | 2-14 | Role of the highest governance body in sustainability reporting | About this Report | 3 |
| | 2-22 | Statement on sustainable development strategy | Message from the CEO | 4 |
| | 2-23 | Policy commitments | Across the report | |
| | 2-24 | Embedding policy commitments | Across the report | |
| | 2-26 | Mechanisms for seeking advice and raising concerns | Regulatory Compliance | 30 |
| | 2-27 | Compliance with laws and regulations | Regulatory Compliance | 30 |
| 2-29 | Approach to stakeholder engagement | Stakeholder Engagement | 9 | |

| GRI STANDARD | DISCLOSURE | | LOCATION | |
|--------------------------------------|------------|--|--|----|
| | | | | |
| GRID 3: General Topics 2021 | 3-1 | Process to determine material topics | Materiality Assessment | 10 |
| | 3-2 | List of material topics | Materiality Assessment | 10 |
| TALENT ATTRACTION AND DEVELOPMENT | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Talent Attraction, Development and Retention | 15 |
| GRI 401: Employment 2016 | 401-1 | New employee hires and employee turnover | Talent Attraction, Development and Retention | 15 |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year per employee | Talent Attraction, Development and Retention | 12 |
| | 404-2 | Programs for upgrading employee skills and transition assistance program | Talent Attraction, Development and Retention | 15 |
| COMMUNITY CONTRIBUTIONS AND IMPACT | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Community Contributions and Impact | 16 |
| GRI 413: Local Communities 2016 | 413-1 | Operations with local community engagement, impact assessments, and development programmes | Community Contributions and Impact | 16 |
| SUSTAINABLE EDUCATION | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Sustainable Education | 19 |
| RESOURCE MANAGEMENT | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Resource Management | 25 |
| GRI 302: Energy 2016 | 302-1 | Energy consumption within the organisation | Resource Management | 27 |
| GRI 303: Water and Effluents 2018 | 303-5 | Water consumption | Resource Management | 28 |
| CARBON MANAGEMENT | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Carbon Management | 29 |
| GRI 305: Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | Carbon Management | 29 |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | Carbon Management | 29 |

| GRI STANDARD | DISCLOSURE | | LOCATION | |
|--|------------|--|----------------------------------|----|
| | 305-3 | Other indirect (Scope 3) GHG emissions | Carbon Management | 29 |
| REGULATORY COMPLIANCE | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Regulatory Compliance | 30 |
| GRI 403: Occupational Health and Safety 2018 | 403-9 | Work-related injuries | Regulatory Compliance | 30 |
| | 403-10 | Work-related ill-health | Regulatory Compliance | 30 |
| GRI 205: Anti-corruption 2016 | 205-2 | Communication and training about anti-corruption policies and procedures | Regulatory Compliance | 30 |
| SUSTAINABLE BUSINESS DEVELOPMENT | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Sustainable Business Development | 32 |
| TECHNOLOGY AND INNOVATION | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | Technology and Innovation | 34 |
| Disclosure 418: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Technology and Innovation | 34 |



**REACH OUT TO US WITH ANY
QUESTIONS OR FEEDBACK!**

info@babelou-family.sg

+65 6875 0444

243 Alexandra Road #03-01, Singapore 159932

babelou-family.sg





babilou-family.sg