

2023 Impact report



BABILOU FAMILY AROUND THE WORLD IN 2023



GERMANY

8,480 seats
125 centers
1,770 employees

Nurseries 0-3 years
Pre-schools 3-6 years

BRANDS

Denk Mit, Wichtel Akademie, Little Giants

ARGENTINA

1,050 seats
9 centers
200 employees

Nurseries 0-3 years
Pre-schools 3-6 years

BRANDS

Diálogos

BELGIUM

780 seats
17 centers
150 employees

Nurseries 0-4 years

BRANDS

Babilou

COLOMBIA

2,100 seats
18 centers
210 employees

Nurseries 0-3 years
Pre-schools 3-6 years

BRANDS

Origami, Mi Pequeño Mundo

UNITED STATES

4,450 seats
39 centers
1,070 employees

Nurseries 0-3 years
Pre-schools 3-6 years

BRANDS

Little Sprouts, Building Blocks, Heart Works

UNITED ARAB EMIRATES

3,670 seats
30 centers
690 employees

Nurseries 0-3 years
Pre-schools 3-6 years

BRANDS

Blossom Nursery, Inspire Me Cuisine

FRANCE

13,400 seats
507 centers
4,500 employees

Nurseries 0-3 years
Montessori Schools (early education and elementary)

BRANDS

Babilou, Crèche & Go, Cube Education

INDIA

1,160 seats
23 centers
120 employees

Nurseries 0-3 years
Pre-schools 3-6 years

BRANDS

Amelio

LUXEMBOURG

2,370 seats
51 centers
555 employees

Nurseries 0-4 years
After school (5-12 years)

BRANDS

KidsCare, Sunflower

NETHERLANDS

13,800 seats
303 centers
3,000 employees

Nurseries 0-4 years
After school (5-11 years)

BRANDS

Blos, Bijdehandjes, Zein childcare, Zonnekindiaren

SINGAPORE

5,690 seats
60 centers
900 employees

Nurseries 0-3 years
Pre-schools 3-6 years

BRANDS

Little Footprints, Kiddiwinkie, Learning Leap

SWITZERLAND

770 seats
11 centers
250 employees

Nurseries 0-5 years

BRANDS

KidsCare, Children's World, Garde & Ris



*Building a better world
through education and
care for every child.*

”

As a Mission-Driven Company, we are committed to accelerating the transformation to Sustainable Education®

Becoming a Mission-Driven Company is a powerful way for Babilou Family to deeply entrench the values which have formed our DNA since the beginning. Even twenty years ago, the founders already believed in the need to strike a balance between economic, social and educational issues. This remains our guiding principle, and our status as a Mission-Driven Company has now formalized this approach.

Our centers are not simply places for childcare, they provide an essential educational foundation, which impacts society as a whole. This mission drives us forward every day at Babilou Family. The first 1,000 days of human life are a critical period, marked by the acquisition of language and motor skills, cognitive, affective and emotional development and a child's first social interactions. During this pivotal time, children not only develop fundamental skills relating to life and socialization, they also learn about the challenges presented by the world around them, such as overexposure to screens, climate change, diversity, and inclusion. As professionals in the early childhood sector, we embrace the immense responsibility placed on us by parents, in co-educating their children to become engaged and active future citizens, with an awareness of major societal and environmental changes. Our mission is therefore one of public duty, educating children as custodians of the century they will inherit and empowering them to shape our collective future. Achieving this mission to the best of our ability is the central priority of the Babilou Family and its 13,800 employees, who work with passion and dedication every day with over 70,000 children worldwide.

In this first year as a Mission-Driven Company, we have focused on ensuring that there is consistency between who we are and what we do, and that our actions are documented and fully transparent.

For us, it was essential to ensure that all our employees, and more broadly, all our stakeholders, understand what being a Mission-Driven Company means: by making it clear that our purpose and our four pillars of commitment have been embedded in our bylaws, that a Mission Report is produced every year and that our work is subject to strict controls conducted by an independent third-party organization and the Mission Committee, and thus demonstrating that we believe in transparency and that our commitment is sincere.

And this commitment has already been followed up with action: this year, we have put in place a number of formal processes and assessment tools, commissioned a book on Sustainable Education®, and mobilized the support of neuroscience experts. We are the architects of a new visionary approach to early childhood education: Sustainable Education®, which combines the best pedagogical concepts of the 20th century with recent findings in neuroscience, to create innovative educational programs that allow children to achieve unprecedented levels of development.

In 2023, we also established our Mission Committee, made up of committed professionals with complementary expertise, working in the fields of environmental transition, social entrepreneurship and the importance of a human-centric approach in business. This committee has very high standards and is already pushing us to make a greater impact.

In 2024, being a Mission-Driven Company will enable us to advance our priorities, particularly in improving the well-being of our employees and gaining recognition for our professions. Society's views on early childhood education need to change faster. If everyone understands how crucial the first few years are for children, then our professions will be better recognized, better valued and more attractive. We are committed to our role in accelerating this virtuous circle.

This first year as a Mission-Driven Company has strengthened our determination more than ever, with the support of the Mission-Driven Company Community and our entire ecosystem, to chart a course for profound social change. We're just getting started, and a powerful momentum is already building.

As pioneers in early childhood development, Babilou Family is committed to training its staff and transforming educational practices through Sustainable Education®. We are committed to building a better world through education and care for every child.

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Babilou Family | Key figures in 2023

Group overview World leader in Sustainable Education®



13,800
passionate
employees
on permanent or
fixed contracts.



57,750
places
for children aged
0 to 12.



1,200
company-owned
centers.

Commitments Strategic pillars for 2030



7 sustainable
development goals
on which our activities have a direct impact
#employee well-being
#climate action #the future of education.



15 Group quality
commitments
for children and families

Actions and aims 2023, a decisive year as a Mission-Driven Company



67%
of women
among the highest earners
in each country.



220
centers educating
parents about
children's screen use
via the Babilou Family Guide.



82% of
nurseries
certified in France

The ELSA® trademark
issued by SGS, which has
the strictest requirements
in the sector with 500 audit
indicators covering all aspects
of childcare.

Governance A company with a mission, purpose and values



1st major player in the early childhood sector to become a Mission-Driven Company

Babilou Family officially registered its mission to **“Build a better world through education and care for every child”** in its bylaws.



1st early childhood organization to join UNESCO's Global Coalition for Education

and take part in the World Conference on Early Childhood Care and Education.



1st early childhood organization to participate in the Companies for the Climate Convention (CEC)

An initiative that aims to accelerate the ecological transition of the entire economy.



Development of the Sustainable Education® concept

with a clear strategy and principles that ensure all countries are accountable for making an impact through early education.



3rd corporate project “Tomorrow Starts Now!”

the first Group-wide initiative, involving 500 employees in 2022.

In 2023, Babilou Family focused on deploying its corporate project and bringing on board all its teams worldwide.



1st organization to promote the role of neuroscience

After participating in the first congress in Marseille in 2022, and producing a book for the general public, the Group developed an educational approach with neuroscience at its heart



160,800 training hours

With over 50% of employees attending at least one non-statutory training course during the year.



26 educational projects

in partnership with 26 brands, reflecting the local embedding of Sustainable Education® and the diverse range of educational practices associated with this approach.



CHAPTER 1

Group overview A mission-driven company, world leader in Sustainable Education®

Early childhood is a crucial stage in an individual's life.

During this phase, children's brains are developing the capacities that will define them as adults.

Babilou Family is striving to build a better world through education and care for every child, by delivering Sustainable Education® in all of our centers, an educational approach tailored to each country's specific culture.

Building on its success in France, the company expanded internationally in 2013, and five years later became Babilou Family: a group operating in 12 countries by 2023, with 26 local brands.

Aware of the responsibility we hold, we assess the impact of our operations on society based on our commitments as a mission-driven company.

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Babilou Family, a global player with local impact

OUR STAKEHOLDERS

Every day, we demonstrate our commitment via our team of **13,800 employees**, who apply all their expertise to serve the needs of **70,000 children**. This dedicated team works directly with families or in partnership with businesses (B2B), public authorities and communities.

Growing our company to make an impact

At Babilou Family, our growth is synonymous with our impact, and vice versa. All our activities and educational programs are designed to serve families and improve the well-being of both children and educators. Our long-term vision is to have a positive impact, through our **stable shareholder base and** resilient financial model led by our committed leaders and experts in early childhood.



70,000
children supported
in 2023



1,700
new nursery places offered
worldwide in 2023



13,800
employees on permanent
or fixed-term contracts



An innovative approach, with 3% of revenue over the past 4 years invested in **accelerating the digital transformation for employees and parents worldwide**



Structured partnerships with foundations, associations, universities and institutions such as UNESCO



A commitment to quality childcare with a **Quality Management Policy** and 15 international quality initiatives for children and families



€867 M
in revenue in 2023



€500,000
granted in endowments each year through our Foundation to actively support scientific research on early childhood



The key pillars that inspire us to grow together

- Ethics, diversity, inclusion and sustainability at the heart of our business model
- Expertise recognized by parents
- Customer diversity and a global market
- Close working relationships with public authorities
- Replicability of the group model, enriched through experience and the local context in each country
- Ambition inspired by a strong entrepreneurial spirit
- Continued reinvestment of company profits into organizational development

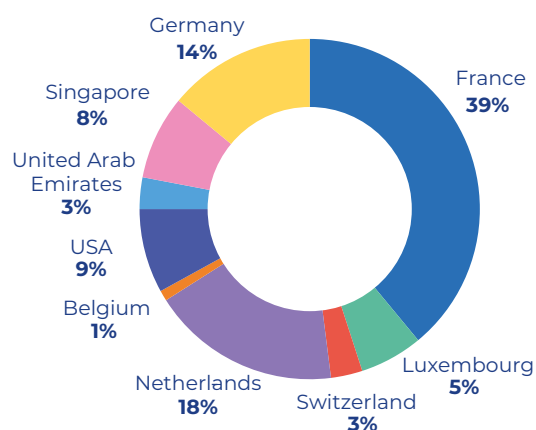
Our growth drivers

- Regulations which facilitate access to nurseries for all
- The global birth rate remains high (2.30 in 2020)
- As families' roles continues to evolve, so do their needs
- Growing awareness of climate change
- Advances in neuroscience
- The digital transformation which involves parents children and employees alike.

ALL OF THESE FACTORS HELP TO CREATE ECONOMIC AND SOCIAL VALUE

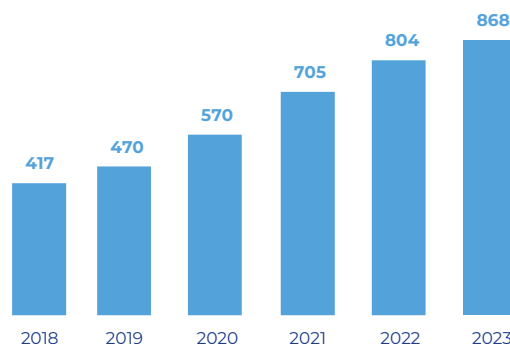
Growing Babilou Family worldwide

REVENUE BY COUNTRY



Excluding Argentina and India

GROWTH IN REVENUE (IN € MILLION)



CREDIT RATING

S&P Global

B2 (stable)

MOODY'S

B- (stable)

WITH A DIRECT IMPACT ON 7 OF THE 17 SDGS DEFINED BY THE UNITED NATIONS



Employee well-being



SDGs 3 (Good Health and Well-being), 5 (Gender Equality), 10 (Reduced Inequalities):

- Protecting our employees' health, safety, and well-being
- Striving for our professions to be valued in society
- Promoting diversity and inclusion among our teams



Climate action



SDGs 12 (Responsible Consumption and Production), 13 (Measures for Climate Action), 15 (Life on Earth):

- Consuming responsibly
- Improving the sustainability of our infrastructure
- Reducing and recovering our waste



The future of education



SDG 4 (Quality education)

- Placing neuroscience at the heart of our educational practices
- Putting Sustainable Education® into practice
- Working more closely with parents

*By founding its business model on **responsibility and a long-term vision**, Babilou Family is meeting the needs of our time and **providing new generations with the positive and Sustainable Education® they rightly deserve.***



Responding to the societal challenges of our time

As a mission-driven company, social responsibility is ingrained in Babilou Family's DNA

Babilou Family, the first group to become a mission-driven company in the early childhood sector, has made social responsibility a central part of our strategy to support young learners' development and help them flourish, while protecting young children and their families.

Engagement and impact at the heart of the Group's DNA

It was in 2003, in Boulogne-Billancourt, France, that Babilou opened its first nursery for 0-3 year-olds. Its two co-founders, Édouard and Rodolphe Carle, aimed to establish an educational offering that was accessible to as many families as possible, while improving the well-being of children and creating a better life balance for their parents. Three years later, Babilou opened its first corporate nursery in partnership

with L'Oreal Group, following a landmark decision to meet both public and private sector needs, and to maximize our impact by helping as many children as possible. Five years after opening its first nursery, Babilou was operating France's leading network of private nurseries.

Governance grounded in the long term

This long-term development vision drove Babilou Family's decision to entrust the majority of our capital to the highly regarded French infrastructure fund, Antin Infrastructure Partners. The Group's founders, the Carle family, remain our key shareholders. Xavier Ouvrard was appointed CEO of the Babilou Family group in 2020, following several years of training and mentorship with our founding family.

Bolstered by this new leadership and the launch of our innovative Sustainable Education® concept, Babilou Family made a long-term commitment to become a responsible global leader, with a positive impact on education, people and the planet. By expanding access to Sustainable Education® to a growing number of young children, our dedicated teams are already working to build a better world for future generations.



Babilou Family, a growing company



2003
*Opening of
first nursery*

2003

Rodolphe and Edouard Carle open the first Babilou nursery in Boulogne-Billancourt, France.

2006

Opening of France's first corporate nursery in partnership with L'Oréal group

2019
*641 nurseries
29,300 places*

2019

- Creation of the Sustainable Education® concept and the Group's Education, Quality and Sustainable Development Department
- Babilou Family launches the world's first global university (Université Pédagogique), recognized by several international governments (Bee Academy® in Dubai).

2018

- The Babilou Group becomes Babilou Family, bringing our 25 international brands under a single umbrella brand.
- Babilou Family launches the Babilou Foundation to support social and educational initiatives in France.
- Babilou creates the first registered trademark for the early childhood sector, ELSA®, a guarantee of quality education.

2017
*351 nurseries
12,800 places
the company grows
in scale*

**1,200
centers worldwide
and 13,600 employees
who are passionate
about working
with children**



2021

Covid crisis and support from governments in major European countries and Singapore

- Babilou Family becomes the first company to offer nursery places to the children of caregivers in France
- The French government decides to support the early childhood sector to help navigate the crisis. This is quickly followed by the German federal and state governments, as well as those in Belgium, Switzerland, and Luxembourg. The Singapore government also provides the sector with vital support.
- In all of its other countries, Babilou Family reinvents its approach and, with support from its shareholders and teams, keeps its operations going and creates new services to meet the needs of families in lockdown: "Origami at home" in Colombia and "Inspire me @ home" in Dubai

2020

- Antin Infrastructure Partners becomes Babilou's primary shareholder. The Carle family remains our key shareholder. T.A. Associates and Raise confirm their equity investment.
- Babilou Family opens its first nurseries in the Netherlands
- Xavier Ouvrard is appointed as CEO of Babilou Family.

2009

- Launch of "1001 Crèches", a platform connecting Babilou with a network of independent nurseries that meet quality standards recognized by the regulatory authorities. Companies, local authorities and parents can reserve nursery places across the whole of France. Babilou is the first childcare company to provide this service, which offers employees of large corporations nursery places that are closer to their homes or workplace.
- Production of the first reference document for certification of early childhood services with SGS.

2011

Babilou designs its first corporate project, Together We Grow.

2012

166 nurseries
7,100 places

2015

- Babilou opens its first nurseries in Germany, Switzerland and Belgium
- Société Générale Capital Partners and Raise join the shareholder structure.

2017

- Babilou opens centers in six countries: in Europe, it becomes the leader in Luxembourg with Kids Care. It then expanded its operations to the Americas with Little Sprouts in the United States (present in four states in New England, near Boston), to Argentina with Dialogos, Colombia with Origami, and subsequently to India and Singapore in Asia.
- The Group acquires the École Centrale de Puériculture Paul Strauss (Paul Strauss Central School of Child Care). Babilou becomes the first early childcare company to issue state diplomas (200 per year) and to invest in undergraduate university programs. A major step in addressing the shortage of professionals in the sector.
- TA Associates joins the Group to support our growth.

2016

- Babilou creates its first digital B2B platform: Mes Solutions Family, allowing companies to offer a range of early childhood services to their employees via our nurseries.
- The company opens its first nursery in the United Arab Emirates.
- Babilou becomes a key shareholder of the Montessori school group "France École".

2023

- Babilou Family continues to promote the highest standards of education, while expanding its existing operations in certain regions and entering new key countries.
- Babilou Family's Sustainable Education® teams, 13 of which are based in France, work together to create and deliver our educational programs.
- Babilou Family invests heavily in a number of monitoring and continuous quality improvement projects at its centers, including incident tracking.
- Babilou celebrates its 20th anniversary in France!

2022

- Launch of our third Vision Project, "Tomorrow starts now", the first to involve the entire Babilou Family Group, across all of our 12 countries.
- The Montessori schools of the France École group welcome over 600 students in their five schools in the Île-de-France region.
- Modification of Babilou's bylaws to become a "Mission-Driven Company"
- Babilou participates in the UNESCO World Conference on Early Childhood Care and Education in Tashkent



From local to global: a multicultural educational approach that promotes openness to the world

Babilou Family is present in more countries than any other early childhood group. The Group draws on this diversity to share the best educational practices from around the world with all our nurseries.

Sharing different educational practices is at the heart of our integration model.

In order to build bridges between countries and make it easier for our professionals to share best practices and their experiences in the field, we established the first-ever worldwide nursery twinning system. In 2023, around twenty nurseries in eight different countries (France, Belgium, Germany, United Arab Emirates, India, Argentina, Colombia and United States) participated in this extraordinary experience, as part of our pioneering twinning network.

Our digital platform, "Workplace®", has greatly enhanced the twinning experience by allowing educators to share real time updates and insights with each other,

encouraging multilingualism and cultural diversity, and bringing together teams from all over the world to focus on a common project. These exchanges are all the more rewarding because the proposed educational program in each country is tailored to the local culture.

The importance of being open to others and to the world in child development.

As an international group, we recognize the importance of teaching children that diversity is an asset, and we strongly believe that openness to others should be cultivated from an early age. That is why we offer language programs, so that every child can effectively learn all the specifics of a language while gaining a sound grasp of the basics.

Our practices are founded on respecting local culture and promoting multilingualism wherever possible. For example, at our nurseries in India, our educators primarily communicate in English but also encourage exposure to local languages to promote inclusion and an understanding of cultural heritage. In Singapore, nursery programs are designed to offer equivalent exposure to English and Chinese (50% of interactions occur in each language). This ensures that we preserve and value the unique aspects of each of the country's two cultures. As a result, each child becomes proficient in reading, writing, and expressing their opinions in both English and Chinese. In Luxembourg, the Strassen nursery welcomes children of over twelve different nationalities, while in the United Arab Emirates, our team of 600 professionals represents nearly 60 different nationalities. With an Executive Board made up of talented professionals representing a diverse range of nations, inclusion is also fostered by our governance and among all our teams.

”



"Babilou Family encourages twinning projects between nurseries in the different countries of our network. Twinning makes it possible to share good practices across teams, and brings children into contact with another

culture and language, providing them with a chance to share their own culture (songs, stories, films). Such twinning projects have taken place between nurseries in France, Colombia, the United States, Argentina, India, the United Arab Emirates, etc."

Sridevi Raghavan, Vice President Education, Quality and Sustainability, Babilou Family





12
countries



13,600
employees



1,200
company-owned
centers



57,000
children
in our care

Diversity within our nurseries

Every care setting accommodates children from highly diverse cultural backgrounds. When at home with their families, their parents will talk to them, listen to them, carry them in different ways, and feed them different types of food. There are cultural, religious, behavioral, and educational variations, as well as in terms of disability. We are committed to paying particular attention to these differences in order to create the same bond with every child and encourage all children to develop positive interactions with each other.

An international development model rooted in a unified company culture.

At Babilou Family, our international development model is constantly influenced by knowledge that has been gradually acquired in France and in the countries into which we have expanded since 2013. Babilou's most senior executives have spent several years at a time in the countries where we operate in order to gain a broader understanding of their educational systems. Rodolphe Carle spent four years in Germany. Xavier Ouvrard lived in the United Arab Emirates for a year. Today, the Babilou Family Group encourages our top talents to experience the day-to-day operations of our affiliates for several years, whether it's in the Netherlands, the United States, Singapore, or in France, to foster a shared culture and enrich the company through the invaluable experiences of these individuals. When launching operations in a new country, we always start by integrating a reputable local player, providing a guarantee of trust for parents, and of recognition from the local public authorities. Building trust and establishing relationships with national

regulatory bodies and entities responsible for issuing operating licenses is of the utmost importance.

We work with the management teams to develop a mutual understanding, and involve them in the development plan once the acquisition has been completed. Chosen based on shared values and ambitions, our longstanding executives are fully involved to ensure a cohesive and unified approach to building the new model. We foster long-term partnerships, encouraging ongoing participation of existing teams and the dissemination of a common culture throughout the organization.

In Singapore, for example, the two previous executives remain active shareholders and still play an integral role in the business. Mathias Koh focuses on development, while Julie Koh, co-founder of Nurture Group, contributes to the operational strategy. Recognizing the success and effectiveness of our collaborative model, the acquisition of the remaining 12% of capital has been extended to 2026, as all parties agree on the benefits of maintaining this partnership.



"We are committed to creating a community of intrapreneurs within Babilou Family. Rather than integration, we call it symbiosis."

Damien Martin, Senior Vice President,
Administration and Finance



From growth to impact: the Babilou Family Foundation and Sustainable Education® outside of the Group

The Babilou Family Foundation forms an integral part of a rich and diverse ecosystem made up of various actors involved in early childhood: associations, professionals, families, institutional partners and Babilou Family Group employees. It acts as a catalyst, fostering discussion and collaboration between all these stakeholders to promote innovation, support and continuous improvement in the field of young children's development. The Foundation draws on this ecosystem to drive forward projects with a major social impact.

In particular, it supports projects outside Babilou Family that are fully aligned with the company's mission and defined in its bylaws: **"Building a better world through education and care for every child"**.



"The Babilou Family Foundation is strongly committed to raising children's awareness from an early age and making a lasting and positive impact on future generations. We firmly believe that education and awareness-raising are key to meeting the challenges of the 21st century."

Edouard Carle
Co-Founder of Babilou.



Babilou Family
Foundation

The Foundation is co-chaired by Edouard Carle, co-founder of Babilou, and Sridevi Raghavan, Group Vice President of Education, Quality and Sustainable Development.



Our ambition for 2023 is strengthened by the 5 key pillars of promotion and protection in early childhood care



Research in education

The Babilou Family Foundation is firmly committed to research, particularly the study of neuroscience in early childhood. By organizing a neuroscience congress in 2022 and then again in 2024, the Foundation has started the essential work of building a bridge between the latest scientific findings and educational practices, by bringing together researchers, sector professionals and political decision-makers. This congress forms the basis of our partnership with UNESCO, which underlines the Foundation's determination to use research to continuously improve learning methods for young children.



Health

The Babilou Family Foundation invests in medical and scientific research to help improve care for children or family members with disabilities or illnesses. To support our long-standing partnership with the Gustave Roussy Foundation, every year, all Group employees take part in the national "September in Gold" campaign. This initiative helps raise awareness of the need for research today, so that in the future, we can eradicate pediatric cancer.



The environment

The Foundation's environmental work aims to identify and promote eco-responsible everyday habits that can be adopted from an early age, whether at home, in nurseries or at school. Instilling respect for nature in children from an early age is essential to ensure they become active citizens who will help protect their planet. This is why we have established partnerships with OFA, whose mission is to protect bees, and Pure Océan, an association that cleans up the oceans and funds ocean research for its protection.



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"2023 was a major operational success for the Babilou Family Foundation. The Foundation's projects exemplify our collaborative approach and I'm very excited to see our many initiatives come to fruition in 2024."

Sridevi Raghavan, Vice-President





Parenting support

With the major leap forward in neuroscience and the challenges associated with screen use, greater support for parents is required, an issue that has taken a back seat in public policy. For this reason, the Foundation is taking decisive action in this field, in particular, by working in partnership with the Fondation pour l'Enfance on the Digital Barometer. The aim is to provide parents with practical alternatives to using screens with their children. The Foundation also supports the 1001 Mots association, which is developing methods to kickstart children's language acquisition skills before they come to school, in order to support families that are often in vulnerable or disadvantaged situations.



Citizenship and inclusion

The Foundation strives to promote inclusion and reduce inequalities, which are key factors in academic achievement. In this regard, we are extremely proud of the partnership forged with Sciences Po to support refugee students. It covers the school fees of students who are often from war-torn countries (Afghanistan, Sudan, Syria, etc.) and have had to stop attending school. The École des Possibles plays a similar role, promoting inclusion among children and teenagers at risk of dropping out of school by using entertaining teaching and artistic methods to help them regain self-confidence and hope for their future.



"The Babilou Family Foundation has been involved in the roll-out of the 1001mots program in the northern Hauts-de-Seine department. With support from its partners, last year, 1001mots helped almost 600 vulnerable children in Gennevilliers, Asnières-sur-Seine and Villeneuve-la-Garenne, with a particular focus on priority neighborhoods where almost 30% of children have a language delay at age 4. The aim is to enroll another 600 children on the program in 2024 and reach coverage of 35% by 2025 to ensure that all children have acquired a sound level of language by the time they start preschool and thus have the opportunity to flourish at school."

Camille de Montigny

Patronage and Partnerships Director





Outlook for 2024

With the arrival of Marie-Victoire Barsi as Executive Director, the Foundation has launched its restructuring program. A key focus of her work has been to introduce the systematic use of impact indicators, so that the Foundation's support is allocated as effectively as possible.

In 2024, the Babilou Family Foundation will be taking a decisive step forward by changing its governance and reviewing its bylaws, marking a strategic turning point in its development towards greater involvement of Group employees. We also plan to further improve on how our projects

are structured, to establish clear links between them and support their progress over the long term. This year, we will also be launching our internationalization strategy, in particular, through the congress organized in partnership with UNESCO, which will be held in September 2024 and attended by researchers and stakeholders in the field of early childhood, to consolidate neuroscience research on the development of children aged 0-3. Finally, we will continue to establish formal impact indicators to improve our methods of assessment for the projects we support and ensure that we effectively meet their needs.

”



“Our plans for 2024 are based on three key areas: we will continue to foster long-term partnerships, with particular focus given to our flagship partnership with UNESCO. We are also working on an ambitious restructuring program for

the Foundation, in particular by revising its bylaws for 2025. This involves reviewing our budget, redefining our Board of Directors, and designing new calls for projects and proposals, while encouraging greater involvement of Group employees. Finally, our aim is to bring on board all of our stakeholders on this adventure, including suppliers, customers, employees and parents, so that together we can shape a promising future for generations to come.”

Marie-Victoire Barsi

Executive Director of the Foundation.



Promoting our core professions through Sustainable Education®

Providing children with the best possible start in life and preparing them for the world of tomorrow

Across Europe, Asia, the Americas and the Middle East, we offer young children the best possible start in life, preparing them to thrive in the world of tomorrow. We implement active learning methodologies that seek to foster curiosity, creativity, and autonomy, and which ultimately help children to reach their full potential.

Across our organizations, we serve 70,000 children between the ages of 0 to 12, within a variety of educational and developmental programs that are adapted to each stage in a child's development. Our centers are designed to offer a safe and stimulating environment with modern facilities and teams of early childhood professionals.

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...DON'T TAKE OUR WORD FOR IT!

“Children can learn actively and develop in an environment where they feel safe and take part in activities every day. We stimulate

children's perceptions by designing spaces that encourage self-guided activities, orientation, communication, social interaction, physical experience, and a feeling of well-being. Nursery facilities should provide space for experimentation in which children can discover themselves, discover others, and discover the world using all their senses.

We create a playful environment every day where children can feel at ease and can take in the world with pleasure, joy, and enthusiasm. At Babilou Family, we embrace the spirit of an artisan's workshop, where we provide an array of objects for children to explore, play, and learn. In this way, they can develop skills independently with the items of their choice, learn to understand them and try them out for themselves. Through this approach, children can embark on great adventures using everyday objects, constructing their imaginative worlds with cardboard castles and embarking on a trip around the world with a few simple sticks and chestnuts.

In addition to all these options, they also have access to an array of games.

Over time, children learn where their interests lie and what sparks their emotions. Our educators support children throughout the process of independent learning, responding to their questions and nudging them in certain directions, for example with books geared towards their main interests.

It is important to us that children stay active and are able to act, think and experiment for themselves as much as possible. The more children approach a subject in a comprehensive, diversified way, the better they learn.”

Marion Kreikle

Head of Pedagogy and Quality in Germany





At Babilou Family, we believe in providing a comprehensive “educational continuum” for children from the age of three and up to age six in certain facilities. After-school childcare and enrichment programs are an extension of early childhood care and education. This approach ensures a smooth transition between early childhood and school, while also supporting parents in balancing their family life and professional careers.

We offer a wide range of support services in the countries where we operate:

- In Luxembourg, we care for children in day centers, offering each child appropriate educational support alongside infrastructure that is adapted to their needs. Qualified teams provide care outside of school time and during holidays.
- Since 2016, Babilou Family has been a key shareholder in the “Cube Education” group of Montessori schools in France. These schools accommodate over 600 students at five centers in the Île-de-France region.

In Singapore, we introduced the innovative “learning cap” concept. Our mission there is to nurture every child’s confidence and passion for learning, providing personalized support from dedicated coaches. This concept was developed in the belief that through life-changing programs of learning and discovery, the potential of every young mind can be nurtured to become an active learner equipped to deal with academic challenges.

In the Netherlands, afterschool care (called BSO) for children from age 4 to 12 contributes fully to their development. We provide continuous support between the class teacher and other teaching professionals at our centers. We offer activities such as sports, creative hobbies and cooking, with a program that varies from week to week. The center is also open during school vacations, which has proven to be a great success. A major growth driver in the Netherlands.

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“Babilou Family Luxembourg has created a tool to promote reading for all: the Aktiv’bus. It’s a revolutionary mobile space that loans out books, games, and toys. This initiative allows nurseries and daycare centers around the country to use “Play”

as a vehicle to facilitate the development of all individuals. This specially converted bus travels to all of our centers in search of little explorers, offering them a wide variety of activities centered around books, art, culture, games, and toys.”

Celine Pavani Education Director of Babilou Family Luxembourg



Supporting families by raising awareness of issues specific to the first 1,000 days of life

As neuroscience research has now proven, the cognitive and physical development of children under six should be a top priority in the education system. Research in neuroscience has shown that 85% of brain development occurs during this period.

When parents bring a child into the world, they need support at every stage of their newborn's development. Between birth and the age of six, children's capacities rapidly develop, creating the foundation for learning in later years. Every experience during this phase shapes their personality, cognitive abilities and emotional intelligence. To empower each child and provide them with opportunities to thrive, Babilou Family has developed the Sustainable Education® model. This unique approach, is designed to maximize every child's potential. Our educational teams tailor the program in each country to align it with the local culture.



0 years | Helping babies in their first interactions

At Babilou Family, we nurture children through personalized interactions that cater to their unique needs at this very young age. By organizing individual and group activities while infants are awake, we stimulate their senses, promote brain development, and foster vital skills for self-discovery and empathy.

We work closely with families to align our practices with their preferences and ensure a seamless transition between home and the nursery. For example, during the adaptation period and initial months, we encourage nursing mothers to visit the nursery.



1-2 years | Contributing to toddlers' development

Our educators use personalized teaching, and time spent in small groups, to develop each child's critical thinking skills and capacity for compassion, building the foundation for their social and emotional development. Through practical learning exercises and play, young children can therefore actively explore, experiment, and learn more about themselves, their family and friends, and the world around them. By allowing children to explore their natural curiosity while under supervision from educators, they develop their capacities and potential.



3-4 years | Encouraging communication among young children

Through play and active interactions, children are encouraged to express their own individuality and appreciate each other's individual characteristics. Our programs nurture curious minds and refine children's basic skills as they prepare to enter preschool. With a variety of learning laboratories, children are encouraged to explore at their own pace, experience new concepts and develop new skills. Our literacy program helps children to improve their language, verbalization and communication skills.

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The pedagogical approach in Colombia

We believe that movement, emotional awareness, and experiential learning are essential elements of early childhood education. Our educational model encourages critical thinking, problem solving, analytical skills, and children's independence, while respecting their pace of learning.

Isabel Segovia, ex CEO of Babilou Family South America



4-6 years | Continue the development of children in preschool

In the countries where we offer programs for children aged four to six, we prioritize skills development while respecting each child's natural pace. Our dedicated professionals and teachers employ educational methods that effectively prepare children for school learning, covering areas such as mathematics, writing, and reading.

Every day, through goal-oriented and interactive learning experiences, children engage with and begin to understand their own thought processes, laying the groundwork for critical thinking. In a dynamic and enjoyable learning environment enriched with outdoor activities, children soon become enthusiastic and active learners.



6-12 years | Supporting children: fostering the “educational continuum”

After-school childcare and enrichment programs are an extension of early childhood care and education. These programs also help ensure continuity between family and school, playing a fundamental role in helping parents reconcile family life with their professional careers.

We offer a diverse array of services in the countries where we are present: in Luxembourg, for example, we care for children in day centers, offering each child appropriate educational support alongside infrastructure that is adapted to their needs. Qualified teams provide care outside of school hours and during holidays.

A partner for companies supporting their employees throughout parenthood

Babilou Family works with many companies to support families, helping them achieve the right balance between their personal and professional lives.

Increasing employee performance while contributing to their children's education

When employers offer working parents a quality pre-school education facility either based on site or close to their home, it improves their quality of life at work. For their part, companies can see that their employees find it easier to organize their lives and feel less stress. This helps employers to build loyalty among their employees and makes them more attractive to the best talent. We conducted a survey with EY in 2021 which confirmed that providing a nursery facility has an impact on quality of life at work and the personal fulfillment of employees. This measure leads to an improvement in well-being at work, gender equality and work-life balance.

In September 2021, the French Federation of Company Nurseries (FFEC) commissioned EY to conduct a comparative study on collective childcare systems for young children in five European countries. It is clear that early childhood should be a national and European priority.

Insufficient availability of quality childcare places exacerbates inequalities between mothers and fathers from an early stage. The boundaries between their daily work and family life can become blurred. The tension between professional and family life is pervasive, with 40% of employees experiencing work encroaching on their personal lives or vice-versa. Conversely, 73% of working parents manage family-related tasks from their workplace, such as scheduling medical appointments, paying bills, and researching information.

Investing in comprehensive parenting policies benefits employers by providing daily support to employees, fostering a better work-life balance, and reducing their mental burden. For the company, such actions enhance its employer brand, attractiveness, commitment to employees, and, ultimately, economic performance.

In France, Germany, Argentina, India, and the United Arab Emirates, we assist Human Resources departments in implementing well-being and parenthood policies through the provision of nursery places and parental advice. In France alone, we are now present in over 2,500 companies of all sizes and 300 public institutions. In Germany, Babilou Family works with BMW and DZ Bank.





INTERVIEW

Extract from the interview with Fanny Rouhet, HR Director, Morgane Scholtz, HR Assistant and Jean-Baptiste Blondel, Senior Manager at Wavestone, a partnership forged over 10 years ago.

WAVESTONE

CAN YOU DESCRIBE THE BABILOU NURSERY IN A FEW WORDS?

The words I would use to describe the Babilou nursery are: better work-life balance, better quality of life at work and employee commitment.

WHY DO YOU OFFER NURSERY PLACES TO YOUR EMPLOYEES' CHILDREN?

In a service company like Wavestone, employees are our greatest asset. So, we recognized a long time ago the importance of providing a good place to work, which prompted us to engage with a few issues very early on, including parenthood. Today, Babilou nurseries are at the heart of our parenting system. [...] The Babilou program is a real perk which gives them [staff] true peace of mind. [...]

WHY CHOOSE BABILOU?

So, in the search for a parenting partner, Babilou quickly emerged as the obvious choice. First of all, we sensed a desire at Babilou to establish a real partnership with Wavestone rather than settle for a simple customer-supplier relationship. Secondly, it was the sense of quality, excellence is the hallmark of Babilou, which also reflects our own DNA. Finally, after the growth project, it was the Babilou success story which has been exported internationally. This is as much a part of Wavestone's history as it is Babilou's. [...]

WHAT ARE THE BENEFITS FOR YOUR EMPLOYEES?

The partnership has proved its worth for ten years now. Today, working parents who benefit from Babilou's nursery places are just as satisfied with both the quality of service and the support provided by the Babilou teams. Secondly, it's a system that ultimately fosters a great deal of commitment, it enables us to support employees at a key period in their personal lives. Finally, Babilou has been working with us for some time now - the company has been there for us from the start - but it has also adapted to Wavestone's growth and supported us at every step of this great adventure.

Wavestone is a consulting firm with around 4,000 employees based in nine countries.



Tailored and digitalized support for parenthood



“Mes Solutions Family” is an online platform for parents aimed at the employees of our Enterprise clients in France. It helps them in their day-to-day activities by enabling them to achieve a better balance between their personal and professional lives. The platform features exclusive offers, services, quality content, and webinars related to three specific objectives:

- Simplifying parents' lives: parents can request a space in one of Babilou & Partners' nurseries or request urgent childcare, day care, social and disability assistance.
- Providing access to educational support: parents can access assistance and coaching, academic support, language courses and educational workshops.

- Supporting parents: parents can also access help with sleep coaching, and training on teenage issues and screens.

When companies empower employees to educate themselves on issues related to parenthood, they demonstrate genuine company support and build employee loyalty. The conferences, organized by Babilou France, are delivered by specialists and offer support for working parents with family life to help strike the right balance between their professional and private lives. The “Mes Solutions Family” digital platform helps employees to achieve balance in their personal and professional lives by providing access to our library of diverse content and practical tools to make everyday life easier for everyone.



Lobbying public authorities to bring about change in the sector

In the ever-changing landscape of early childhood care, we face unique challenges. The health crisis has profoundly altered parents' expectations when it comes to childcare. With remote work becoming more prevalent among parents, they require child care centers located closer to their homes rather than their workplaces. This shift means that working parents require greater flexibility and adaptability from their childcare providers.

Adapting our services, attracting and retaining early childhood professionals, and effectively managing staff turnover and absenteeism are just a few of the key issues the sector is facing. While many countries (such as France, Germany, the Netherlands and the United States) and all sectors are struggling with recruitment issues, the shortage of childcare workers is particularly challenging. For instance, in France, the 4,000 graduates trained each year falls short of the sharp rise in demand. Furthermore, the scarcity of schools training childcare assistants is exacerbating this shortage. Some early childhood staff feel that there is little recognition for their work, causing them to leave the profession. Difficult working conditions result in a high rate of absenteeism.

Pressure on the sector also comes from the demand side, with growing numbers of working mothers creating a greater need for childcare services than ever before. In countries like Germany where there is high demand for new places, the right to a nursery space for all children between the ages of one and three has been enshrined in law.

Providers are striving to differentiate their services by offering unique pedagogical approaches, balanced nutrition plans, and introducing new activities like foreign language exposure.

Every year, Babilou Family creates several thousand nursery places worldwide. In 2023 alone, we added 60 new nurseries to our network, with 20 coming through strategic acquisitions. This growth allows us to support public policies that prioritize early childhood development and benefit families in both rural and urban areas. Even today, only 18% of families can secure a nursery space, despite 30% of parents preferring this type of care for children under three.

In France, our municipal nurseries play a vital role in providing collective care for 20 to 60 children under the age of three. These facilities offer convenient local childcare, helping families to find support close to their homes. We work in partnership with town halls and ministries to reserve spots in these nurseries and thus provide high-quality solutions to the local community.

In the Netherlands, we have established partnerships with public administrations and companies to provide nursery services. In Germany, we have gone a step further by actively supporting social integration and community initiatives in collaboration with public authorities to ensure that no one is left by the wayside. For instance, our Fitkizz nurseries in Bavaria have warmly welcomed 80 children from Syrian refugee families.



In 2004, we pioneered a public-private partnership model in France, offering private nursery places in agreement with the Family Allowance Services (CAF). It allows cities to delegate early childhood services to private operators like us. Thanks to this partnership, employers can also reserve places in our company or inter-company nurseries for their employees. Families benefit from "municipal nursery" rates based on their household income, under the Unique Service Provision (PSU) model.

Governance restructuring in line with our status as a mission-driven company

Over the past fifteen years, science has proven the critical impact of the first thousand days of a child's life on their lifelong development. During these first five years, the human brain develops to more than 85% of its adult capacity. Between the ages of 0 and 3, children not only develop fundamental skills relating to life and socialization, like walking, eating, speaking and interacting with others, they also learn about the challenges presented by the world around them, such as overexposure to screens, climate change, diversity, and inclusion.

Our capacity to offer children and their parents Sustainable Education®, meaning learning that raises awareness and supports new generations to thrive in the world they will inherit, is key to building a shared future that is fairer, more sustainable and more inclusive.

Babilou Family is committed to educating children from a very early age, and has set out its mission of: **Building a better world through education and care for every child.**

What is a Mission-Driven Company?

A mission-driven company legally formalizes its obligations to Corporate Social Responsibility in its bylaws. We have made a commitment to fulfil and abide by these social and environmental objectives in all our activities. Adopting this approach was a logical step, given Babilou Family's positioning and role among future generations.

Continuous improvement is at the heart of our Group's development. Formalizing these objectives in our bylaws will help drive our transformation.



Empowering our stakeholders

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BABILOU FAMILY

Our adoption of mission-driven company status in November 2022 represents the natural progression of our chosen path to implement Sustainable Education® in all of our nurseries. It is a step towards ever-greater engagement: an important milestone that drives us forward, gradually making progress and increasing our impact, while remaining on a path of continuous improvement.

We are highly aware of our responsibilities as a major player in the sector. We have chosen to take this step, by measuring the impact of our operations on society while continuing to support the societal transformations of tomorrow.

Greater responsibility as a result of our strong growth

Since its creation in 2003, Babilou Family has seen solid growth in the number of families we have supported, the professionals we have trained and hired, and the number of brands and territories where we have developed our operations.

Today, this growth has enabled us to care for nearly 57,000 children, which places a significant responsibility on our company for the education we provide children's integration into the world.

The need to reinvent our relationships and our lifestyles

The impact of human activity on the planet makes it clear that many of our practices are not viable in the long term. On a global scale, the CO₂ emitted by fossil fuels rose by 68% between 1990 and 2019, the temperature rose by 1.1C° between the end of the 20th century and the 2010s, and the vertebrate

population fell by 68% between 1970 and 2016.

Having a long-term vision allows us to take these challenges into consideration and to build our educational vision on a scientific foundation.



2023 IMPACT REPORT



The desire to remain at the forefront of our era's transformation

We now know that babies' brains begin to develop before birth, reaching 90% of their adult volume by the age of 6. A child's brain makes a million neural connections every second during their first three years of life. This neural architecture determines intelligence and academic success later in life. That is why neuroscience underscores the importance of appropriate inputs and environments during the first years of life.

The equilibrium of each individual and their ability to learn with confidence, are significantly defined in the first years of a child. As professionals, we have a duty to provide an educational approach that incorporates this knowledge and helps children to reach their full potential. We also help transmit this knowledge to families and society as a whole.



The culmination of a structured reflection on the role of the Group in society



Grandir ensemble

The Group's first corporate project, "Together We Grow", is still seen by all as a key milestone in our history. Established in 2011, it focused solely on France, as we had not yet begun our international expansion. Led directly by our founders, Rodolphe and Edouard Carle, "Together We Grow" was an expression of Babilou's DNA that resonated deeply with all our teams. In 2015 the project was reviewed and adapted to involve all the company's employees.

Since its creation, "Together We Grow" has made it possible to set a course, establish a roadmap and address some inspiring social challenges: educating future generations, providing parenting support and helping families to achieve a better life balance, while maintaining a passion for innovation and respect for true economic and social equilibrium. Through this collaborative approach, a cohesive vision was formed.



Together We Grow

In 2018, Babilou Family expanded its presence to 11 countries. At that time, we recognized the importance of refining our identity as a growing group, driven by a community of intrapreneurs. Alongside the company's founders, our leaders created "Babilou Family" and boldly positioned early childhood as a key stage in education.

With its broad vision of "educating the next generation to build a better world", and clearly-defined strategic pillars of "Employees, Quality, and Performance", Babilou Family founded its principles of action on three values shared by its entire community: "Team Spirit, Caring & Commitment". Babilou Family was founded, in keeping with the philosophy of "Together We Grow".



Tomorrow Starts Now!

In late 2021, after struggling with the impact of the health crisis on our centers, the Group's teams felt that the moment was ripe to develop a new corporate project. Our challenge was to bring forth a form of education fit for the 21st century, by drawing on the rich diversity of the Babilou Family community (cultures, values and experiences), contributions from neuroscience, and the major educators of the previous century. And so "Tomorrow Starts Now!" was created.

In eighteen months, Vision 2030 was developed through a process of co-creation on a global scale, with participation from all countries and the involvement of the leadership of Babilou Family Group. The result:

- Our vision: to build a better world through education and care for every child,
- Our mission: through Sustainable Education®, we aim to prepare children to thrive and find their place in the world, to instill a love of learning and develop their self-confidence, and to help them become independent, socially and emotionally intelligent, creative and resilient.

This new corporate mission was rolled out to nearly 500 employees (managers, site directors) in fall 2022 through workshops and seminars held in the various countries. This provided an opportunity to answer the teams' questions and to assess their level of buy-in. In 2023, Babilou Family focused on deploying its corporate project and bringing on board all its teams worldwide.

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"The process of formalizing our vision as much as the approach was an incredible global opportunity to articulate our beliefs and unite our diverse teams around a common ambition. We aim to strengthen what binds us together and reflects our values – our diversity, our multiculturalism,

and the desire to make a positive local and global impact to support families and future generations. This inspiring task was achieved via an open ecosystem, by collaborating with education and vision project experts who were able to challenge and support us with the process of its co-development and design."

Caroline de l'Espinay, **VP People & Culture**

Babilou Family is the first early childhood organization to adopt the status of a Mission-Driven Company. The "Tomorrow Starts Now!" project adds an element of structure to our vision:

"Building a better world through education and care for every child." A real turning point that reflects our commitment to drive positive change in society.

By involving all the members of our team in defining our mission, we have established a cohesive mindset around a common base and a shared conviction.

A shared set of values at the heart of our corporate culture

To deliver on our mission, we draw on our three core values.



TEAM SPIRIT to grow together

- We support each other in both our individual and collective success
- We capitalize on our diversity to develop comprehensive projects
- We are kind and respectful and we trust each other



PASSION We are committed to a common goal

- We put our heart and soul into everything we do
- We enjoy bringing other stakeholders on board to join our collective mission



LIFELONG LEARNING to further our development every day

- We are curious and constantly strive to improve
- We are constantly learning from each other
- We learn from our environment and everything around us



Our mission and commitments

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BABILOU FAMILY

OUR MISSION

Building a better world through education and care for every child.

OUR COMMITMENTS



FOR CHILDREN AND THEIR FAMILIES

- Design and implement an ambitious pedagogical approach
- Contribute to parenting support
- Help to protect children
- Meet the highest quality standards
- Draw on the latest research and innovation to provide every child with a rich foundation of language, knowledge and skills



FOR PROFESSIONALS

- Help them to thrive at work and facilitate their impact through skills development
- Give special consideration to their quality of life at work
- Gain greater recognition for our professions



FOR THE COMPANY

- Make Babilou Family accessible to all
- Advance the economic and social development of the regions where we operate



FOR THE PLANET

- Place sustainable development at the heart of all our actions
- Place managing our environmental footprint at the heart of all our actions

How do we track progress on our commitments?

The progress made is tracked at Group level via our executive committees and, since 2023, by the Mission Committee. The Mission Committee meets three times per year.

The Committee's role is to monitor the implementation of the Mission, as defined in our bylaws. In particular, it must:

- Ensure compliance with the Mission, in particular, by structuring how the Mission is managed.
- Liaise with company representatives on the actions taken to uphold our social and environmental commitments.
- Submit recommendations to the Group's leadership.
- Prepare and write the Mission Report.

An Independent Third-Party Organization (ITPO) then conducts a review to check whether the objectives have been achieved. The ITPO's conclusion is published on the Group's website. The Mission Committee and the ITPO are the guarantors of our commitments, and can issue an unfavorable opinion in the event of failure, which could lead to the loss of our status as a mission-driven company. The Mission Committee is therefore independent and distinct from the Group's corporate structures. The committees' chairperson is the representative for all queries and any information or documents sent or received.

2023 IMPACT REPORT

A streamlined Mission Committee, integrated into the company's governance structure

Mission governance

MISSION COMMITTEE

3-4 TIMES A YEAR

Challenges the Mission Model and monitors the Mission's implementation. Approves the annual Mission Report.

Dimitri Carboneille, Emmanuelle Lièremont, Kevin André and Sridevi Raghavan

MISSION MANAGERS

Coordinate all the stakeholders/bodies involved in defining and validating the Mission Model. Ensure that all legal deadlines and deliverables are met. Lead the Mission Committee and COPIL

Marie-Victoire Barsi and Vanessa Zerbib

EXECUTIVE MANAGEMENT

GROUP EXECUTIVE BOARD

Validates impact indicators and implements the Mission in all countries, in collaboration with local CEOs and management committees.

Xavier Ouvrard, Sridevi Raghavan, Damien Martin, Benoît Lamezec, Caroline de l'Espinay, Rémi Fréon



MISSION STEERING COMMITTEE (COPIL)

BI-MONTHLY

Defines the Mission Model and develops it over time. Steers the Mission's implementation and monitors impact indicators.

Xavier Ouvrard, Vincent Bulan and Sridevi Raghavan



Dimitri Carboneille

Founder of LIVOSPHERE, Spokesperson for The Shift Project, Author

"After working with Babilou Family as a consultant and having observed the extent to which the company truly embodies its values, I was delighted to join this mission committee and see the tangible results of the work carried out. I want to contribute the environmental expertise that I've gained in a wide range of sectors, and have an impact on the role that Babilou plays in society, in terms of its stakeholders and the regions where it operates."



Kevin André

CEO and Founder of KAWAA

"As an expert in the Social and Solidarity Economy, I wanted to support a company with its mission to make an impact, provided that the management team was truly sincere. I'm particularly motivated by the opportunity to achieve a balanced distribution of values and ensure Babilou Family plays a positive role in matters of general interest and social cohesion. Our initial discussions have been encouraging: the team is conscientious and socially-engaged with a highly complementary skillset."



Emmanuelle Lièremont

Director of Health and Quality of Life at Work, L'OREAL

"For me, joining the Mission Committee was the next logical step in the journey I embarked upon with Babilou in 2006, with L'Oréal being its first customer from the private sector. We share many values, including showing respect for and confidence in people, as well as the importance of providing the best possible experience to children and employees alike. My aim for this committee is to bring my experience in providing human support to teams and promoting professional and personal fulfillment for all."



Sridevi Raghavan

Vice President Education, Quality & Sustainable Development

"Being part of the Mission Committee, beyond the duties it involves, has given me a fresh perspective on the work carried out on a daily basis. I also draw on my past experience as a social impact entrepreneur in India, and my role within the Babilou Family Foundation, to question our actions more profoundly: are we going far enough? Are we moving fast enough? Finally, I bring an international and multicultural perspective, which is essential given the size of the group."

Accelerating our mission with sector expertise

Babilou Family is led by a team of passionate executives who have worked in the early childhood sector for many years. At Babilou Family, we believe in adopting a long-term vision and developing a foundation of skills specific to our industry (education, safety, operational management). Our organizational chart is easy to understand, with clearly-defined responsibilities and a seamless communication system to ensure that we continuously improve our practices.

The two co-founders, Rodolphe and Édouard Carle, are members of the Group's supervisory board, thus ensuring continuity in terms of the company's DNA over the long term.

Governance enshrined in the company's bylaws, in line with enforceable ethical principles

The governance structure of Babilou Family is regulated through our bylaws, a Code of Ethics, and the internal regulations of our Board of Directors.

Our bylaws stipulate that:

"Babilou Family strives to have a positive and meaningful impact on society and the environment through our commercial and operational activities.

To this end, the associates would like the Chairperson, while acting in their official capacity, to consider the social, economic, and legal effects of their actions when making decisions, especially with respect to:

- The employees of the Company, our affiliates and suppliers.
- The interests of the clients who benefit from the Company's social and environmental impact.
- The communities (associations, interest groups, organizations, etc.) that interact with the Company, our affiliates and suppliers (in France and abroad).
- Environmental issues.
- The short- and long-term interests of the Company and those of our affiliates."

The supervisory board is comprised of:

- **Xavier Ouvrard, Damien Martin, and Benoît Lamézec** in their capacity as executives
- **Antin Infrastructure Partners:** A French private equity firm specializing in infrastructure investment, Antin provides us with invaluable advice on our development strategy.
- **CF Partners:** French holding company owned by the founders of Babilou Family.
- **TA Associates:** an American private equity firm which supports our business development.

- **RAISE Investment:** a French private equity company specializing in high-impact companies. RAISE has the status of a mission-driven company and defined its business purpose in 2021.
- **Maud Bailly,** who took over from Angélique Gérard: Maud has been with us since 2020, sharing her international experience and her passionate, well-informed views.

A passionate executive team with educational expertise

Executive Board

The key executives of Babilou Family have been involved in our field of activity for many years. Every two weeks, the Executive Board meets to discuss the overall direction of the company in line with the Group's ambitions. This Board also prepares matters to bring before the Supervisory Board. The country general managers also take turns participating in the biweekly discussions.



Xavier Ouvrard
Group Chief Executive Officer

Xavier Ouvrard is 50 years old and a father of 4 children. He was appointed Chief Executive Officer of the Babilou Group in 2017 and Chairman & Chief Executive Officer of Babilou Family in 2020.

A graduate of IEP Paris and HEC, Xavier founded Milonga in 2001 and managed the company until 2011. It became the market leader in the distribution of musical instruments in France as well as in music education.

He then joined the Sodexo group (2012-2016), where he was in charge of international development for the Personal & Home Services division (2013), and then the Child Care division and the Crèche Attitude company.

An expert in the education and early childhood sector, Xavier Ouvrard supported the transformation and development of Babilou alongside the founders Rodolphe and Edouard Carle. His primary aim is to promote the educational revolution brought about by neuroscience in the 21st century and to develop a responsible and sustainable management model.



Sridevi Raghavan
Vice President Education, Quality & Sustainable Development

Sridevi Raghavan holds an MBA from Harvard Business School (HBS). At the school's annual business plan competition, she presented the idea of introducing corporate nurseries in India for the first time. After graduating and securing seed funding from HBS alumni, Sridevi returned to India to launch Amelio. Amelio became the first corporate preschool nursery in India. Soon afterwards, Sridevi was operating over 30 nurseries across Chennai, Bangalore and Hyderabad.

After selling her chain of Amelio nurseries in India to the Babilou Family Group in 2018, Sridevi joined our Executive Board in 2020 and became the VP in charge of Global Education, Quality, and Sustainable Development, moving from India to Paris.

In India, Sridevi is well-known as an engaged entrepreneur. She is considered an expert in education and regularly speaks at early childhood conferences and symposia around the world.



Caroline de L'Espinay
Vice President, People & Culture

Trained in Business Education, Caroline is deeply passionate about her profession, with curious mind and a constant desire to learn from the latest developments in human and social sciences. She started her career in the industry co-constructing an HR Department and accelerating employee development before joining Babilou France in 2011.

At Babilou, Caroline managed the creation of high-impact local HR positions in each region in France before taking over the HR role at headquarters and supporting the first phase of Babilou's organizational transformation. Caroline joined the Group's executive team in 2018, creating the People & Culture Department. With her expertise in HR and through her initiatives, Caroline supports Babilou Family's leaders with the realignment of their organizations. The Group's DNA remains at the heart of all her actions, taking care of multicultural teams and implementing a strategy and HR policy in line with the Group's vision.

Women make up 40% of our Group Executive Board, and 68% of the top earners in each country are women.

This reflects the workforce in the early childhood sector, which employs many women. Babilou Family is proud of the fact that, in 2023, more than 85% of its positions were held by women¹.

1. Including permanent contracts (without an end date) and non-permanent contracts (with an end date).



Damien Martin
Senior Vice President
Administration and Finance

Damien Martin holds a dual degree in “Arts and Trades” engineering and a master’s degree from ESSEC. He began his career at KPMG. He was responsible for auditing major industrial groups such as Siemens, Eurotunnel and Philips.

He then spent 10 years in KPMG’s Transaction Services department, where he provided support for numerous buy-side and sell-side acquisitions, as well as making improvements in the Finance department. In 2011, he joined a project to merge three companies in the online travel industry (Go Voyages, Opodo and eDreams), which became Odigeo. Damien Martin worked on this merger, and more specifically, on creating and structuring a joint finance department.

In 2015, he joined Babilou to support the Group’s growth, particularly on an international scale.



Benoit Lamézec
Senior Vice President Marketing,
Digital and Technologies

A graduate of Kedge Business School, Benoit Lamézec started his career in e-Marketing and e-Commerce for Milonga, before moving over to the hotel sector to work for the B&B Hotels group.

After being tasked with growing online sales in France, he was appointed to the position of Marketing & Distribution Director in 2014 to develop a more efficient sales channel and increase brand visibility. In 2016, he was appointed Director of Digital Activities for the B&B Hotels group, responsible for launching new digital services and optimizing acquisition and loyalty strategies in an increasingly internationalized and competitive market.

Benoit Lamézec joined Babilou Family in April 2018 as Vice President of Marketing, Digital & Technologies.



Rémi Fréon
General Counsel

Rémi Fréon holds an LL.M. from Columbia Law School and a Master’s Degree in Corporate Law - DJCE from Toulouse Capitole University.

Before joining Babilou Family, Rémi worked in the Sydney office of the international law firm Jones Day, and later in the company’s Paris office as part of the private equity team, advising high-growth companies on mergers & acquisitions, venture capital funding rounds, IPOs and other market transactions, particularly in the online, software and biotech/medtech sectors.

Rémi then began working for Deezer in 2016, the world’s second-largest independent music streaming company and market leader in France, Brazil and Germany (Euronext: DEEZR, where he managed the legal department as General Counsel & Corporate Secretary and played a central role in listing the company on the Euronext Paris exchange in July 2022.

In June 2023, Rémi Fréon was appointed to the role of General Counsel of Babilou Family. Rémi aims to uphold the highest ethical standards within the Group, while continuing to foster a culture of compliance and integrity throughout the organization.

Organization of shareholder governance

SUPERVISORY BOARD QUARTERLY

Committed shareholders



CF Partners

Family Office of Babilou Family's founders



French private equity company specializing in high-impact companies.

Management



Xavier Ouvrard
Group Chairman and Chief Executive Officer



Damien Martin
Senior Vice President, Administration and Finance



Benoît Lamézec
Senior Vice President, Marketing, Digital and Technologies

Independent Member



Maud Bailly
Independent Director
CEO, Sofitel MGallery & Emblems

Maud has been with us since 2020, sharing her international experience and her passionate, well-informed views

THE ROLE OF OUR ANNUAL GENERAL MEETING

The Annual General Meeting convenes once a year to discuss and make decisions on administrative and legal matters.

10

Supervisory Board Members

10%

of the Supervisory Board is made up of independent members

4

Supervisory Board meetings

40%

of the Executive Board are women

100%

of non-executives on the Board



EXECUTIVE TEAM EVERY 15 DAYS/ALTERNATE MEETINGS WITH THE FULL EXECUTIVE BOARD



Xavier Ouvrard
Chairman and
CEO



Damien Martin
Senior Vice President,
Administration and Finance



Benoît Lamézac
Senior Vice President,
Marketing, Digital
and Technologies



Sridevi Raghavan
Vice President Education,
Quality & Sustainable
Development



Caroline de l'Espinay
Vice President,
People & Culture



Rémi Fréon
General Counsel

GENERAL MANAGERS



Vincent Bulan
France



Konstantin Bosch
Germany



Remko Berkel
Netherlands



Fabrice Martinez
Luxembourg



Lama Chivi
Middle-East & India



Benjamin Busse
South-East Asia



David Post
United States

THE COUNTRY MANAGERS



Nicolas Gronier
La Réunion



Katrien Leten
Belgium



Pierre-Jean Harlaux
Switzerland



Catalina Londono
Colombia

Transparent governance to monitor our progress against our roadmap

Our main committees

Executive Board (monthly)

This board is made of our Executive Management team who are permanent members. They are joined once a month by the General Managers to discuss the Group's strategic direction.

International Committee (annual)

The Executive Management team and General Management – Executive Directors, Hub General Managers and Country Managers – also meet for working sessions on specific issues, as well as once a year for the General Managers' Seminar.

Audit Committee (annual)

The aim of the Audit Committee is to help minimize financial, operational and compliance risks and improve the quality of financial information.

The Audit Committee is responsible for reviewing the consolidated financial statements and monitoring the effectiveness of financial reporting, as well as internal auditing and risk management systems for procedures on the preparation and processing of accounting, financial and non-financial information.

Compliance Committee (biannual)

This committee monitors each country's progress in relation to four subject areas:

- Operational compliance: monitoring regulatory obligations in each country and the results of audits by the authorities.
- Implementation and monitoring of cybersecurity measures
- Data protection measures
- Anti-corruption measures

”



"Previously overseen by the Executive Committee, the CSR strategy also had to be monitored by country CEOs, working in the field on a daily basis. They are thus

empowered to take responsibility for these issues. For some members of management, qualitative CSR objectives have been incorporated into their roadmap."

Damien Martin

Senior Vice President
Administration and Finance



Integration Committee

The integration committee is a powerful management lever for ongoing business integration. The committee ensures that information is circulated between the various stakeholders, which includes the Country Manager, the Babilou Family Group Executive Board and, depending on the geographical region or when the structure of the buyout allows, the vendors or their representatives. This is an opportunity to provide an update, by department, on any issues faced, which speeds up the decision-making process and ensures transparency. A wide range of topics are addressed, including HR integration for employees, alignment of the two company's foundational values and cultures, convergence of operational models, and communication with external parties, etc. This helps to ensure the integration process runs smoothly. The integration manager is then responsible for communicating all decisions made by the committee to the local and operational teams, to maintain cohesion among all employees.

”



“Integration is a 360° approach that impacts every area of our company. In the event of a takeover, ensuring effective coordination and communication between different departments is essential. The Integration Committee is one of the tools we have at our disposal to ensure this objective is achieved.”

Camille Duval

Director of Operations
and Integration



CHAPTER 2

Commitments and aims 2023, a decisive year as a Mission-Driven Company

Our “Vision 2030” development strategy is fully aligned with the United Nation’s SDGs, particularly those directly related to our activities, namely SDGs 3, 4, 5, 10, 12, 13 and 15. We’ve developed the “Tomorrow Starts Now” vision project, by drawing on our knowledge of neuroscience and the educational research we’ve conducted, and by identifying our environmental, social and governance challenges. This program is based on four key pillars - people first, the pedagogy of tomorrow, planet at the core, and positive growth – which form the foundations of all the work carried out at Babilou Family.

To advance the Vision 2030 project, the “Sustainability 2025” roadmap has now been launched in all our countries, marking the achievement of the program’s first major milestone.



CHAPTER 2

Commitments and aims

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Conducting our business based on integrity and risk management	83
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2023 mission audit approved!

March 18, 2024: the Independent Third-Party Organization responsible for verifying the coherence and operational implementation of the Babilou Family Mission submitted its report. Our three auditors from Cabinet Dauge Fidélance discussed their findings with the Mission Committee. All four of the Mission's statutory objectives are classed as "achieved".

The auditors highlighted a number of strengths, including:

- our strong and sincere desire to make a real impact, particularly through Education,
- effective governance as a result of the streamlined Mission Committee, which includes external experts from diverse backgrounds, who are sincerely committed to their role,
- shared aims that have been embedded within all our business units and establishments, demonstrating a consistent approach to the Mission.

While our journey as a Mission-Driven Company has only just begun, the ITO has urged Babilou Family to continue its efforts by focusing on what makes the organization unique, this force that drives us make an even greater impact. This will help us to simplify our objectives and indicators, for even greater clarity. In addition, including more data and examples from different countries would be useful to demonstrate the consistency of the Mission across the Group.

This feedback has made the four Mission Committee members more motivated than ever:

"Over these first few months, we've laid the foundations and started working together effectively, having established trust and respect. Now, we need to adopt a more long-term vision, keep pushing boundaries and increase our impact in the coming years. We're looking forward to it!"





People first: valuing our professionals and giving meaning to their work

OUR TARGET FOR 2030

We are committed to recruiting, training and supporting several thousands of educators each year, and to developing responsible leaders. This objective is divided into 4 areas:

- Become a school known for providing high-quality graduates in early childhood education.
- Become an accelerator for young graduates who want to make their career in early childhood education.
- Be a company known for developing managers, skills, and leadership.
- Compensate our managers according to the company's performance.

In August 2022, U.S. Deputy Secretary of Commerce Don Graves rewarded one of our teachers, Fatima Jardim of Little Sprouts in Medford, for her commitment and resilience in developing our partnership with JVS Boston's preschool education program. Fatima's recognition is a fine illustration for those who choose to dedicate their careers to the helping young people flourish.

We work on and actively participate in various local and regional initiatives in the field of preschool education. In 2022, these collaborations and partnerships also unlocked more than \$1 million allocated directly to school staff through bonuses in August and December.

Thrive, Year in Review 2022,
Little Sprouts Magazine (United States)

BY 2025...

Having a positive impact on the health and well-being of our employees (SDG 3) is a key point for Babilou Family. We are working to reduce gender inequalities (SDG 5) and social inequalities (SDG 10) by promoting the professional development of our educational staff, and focusing on three key areas:

Protect our employees' health, safety, and well-being:

- Measure employee health and safety through standard indicators.
- Determine the right indicators for measuring employee well-being and development.
- Implement the GDPR and anti-corruption measures across all teams, according to the Group's Code of Ethics and Code of Conduct.

Strive for our professions to be valued in society

- Promote the sharing of knowledge and expertise among educators, and encourage participation in conferences, forums, etc.
- Give employees the opportunity to become experts in early childhood by offering university degrees in pre-school education or by establishing partnerships with local universities, so that our teams can further their professional development by studying on these programs.

Promote diversity and inclusion among our teams:

- Measure diversity while respecting each country's regulations.
- Implement a policy and training program on diversity and inclusion.

Gain greater recognition for our professions

All care and education professions suffer from a lack of recognition in society. We are determined to fight this injustice. To achieve this, we are focusing on three levers: our employees' sense of belonging and pride in their work; advocacy among all stakeholders, including public officials; and continuous improvement of pay conditions. Furthermore, because we are stronger together, we are keeping this collaborative momentum going via our HR Community.

2023 OBJECTIVES

Develop a sense of belonging to the Group and the Early Childhood Profession.

Mobilize our international HR community to overcome shared challenges.

In France, understand and implement strategies for promoting this vocation.

In France, establish a formal advocacy process for our professions.

2023 ACTIONS

- Implement the "Tomorrow Starts Now" program in every country.
- Continue work on the twinning program between schools in different countries.
- In France, continue to run the "Vis ma Vie en Crèche" (Experience Life in a Nursery) days for all head office employees.
- Organize the first seminar for HR Directors and Managers from different countries.
- Host quarterly meetings for the HR Community to discuss common strategic issues and share experience and best practices from each country.
- In France, create a specific working group for the PPDG Head Office* program to address the topic of "How can Babilou inspire your career path?".
- In France, draft and disseminate a White Paper on Early Childhood.

2023 RESULTS

- Tomorrow Starts Now launch session held in each country.
- Our corporate project is driving a sense of belonging and recognition among our professionals.
- Twinning program implemented between schools in different countries.
- In France, "Vis ma Vie en Crèche" days have been introduced for all head office employees.
- Group HR seminar on Talent Management and quarterly HR Community meetings held on management frameworks and onboarding programs.
- In France, the "How can Babilou inspire career paths?" working group produced its findings. They will be implemented from 2024.
- The "Tous Mobilisés pour la Petite Enfance" (All Mobilized to Support Early Childhood) White Paper has been published!

► **292**

employees from 4 countries (France, Belgium, Singapore and Dubai) took part in the twinning program.

► **58**

head office employees in France attended a "Vis ma Vie en Crèche" day following their integration in 2023.

Writing of an early childhood white paper

In 2023, the France CSE (Comité Social et Economique), in collaboration with senior management, launched workshops to write a White Paper. This white paper provides a foundation for solutions to certain issues in the sector. The paper has been shared with the Ministry of Health and focuses on three main themes: gaining recognition for the profession and the attractiveness of the sector, improving working conditions, and training teams.



Give special consideration to quality of life at work

At Babilou Family, we have introduced a principle to address quality of life at work, which we have termed “symmetry of attention”: just as our professionals are attentive to each child, we must give special attention to each of our professionals. In sectors with labor shortages like ours, we have to face issues head on, and be proactive and innovative!

2023 OBJECTIVES

2023 ACTIONS

Evaluate the impact of our social and HR policies on our employees.

- Set up a standardized system for monthly HR reporting based on four sets of indicators that can be used to monitor data over the long-term (minimum of three years): workforce monitoring, voluntary and involuntary staff turnover, involuntary absenteeism and recruitment.

Evaluate the well-being and engagement of our professionals.

- Continue to conduct local employee surveys.
- Create a new group employee survey using a standardized tool and set of questions called the “Voice of employees” and pilot this survey in France.

Improve our employees' work-life balance.

- In France, trial new forms of work organization: 35 hrs over 4 days or 4.5 days, or 5 days but with variable hours - in 56 nurseries (“agile scheduling”).

2023 RESULTS

- Monthly reporting system set up in all countries using shared key indicators.
- Voice of Employees survey created for the Group and pilot conducted in France.
- In France, an agile scheduling system has been trialed in 56 nurseries. Feedback has confirmed the benefits of this system.

► **6**

countries conducted an employee survey in 2023. Average employee participation rate of 64%.

Germany, France, Dubai, the USA, Belgium and Colombia

► **1,110**

employees benefit from a nursery place in one of our establishments

► **40.2%**

of employees in France state that their stress levels are manageable, 33.2% report that they are not, and 26.6% remain neutral on this issue.

2023 Voice of Employees pilot survey in France.

► **69.5%**

of employees in France say that their manager helps them to maintain their work-life balance, 18.5% disagree with this statement, and 12% remain neutral on this issue.



Results of the 2023 "local" employee survey in the USA.

2024 - 2025

○ **Continuously improve basic employee rights in each country**

- Conduct a review of basic employee rights in each country, including legal and other rights (number of days' leave, healthcare/health insurance costs, employee provident fund, lunch vouchers/packed lunches, number of days' leave for family events, etc.).
- Clarify Babilou Family's position in terms of the "minimum" allowance. Support continuous improvement by adapting to the expectations and challenges of each country.

○ **Evaluate the well-being and engagement of our professionals:** roll out the Voice of Employees survey to all countries. Conduct analyses and monitor action plans.

Ongoing social dialogue

In every country where we operate, we establish a dialogue on labor rights so that we can offer employees attractive salaries and competitive benefits. Some examples of our initiatives:

1. We aim to offer standardized salaries to our staff in the same country according to the type of position, their qualifications and the geographical area. In Singapore, all employees enjoy the same benefits, regardless of the organization.
2. Several initiatives were implemented in France in 2023:
 - An exceptional bonus of €300 net was given to all employees working for the company since September 1, 2022
 - Executives have been given a new day package (216 working days vs. 218)
 - The professional experience of Rank 2 employees in PAJE (Early Childhood Care Benefit) micro-nurseries has been recognized, with an €80/month wage increase for professionals with over 2 years' experience.
 - An attractiveness bonus has been offered for nurseries in less populated areas to make up for the longer commuting times.
3. In the Netherlands, salaries are regulated by the CLA. On top of these regulated salary increases, we offer additional employee services such as financial and psychological coaching.
4. In the United States, we have agreed to increase salaries by an average of 11%.
5. In Germany, we put forward a comprehensive plan to significantly increase the number of employees in nurseries by 2024, including an inflation bonus, paid in part in 2023.
6. In Luxembourg, we offered employees a 10% wage increase in strategic, difficult-to-access regions to compensate for the longer commuting times.



Continuous training for professionals on early childhood issues

In view of the challenge posed by the shortage of qualified professionals and its implications for working conditions in the sector, our human resource management priorities are as follows: protecting the health, safety and well-being of our employees; supporting their skills development; and working to gain greater recognition for their professions in society as a whole.

2023 OBJECTIVES

2023 ACTIONS

Monitor the skills development of our employees on an individual basis.

→ Collect data on a set of “training/promotion” indicators.

Develop a generation of responsible leaders.

→ After its deployment in France, implement the “BOSS LEADER COACH” training policy in all countries (all Executive Committee members received training in 2023-2024).

Develop our talents at all levels of the organization.

→ Gradually introduce people reviews across all levels of the organization.

→ Continue with the “Talent” programs:

- Group “LEAD” program
- In France, the PPDG Head Office and PPDG Nursery programs.

2023 RESULTS

- ESG 2024 data collected, which includes training and promotion indicators.
- Boss Leader Coach program outside of France:
 - country CEOs were trained.
 - program launched in the Netherlands.
- People Reviews:
 - In France, these reviews have been extended to all nursery employees, including staff working with children.
 - In the other main countries, these reviews were conducted at Executive Committee level.
- 2023 Cohort for the LEAD Talents Program
 - 2024 cohort (10 employees from all countries).
 - In France, 2023 PPDG Head Office and 2023 PPDG Nursery cohorts (22 participants).

► **6,287**

Employees attended at least one non-regulatory training course (53%), including 1,820 staff members in France.

Data not available for the Netherlands, Luxembourg or Switzerland.

► **444**

Permanent employees were promoted or benefited from career development (4%), including 172 in France.

Data not available for Germany, the Netherlands or Switzerland.

► **600**

Talents identified in France as part of the People Reviews carried out with nursery teams.



In-house PPDG Head Office training session, 2023

Continuous training is a central tenet of the Babilou Family human resources strategy, which applies from each employees' very first day. In 2022, employees completed nearly 83,600 hours of training: 8,781 employees (74%) attended in-person training and 7,571 (64%) employees completed at least one online training course via specialist platforms, such as Bloxx in the Netherlands, Schoox in the US and Workday in France. In addition, our training offer includes talent development programs: Petit Pas Deviendra Grand (PPDG) in France, Young Star Development in Germany, the L.E.A.D program made up of a pool of international talents, and the annual Babilou Family Neuroscience Conference, accessible online to all.

Program (Learn, Educate, Act & Develop)

L.E.A.D, created internally in 2021, is dedicated to highlighting our international talent and supporting them so they can become responsible leaders of tomorrow. Focused on the development of cross-functional business skills and managerial "soft skills", this program offers a unique, intercultural experience of peer-to-peer exchange.

L.E.A.D is a training program designed to support our future leaders and help them realize their full potential as part of the Group's growth strategy. The program lasts one year and consists of eight sessions lasting one to two days. Two of the participants participated in very successful international deployments and were subsequently promoted.

Managers develop or deepen their cross-functional knowledge and skills. There are also sessions that focus on education, with an in-depth look at the major pedagogical concepts of the 21st century, human resources and personal development.

”



“Taking part in the LEAD program was a life-changing experience for me. It helped me to step out of my comfort zone, gave me a broader international perspective, and the opportunity to get to know my colleagues from all over the world.

The program not only gave me the skills to become a responsible leader, but also empowered me to take action and make a difference in my community.”

Alexis Avenet, Deputy Head of France Hub



Focus on the Petit Pas Deviendra Grand (PPDG) Headquarters program

In 2020, we introduced the PPDG Nursery Program, designed to nurture the career growth of our head office employees both in France and internationally. Over the course of a year, this transformative program focuses on enhancing participants' soft skills, including self-awareness, leadership, and collaboration. We are delighted to report an impressive 96% retention rate for employees who have completed PPDG Headquarters in the last two years. Additionally, during the program, 50% of participants received promotions, which further increased to 80% within a year after completion. To ensure these talented individuals thrive, we provide comprehensive support to develop their management skills through specialized training courses, workshops, seminars, and engaging projects. Each year, we extend this invaluable opportunity to 13 deserving managers.

”



“PPDG enabled me to meet people from all the Babilou Family departments and create a solid network within the Group. We are able to demonstrate our strengths and rapidly develop our soft skills, while having the

opportunity to work on a subject that will shape the company's future. This journey has taught me a lot about myself, but also about the best way to give visibility to my day-to-day work. I've grown from this experience and I'm confident about my future with Babilou Family”.

Stéphane Busch, Director of Financial Projects

”



“Being part of the PPDG program gave me the opportunity to meet people from all the company’s departments, and gain a better understanding of their jobs and the company as a whole. The

group I participated in was focused on the new corporate plan. We were encouraged to talk about our respective fields of expertise and consult experts that I’d never have met otherwise. PPDG training programs cover a wide range of real-life situations, helping us to reflect on the Group’s problems and develop concrete solutions, add value to the company and form a close-knit team that includes interns and specialist coaches.”

Mathieu Serres

Chief Digital Officer USA



Focus on immersions in the Hubs

In addition, to encourage the sharing of best teaching practices across our global centers, Babilou Family regularly organizes knowledge acquisition trips. So far, 177 employees have participated in these exchange programs between our nurseries.

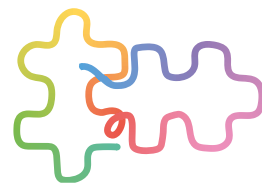
To help balance employees’ professional and personal aims and share best practice, we encourage geographical mobility, so that our employees can move closer to home or gain experience abroad.

Focus on the Young STAR Development (YSD) program in Germany

The program aims to develop young talents with a “passion project”: the Wichtel Akademie has created a comprehensive range of lifelong educational programs and advanced training courses so that each professional can develop an individualized career plan. Since 2020, 13 participants have taken part in the program each year.



Sustainable Education®: a foundation for future pedagogical models



OUR TARGET FOR 2030

Committed to the mission of educating new generations, we aim to demonstrate the positive impact of Sustainable Education®, for children ages 0 to 12 and their families.

- Conduct a longitudinal study to demonstrate the benefits of Sustainable Education® for children.®
- Create and implement a Quality Management Charter to guarantee a high quality of care in all our centers.
- Set up an incident recording and tracking platform; develop relevant indicators and associated action plans.
- Participate in a long-term international research program to develop innovative approaches to early childhood education.

BY 2025...

Babilou Family plans to make a strong impact on education quality (SDG 4) by developing its Sustainable Education® strategy, promoting innovation, sharing ideas and establishing partnerships with universities and research organizations:

- **Apply the six principles of Sustainable Education® promoted by Babilou Family:**
 - Identify at least two practical examples of professional practice (that can be audited in centers) for each of the six principles.
 - Monitor the implementation of these practices in each country, using a common observation tool that will be developed for this purpose.
 - Identify the impact indicators to be monitored for each of the six principles of Sustainable Education®.
- **Design a common core training module for each principle:**
 - In 2024, at least one module will be completed to validate the methodology, and this work will continue in 2025.
 - Training plan for professionals in each country.

In 2023, Babilou Family defined guidelines on screen use for all its centers, with zero screen use for 0-3 year-olds and options for educational use with 3-6 year-olds. Training on these guidelines is gradually being provided to all our teams and professionals, so that they can offer support to parents on this complicated issue. To strengthen its position, the Babilou Family Foundation established a partnership with the Fondation Pour l'Enfance in the same year. We also helped to create a survey, in collaboration with IFOP, which assesses the impact of digital technology on 0-6 year-olds. Through the responses of parents, midwives and nursery nurses, we were able to review the different ways screens are used and their effects on young children's development.



Developing the citizens of tomorrow

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BABILOU FAMILY

For several years now, we have known that neuroplasticity, meaning the formation of neural pathways, is at its peak in the first few years of life. All the major stakeholders in early childhood development, whether the educational community, families or public authorities, believe that this is a critical period of life for each individual in terms of their well-being and lifelong development.

This collective belief has now been scientifically proven through research in the "hard sciences". Through advances in brain imaging and technological innovation, scientists now have a better understanding than ever before of the incredible way the human brain develops in the first few years of life.

In view of these findings, it seemed essential that we must not only draw on the major pedagogical concepts of the 20th century, that have formed the basis of early childhood education since the 1970s and 1980s, but also incorporate a scientific perspective into our practices. By developing a better understanding of sleep, nutrition, attention spans, and the importance of language and social and emotional skills, we can improve our practices and ensure that every child receives the necessary support for lifelong development.

Babilou Family, in collaboration with the scientific community, psychologists, and early childhood educators, decided to develop a new pedagogical approach, one step at a time, with patience, responsibility and commitment. In recent years, we've begun to lay the first building blocks of what we call: "Sustainable Education®". Sustainable Education® is a universal foundation that can be adapted to all countries and cultures with different curricula.

Why opt for this approach? We believe that our pedagogical approach, rooted in the sciences (education, psychology, cultural practices), offers what a child needs most, regardless of their origin or family background. We believe that by implementing this model, we can prepare every child to blossom and develop, which is our core mission.

Investing in the first six years of life to foster individual development and fulfilment

In 2022, the first edition of the "1000 First Days, Neuroscience and Early Childhood" conference, was held in Marseille, and organized by the Babilou Family Foundation, in partnership with UNESCO.

The aim of this one-day conference was to highlight the various findings of research into the brain development of young children. As early childhood practitioners, we learned a great deal from this conference, and were then able to shape our philosophy based on our understanding of children's development and therefore, their crucial needs.

The conference was given pre-conference status for the UNESCO World Conference on Early Childhood Care and Education in Tashkent, Uzbekistan. At the main conference, the Babilou Family Foundation, represented by CEO Xavier Ouvrard and Sridevi Raghavan, VP in charge of Global Education, Quality, and Sustainable Development, presented the results of the pre-conference. The Babilou Family Foundation's request to integrate parent training as an integral part of prenatal care was welcomed.



2023 IMPACT REPORT

Sustainable Education®: a common foundation with an approach that respects cultures and contexts

By drawing on advances in research and innovation, Sustainable Education® provides an ambitious common foundation that will help every country to enhance its educational practices and adapt them to its own culture and needs, while maintaining the highest quality standards. The aim is to provide each child with a rich foundation, by developing their skills and offering learning opportunities (motor skills, self-confidence, languages, toilet training, detailed knowledge of the environment, etc.). Sustainable Education® prepares every child to thrive and find their place in the world. This program aims to instill a love of learning and self-confidence. The goal is to help every child become independent, socially and emotionally intelligent, creative and resilient.

SUSTAINABLE EDUCATION® IS BASED ON SIX PRINCIPLES:

#1

First and foremost, ensure the child's physical and emotional safety

#2

Build on children's natural curiosity and knowledge to foster their development

#3

Integrate nature into learning experiences

#4

Encourage young children's natural relationship with time

#5

Promote inclusion, open-mindedness, diversity and multiculturalism

#6

Partner with families to create a seamless educational experience

Sustainable Education® will be adopted by the various Babilou Family brands around the world in the near future, according to their educational philosophy and cultural relevance to the specific local environment. We embarked on this exciting journey with the first Sustainable Education® seminar for all Babilou Family education managers in March 2023.

An educational impact for children around the world

In 2023, many centers were already implementing these principles. Babilou Family's early education centers have launched exciting and innovative initiatives to advance our educational philosophy. These include¹:

- 847 centers (78%) which offer early-learning activities in the arts, such as singing, dancing, music, drawing, decorating, cooking, etc. Around 1,000 centers that offer free access to books.
- 768 centers (70%) which pay specific attention to children's individuality, and provide adapted facilities and materials (individual tables, a play area for independent play, etc.).
- 857 centers (78%) which offer daily outdoor education as part of the program

- 262 centers (24%) that encourage multilingualism by speaking different languages with children or organizing language-related activities. Over 1,000 centers (95%) that consider language development a major component of their educational program.
- 743 centers (68%) which offer motor skills training for young children, with climbing frames, block modules, etc.
- 782 nurseries which practice "creative recycling", meaning that objects such as accessories, packaging and fabrics are used for education and play.

Many centers guide children in identifying their emotions and feelings, to help them develop methods of self-regulation. An emotionally strong child develops executive brain function, essential for sound learning processes, and learns a healthy respect for others and the environment. The Origami nurseries in Colombia offer a prime example of this practice.

Since 2023, they have been organizing monthly webinars based on each of the principles to exchange ideas and share best practices between the different Hubs. Seminars have also been organized.

2023 OBJECTIVES

Apply the six principles of Sustainable Education® promoted by Babilou Family.

2023 ACTIONS

- Write a book that presents and explains how the six principles of Sustainable Education® work in practice, supported by data and examples from all our countries.
- Collect data on an initial set of “Sustainable Education®” indicators from all our countries.

2023 RESULTS

- V1 of the book has been written. It will be published in French and English in autumn 2024.
- Collect ESG 2024 data, which includes over 20 “Sustainable Education®” indicators (see appendix).

2024 - 2025

- **Apply the six principles of Sustainable Education® promoted by Babilou Family**
 - Identify at least two practical examples of professional practice (that can be audited in centers) for each of the six principles.
 - Monitor the implementation of these practices in each country, using a common observation tool that will be developed for this purpose.
 - Identify the impact indicators to be monitored for each of the six principles of Sustainable Education®.
- **Design a common core training module for each principle:**
 - In 2024, at least one module will be completed to validate the methodology, and this work will continue in 2025.
 - Training plan for professionals in each country.

Maintaining a close and trusted relationship with parents

Parenting support is an integral part of the six principles of Sustainable Education®, because giving children the best possible start requires working closely with families. This is called collaborative education. The child, their family and the professionals on the team form a trio, and this relationship flourishes as trust grows.

In a world where everyone has access to an abundance of sometimes conflicting information, our professionals provide individualized, practical expertise and support to each family for their child. On a daily basis, they listen, advise and offer encouragement, while sharing any observations made during the day, to support each family with their parenting journey.

It is also our role to address the major societal issues faced in the field of education: screen use is the theme for 2023-24. With regard to these topics, we aim to provide a summary of diverse scientific findings, set guidelines, train our professionals and raise awareness among families.



2023 OBJECTIVES

Measure the performance of parenting support projects.

Educate families about the impact of screen use.

In France, provide support for families with learning French.

2023 ACTIONS

- Collect data on a first set of “parenting support” indicators from all our countries.
- Design a Group Guide on screen use with children.
- Distribute this guide to families in each country through various actions organized locally.
- Enter into a sponsorship agreement with the 1001 Mots association, via the Babilou Foundation, to help children from the most vulnerable families to learn French.

2023 RESULTS

- Collect ESG 2024 data, which includes indicators for parenting support.
- Group guide on screen use published and disseminated to all countries for local distribution.
- Agreement signed with the 1001 Mots association

► 462

Establishments have offered at least 3 workshops and/or support sessions for parents during the year, including 308 in France.

► 30.5%

Of our professionals have already been trained on screen use using the group guide.

► 220

Establishments have already used the group guide and implemented initiatives to raise awareness of screen use among families.

► 7.9/10

Score attributed by families in France, for the parenting support initiatives offered by their establishment (help and support with their role as parents) and for the family events organized by their establishment (parent cafés, nursery cafés, conference workshops, social events, exhibitions, etc.).



2024 - 2025

- Distribute the “Sustainable Education®” book to all centers and registered families.
- Add questions to the annual family survey to assess satisfaction and the impact of the book and our parenting support initiatives in general.
- Contribute to the development of parenting skills in conjunction with UNESCO (2nd Congress on Neuroscience and Early Childhood Education).
 - Example of a project to be implemented (based on an existing project) in order to provide a resource platform for parents.
- Lead a review of educational practices focusing on multilingualism.

Achieving our mission in child protection

We have a mission to protect children, which applies, on the one hand, to violence inflicted on them at home or in their family environment (where our role is to detect, observe, and alert the authorities where necessary), and on the other, to the risk of inappropriate treatment by professionals in our establishments. This is a legal obligation, and our teams are trained in child protection.

Rigorous protocols are in place, in line with local and governmental regulations. In addition, we have set disciplinary procedures in all countries, ranging from warnings to dismissal. A local organization is set up by human resources, in collaboration with center managers.

2023 OBJECTIVES

2023 ACTIONS

Provide everyone with the means to report situations that do not comply with the law or the Babilou Family Code of Conduct.

- Disseminate an ethics charter and a code of conduct, defining the role of each professional in terms of child protection.
- Create a platform for reporting and monitoring non-compliant events (operational roll-out in 2024).

Raise families' awareness of children's rights.

- Develop a communication plan for World Children's Day.

In France, train our teams in Ordinary Educational Violence (OEV).

- Draw up a Charter to combat OEV and train all nursery teams in preventing, identifying and reporting such issues.
- Disseminate a process on detecting and dealing with cases of OEV to all head office operational staff.

2023 RESULTS

- Reporting platform created and currently being rolled-out in all countries. Communication plan for World Children's Day completed.
- In France, awareness-raising sessions on Ordinary Educational Violence were held at the educational days in September 2023 in order to reach all our professionals (the module will remain available on the online training website). Head office teams have been trained to detect and prevent OEV.



Draw on the latest research and innovation to inform the Sustainable Education® approach

The better we understand how the brain works, the better we can understand children's essential needs in these early years. That is why we keep coming back to the same question which underpins our commitment: how can we better support children to ensure they reach their full potential? At Babilou Family, we work with researchers and scientists to better understand how the brain works in infancy and early childhood. We are reviewing our actions and educational practices, as well as improving our training and communications, to incorporate this knowledge and share it with families.

2023 OBJECTIVES

Enhance our understanding of child development.

2023 ACTIONS

- Mobilize researchers and experts: to provide expertise, contribute to the Sustainable Education® Book, and produce webinars for country education managers.
- Sign a sponsorship agreement with the Fondation pour l'Enfance via the Babilou Foundation: joint financing and production of research into the role of screens in young children's development ("digital barometer").

2023 RESULTS

- 7 experts involved in work on the book and Webinars.
- Agreement signed with the Fondation pour l'Enfance

► 5

Countries have established research partnerships with local universities. Colombia, France, Germany, Singapore and Switzerland

Sustainable Education Webinars 2023

- 2023/03/06 : Rocio V. Lopez Ordosgoita (PhD, University of Javeriana, Colombia, expert in children and media). Expert Session about screens: A discussion to establish the Babilou Family screens guidelines.
- 2023/05/11 : Rachel Larimore (Expert in natural-based school and program in early childhood). The how, what and why of Nature-based Early Childhood Education: A discussion from the chapter 4 of the Sustainable Education Book.
- 2023/06/15 : Isabelle Filliozat (Expert in Early childhood Education). Physical and emotional security: A discussion from chapter 2 of the Sustainable Education Book.
- 2023/06/01 : Laura Watkins (Expert in Neuroscience research, co-founder of the Cognitas Group). How to translate cognitive neuroscience into practice? A discussion from the chapter 1 of the Sustainable Education Book.
- 2023/06/29 : Elisabeth Milovidov (Expert in Digital Parenting and screens in Early childhood). Webinar about screens: A discussion to establish the Babilou Family screens guidelines.
- 2023/07/06 : Paul Leseman (Prof. in Science of Education, Utrecht University, NL). Science Based Action: A discussion from the chapter 1 of the Sustainable Education Book.
- 2023/09/21 : Iyssa Campbell (Expert in emotional development). Natural Curiosity: A discussion from the chapter 3 of the Sustainable Education Book.

2024 - 2025

- **Enhance our understanding of child development**
 - Continue to produce themed webinars
 - Co-organize the 2nd UNESCO Congress on Neuroscience and Early Childhood Education.
- **Impact of screens**
 - Disseminate the results from the digital barometer and propose actions accordingly.
- **Ensure a "fun learning environment" is created in our establishments**
 - Communicate the definition of a "fun learning environment" to country education officers.
 - Identify the associated professional practices we want to see applied in centers.
 - Assess these practices (audit) and support continuous improvement.

Prioritize the quality of our service

Meet the highest quality standards

In each country, we abide by government regulations that govern the establishment and operation of our centers: layout of spaces, size of teams, qualifications required for professionals working with children, methods of access to services by families, and so on. The legal frameworks in place are comprehensive, rigorous and specific to each country. Local authorities grant operating authorizations, referred to as licenses or approvals, and oversee the facilities.

Depending on the country, inspections are carried out annually (Dubai, USA, Netherlands, etc.), periodically (at least once every 5 years in certain German regions), or at random (France, Belgium).

In addition to inspections by local authorities, each team organizes its own internal audits on compliance and, more generally, on the quality of care. In some countries, quality is certified by an independent certification body (in France, the ELSA label; in Singapore, the SPARK label).

In late 2022, for the first time, Babilou Family organized a seminar for quality managers from all its countries to define—over and above local regulations—a shared vision of quality care. This work resulted in a formal Quality Management Charter and 15 quality commitments for children and their families.

► **628**

establishments were inspected by local authorities in 2023 (61%)

► **582**

establishments were audited without a major non-compliance (92.7%)

BABILOU FAMILY QUALITY MANAGEMENT POLICY

In all countries where Babilou Family operates, a robust quality management system is applied based on:



Precise standards that cover all aspects of childcare: safety, hygiene, care, nutrition, pedagogical approach, partnerships with families.



Teams and rituals to monitor and drive quality improvement.



A continuing education program to train our teams.



External checks by an approved local authority.



Internal audits to ensure compliance with standards and encourage continuous improvement.



Follow-up on complaints and satisfaction surveys with families to assess and improve their experience.



Our 15 commitments to children and their families

In each country, because of the diversity of regulations and cultures, the criteria for quality of care are sometimes very different. That said, we have identified 15 universal commitments to children and families that we strive to apply to all countries where we operate.

These commitments take shape through local standards and control systems.

BABILOU FAMILY - COMMITMENTS FOR EARLY CHILDHOOD



Perfect regulatory compliance

- #1 Obtain all the necessary licenses to open and continue running all nursery services.
- #2 Respect the teacher/child ratio throughout the day.
- #3 Maintain a strong partnership with local regulatory authorities.



Safe and comfortable premises

- #4 Safe and well-maintained premises and equipment
- #5 Clean and organized spaces with strict hygiene protocols
- #6 A well-equipped environment that meets the needs of children, parents and teams throughout the day.



Attentive and committed professionals

- #7 Organized work teams with clearly defined responsibilities
- #8 Well-trained, committed professionals who care for every child
- #9 Teams that receive continuous training on carrying out their day-to-day operations and dealing with emergency situations



Attention given to the well-being of each child

- #10 Individual observation as the basis for ensuring the well-being and care of every child
- #11 Attention paid to every child's safety with specific procedures for key times when indoors and outdoors (eating, resting, learning and playing)
- #12 Special attention paid to children's emotional security and our mission to protect children.



A relationship of trust with each family

- #13 Constant contact and a positive relationship with families
- #14 Daily communication on each child's development
- #15 Involvement of families in the pedagogical approach integrated into the center's daily activities

HIGH QUALITY REQUIREMENTS MONITORED IN ALL OF THE GROUP'S COUNTRIES



In Colombia

- We undergo an annual external audit conducted by the regulatory authority known as the "Unique Verification Instrument" (UVI) in order to ensure a high standard of care and renew the required licenses for each center. With over 200 criteria, this thorough assessment guarantees that our facilities maintain high standards and ensures the renewal of our licenses for each establishment.
- An internal audit is carried out every two months by the quality team to ensure compliance with UVI standards. All 200 criteria are audited, and a plan to immediately bring them back into line is put in place if necessary.



In the United States

- Every year, all Babilou Family USA sites are audited by local public authorities on the basis of requirements specific to each state. Centers use this audit to demonstrate the quality levels achieved and to revalidate their operating license.
- To prepare for these annual audits, the USA Quality team has created Q365, a 100-criteria reference framework that applies to all brands and is adapted to various state regulations. This means that each facility is audited and monitored throughout the year.



In France

- In 2018, Babilou France created the ELSA® (Safe and Secure Learning Environment) standard, under the authority of SGS, an independent certifying body.
 - This standard is organized into 6 themes (the facilities, team, children's well-being, educational approach, family relations and the center's civic project) which are broken down into over 500 criteria.
 - Every year, 100% of our sites are audited and monitored as part of our continuous improvement plan. Nurseries with at least 80% overall compliance and 100% compliance on regulatory points are included in the SGS accreditation program. Today, 75% of our centers are accredited. Accreditation is awarded for 3 years with annual monitoring requirement..
- In 2023, Babilou France is launching the Sérénité system, which uses professional badges to ensure that we comply with staffing requirements.



In Singapore

- The local authority (ECDA) monitors each school to ensure that the quality of care is up to standard and the national curriculum is being implemented. ECDA issues license renewals for one, two, or three years, depending on the quality standard under assessment. To date, 85% of Babilou Singapore centers have 3-year licenses, the highest level of confidence from the local authority, and 13% have a 2-year license.
- In addition to ECDA inspections, Babilou Singapore has been working with SPARK (Singapore Preschool Accreditation Framework) across our centers, a local certification of the highest quality. In 2022, 82% of our centers were accredited.

2023 OBJECTIVES

Produced quality: ensure countries are aligned with the Group's Quality Management Charter and 15 quality commitments.

2023 ACTIONS

- In at least 3 countries that already have an internal audit process, ensure the audit checklist is aligned with the 15 commitments.
- In at least 2 countries that don't yet have an internal audit process, establish a procedure that is aligned with the 15 commitments (pillar 3 of the Quality Management Charter).

2023 RESULTS

- Audit checklists aligned with the 15 commitments in 4 countries: France, Germany, Colombia and the USA.
- Internal audit process created in Dubai and Switzerland.

▶ **334**

ELSA-certified nurseries in France (out of 409 - 82%)

▶ **53**

SPARK-certified centers in Singapore (out of 59 - 90%)



2024 - 2025

○ **Produced quality:**

- Continue to implement Group-wide quality management procedures, based on the 15 Commitments.
- In at least 2 new countries (including Luxembourg and Belgium), establish an internal quality audit process (aligned with the 15 Commitments), in addition to the audit by their regulatory body (pillar 3 of the Quality Management Charter).
- Develop a group tool for conducting and monitoring audits.

○ **Perceived quality:**

- Develop a satisfaction survey tool for families to ensure that feedback is collected in all countries on an annual basis at least, with a common set of questions (pillar 6 of the Quality Management Charter).





Incident follow-up:

At Babilou Family, we prioritize continuous quality improvement, which involves learning from every incident through our “learning accidentology” approach. In January 2023, we launched a digital event collection platform across all our countries, inspired by the system in place in France since 2021. This platform is used to professionalize and standardize the methods for tracing and analyzing five types of events, including accidents, health incidents, and anomalies related to food services, etc.

Each month, center managers record all events occurring in their respective countries, which are then analyzed by Quality Advisors. The insights gained from these analyses inform procedure and training enhancements, as well as overall prevention measures.

At the seminar in September 2022, the France team presented a new tool for best practice: “learning accidentology” reports. These documents, based on real events, are distributed to all nurseries in the country and serve as reminders of procedures and best practices that could have prevented the incidents. They effectively raise ongoing awareness and reduce the risk of recurrence. Quality Advisors in other countries, such as Singapore, have already shown appreciation for this tool and have started using it.



Planet at the core: incorporating environmental issues at all levels of the company



OUR TARGET FOR 2030

In line with the Paris Agreement, we aim to reduce the carbon emissions associated with our activities based on the following principles:

- Strive, every year, to reduce the carbon impact of our facilities.
- Encourage local sourcing wherever possible and support local communities.
- Set up vegetable gardens in our facilities to produce some of the food eaten.
- Invest in innovative start-ups that offer alternatives to diapers, so that we can switch to 100% recyclable diapers or sustainable alternatives to disposable diapers.

In Luxembourg, plastic tableware is no longer used. Children are invited to the table like grown-ups: glasses, cutlery and ceramic plates are used. It's an effective way of contributing to the "zero plastic" objective, while helping children become more independent!

BY 2025...

We are working on climate action (SDG 13) to bring Babilou Family into line with the Paris Agreement. We are developing a more responsible consumption model (SDG 12) and supporting initiatives in the local community (SDG 15):

Consume responsibly

- Carry out an initial comprehensive carbon assessment and implement action plans to reduce our carbon footprint.
- Measure electricity and water consumption, and manage reductions in both at the national level.
- Analyze our consumption of local and organic foods, and draw up an action plan for better consumption.
- Move towards efficient use of toys and educational materials through the circular economy.

Improving the sustainability of our infrastructure

- Implement a digital sobriety policy.
- Draft a Responsible Development Policy to reduce centers' carbon footprints.
- Greening our facilities to reach 100% of new centers with an outdoor and/or indoor green space for children.

Reducing and recovering our waste

- Create "creative" opportunities around recycling to give a second life to everyday objects and raise children's awareness of this approach.
- Sort and recycle waste (paper, cardboard, glass, plastics, etc.) according to the options available locally.
- Use only eco-labeled diapers (or washable diapers).
- Eliminate, as far as possible, the use of plastic items and single-use products in daily activities.



Better understanding for better action: Babilou Family takes part in the Convention of Companies for the Climate

Between September 2021 and July 2022, through our participation in the Convention of Companies for the Climate ("Convention des Entreprises pour le Climat" - CEC), our level of awareness and strategic actions to reduce our carbon footprint increased significantly. During the sessions of this unique training-action program, we clarified our responsibilities and our room to maneuver in order to contribute, on our own scale, to the fight against global warming and the adaptation of our lifestyles.

The roadmap we presented at the CEC, which we have integrated into our sustainability strategy and Vision 2030, can be summarized as follows:

1. **A turning point:** a new generation, aware that they are part of the living world, who are cooperative and resilient.
2. **Two guiding principles:** reduce our environmental footprint in line with the Paris Agreement and increase our social impact through education;
3. **Three areas of action:**
 - Make Sustainable Education® our standard,
 - Streamline and decarbonize our activities,
 - Accelerate the change to a new ecological strategy for our entire ecosystem.



An initial carbon impact assessment to identify our scope for improvement

To measure our environmental impact and identify the point we are starting from, our first action was to conduct a carbon assessment.

In 2022, we assessed our 2021 CO₂ emissions for Scopes 1 and 2. In 2023, as stipulated in our roadmap, we updated this audit with data for 2022 and added the Scope 3 assessment.

Assessment

Scopes 1 and 2 refer respectively to direct energy consumption (such as vehicle fuel or air conditioning) and indirect energy consumption (electricity for heating or air conditioning). The main priorities are to measure consumption as closely as possible, improve the energy efficiency of buildings and installations, replace gas-fired installations with electric equipment, and reduce consumption by improving individual habits on a daily basis.



To improve the energy efficiency of buildings and facilities, we have undertaken the following initiatives:

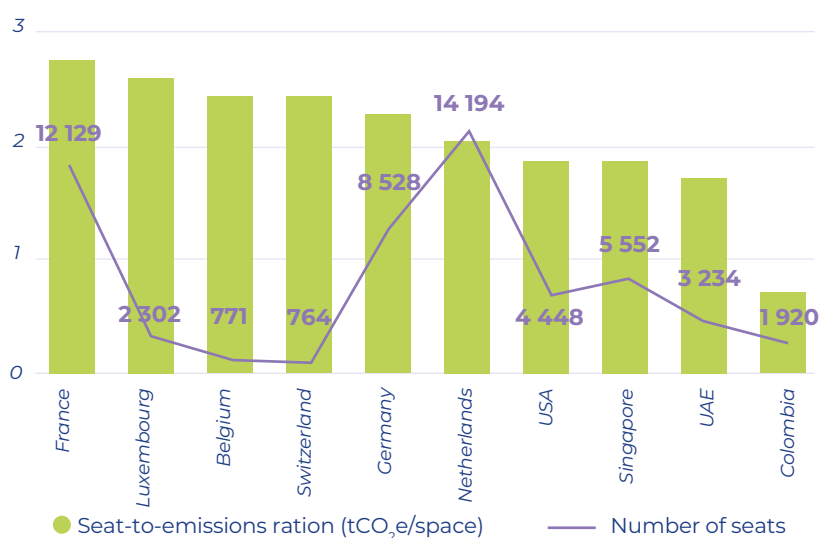
- In 2018, **Babilou France** invested **€5 million to change all the lightbulbs in its nurseries to LED** bulbs, thereby significantly reducing electricity consumption. This change has also kept the impact of high electricity prices on our nurseries in France to a minimum. Since 2023, through our partnership with Vibriss, we have been able to **measure the precise consumption of each facility**, identify energy-intensive sites and equipment, and put appropriate action plans in place.
- In the Netherlands, we have installed AirTeq sensors at all sites to monitor energy consumption and make comparative analyses.
- In the USA, we continued with the switch to LED lighting, completing 10 new sites in 2023, which puts the total number of sites with LED lighting at 27 (out of 39). The remaining sites are currently being assessed for 2024.
- In Dubai, on top of energy efficiency measures such as switching to LED lighting and improving equipment efficiency in all our centers, we also implemented two major projects in 2023.
 - A winter energy savings campaign was launched at head office and in nurseries from January to April, resulting in

electricity savings of 33.8%.

- Specific work has been carried out at our most energy-intensive center, and in 2023, we managed to reduce electricity consumption by 43%.
- In Singapore, solar panels have been installed at a nursery so that it can generate its own electricity, and a policy has been implemented to systematically replace any faulty electrical appliances with new, more energy-efficient devices.
- In Colombia, **periodic employee training and awareness campaigns** are carried out to promote effective energy use.
- In France, an **eco-behavior campaign** has been developed and disseminated via Workplace to all employees.



Carbon intensity per place - based on scopes 1, 2 and 3 (2022 data)





Focus on scope 3

The assessment of Scope-3 emissions involves measuring the carbon footprint of our upstream (goods and services, employee travel, etc.) and downstream (commuting by families, waste generated, etc.) activities.

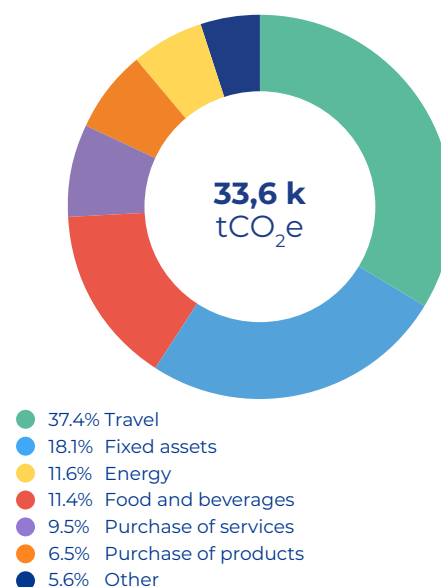
The Greenly agency supported us throughout this challenging process, which requires analyzing financial data as well as collecting actual business data.

For example, to assess the carbon footprint generated by families' and professionals' daily trips to and from the nursery, we collected this data via a questionnaire about their modes of transport. Likewise, to assess the carbon footprint of the meals served to children at our centers, we based our calculations on the actual menus provided. In some cases, we worked with a limited scope of actual data and extrapolated this information to assess the carbon footprint of all our activities and facilities.

We found that almost 90% of Babilou Family's CO₂ emissions in 2022 were linked to indirect emissions, in particular:

- Fitting out and equipping facilities (37%)
- Daily travel between home and the nursery by professionals and families (18%)
- Energy consumption (12%)
- Food for children and employees (11%)

Total CO₂ emissions of Babilou Group by category



Focus on France

Our development charter aims to reduce the carbon impact of each new facility. It also applies to all renovations. It includes:

- Replacing some materials to reduce our carbon footprint
- Reducing solar heat gain (films, shading devices, blinds, etc.)
- Greening our exteriors with plants adapted to the geographical situation, to avoid the use of "asphalt" and create islands of coolness
- Double flow ventilation.

In 2023, we conducted a Life Cycle Assessment to compare our old development charter with the new version. This assessment demonstrated a reduction in CO₂ emissions of 7%.

Initiatives to "Learn, Avoid, Reduce and Compensate"

There are hundreds of things that we can do to limit our environmental impact and develop our individual and collective resilience. The "Learn-Avoid-Reduce-Compensate" framework is particularly effective for organizing our efforts:

- **Learn:** educate ourselves and all our teams about ecological and climate issues, the living world, and biodiversity.
- **Avoid:** all purchases and travel that aren't necessary.
- **Reduce:** incorporate environmental criteria into the process for purchasing all goods and services.
- **Compensate:** green our centers and contribute to local and national greening, while also protecting biodiversity.

Learn

We are aware that we play a major role in children's education, as well as in training employees and raising awareness among families. The three are often intertwined.

Focus on the climate and eco-responsibility training program

- In 2022, Babilou Family launched a large-scale program to raise awareness of climate issues. Each country has been asked to implement awareness-raising initiatives for employees and their families.
- Since March 2022 in France, as part of the "climate and eco-responsibility" training program, head office employees and

nursery managers have been invited to take part in a Climate Fresk workshop. 685 employees have already attended this training. In addition, all head office and nursery employees can take part in the MOOC (e-learning) "Understanding the ecological crisis to transform the company", developed by the C3D (Collège des Directeurs du Développement Durable) in partnership with ADEME. Lastly, awareness-raising videos on reducing energy consumption were shown and a Workplace group called "Partageons Nos Éco-Gestes" (Sharing our Eco-Friendly Tips) was launched to encourage people to take action and share best practices in the nursery and at home: 43 contributions were published on this group in 2023.

- In Singapore, the entire head office team attended a Climate Fresk workshop, and an information newsletter was launched for employees.
- In Belgium, the entire head office team and nursery managers were also informed about environmental issues through the Climate Fresk workshops.
- As part of the 2023 Carbon Assessment project, families and employees were asked to complete a questionnaire on the duration and modes of transport used on their journey between their home and the nursery. We also encouraged them to conduct their own personal Carbon Assessment, via the WWF website for example.

"Inspire Me Cuisine" in the United Arab Emirates raises awareness of sustainable food issues among children and families

At our nurseries in Dubai, we follow the "Inspire Me Cuisine" nutritional model, offering fresh and hygienically prepared produce cooked on the same day in our own kitchens, while also raising awareness of sustainable eating habits among very young children. We also promote sustainable nutrition by encouraging kids to pick fruits and vegetables from our gardens, fostering an early connection with nature. The first 5 years of a child's life are crucial for developing a positive and fulfilling relationship with food. Our approach not only helps children and their families adopt healthy eating habits but also instills a respect for the Earth through sustainable practices.



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“The teams at KidsCare by Babilou Family nurseries in Luxembourg receive Recycl'art training so that they can pass on the correct practices to their children. In particular, we focus on recycling and activities using

recycled objects, notably through our partnership with the innovative educational center Formida, which specializes in recycling materials.”

Fabrice Martinez, CEO in Luxembourg

Avoid and reduce

We are reviewing our purchasing processes and criteria in order to add or reinforce environmental criteria and prioritize short supply chains:

- We are gradually making the switch to purchasing all our consumables (cleaning products, diapers, body and bed linen, etc.) from eco-friendly brands. 500 centers (53%) already use eco-labeled diapers and 514 (47%) use eco-friendly cleaning products.
- We are replacing plastic toys and tableware with items made from sustainable, recyclable materials. Second-hand economy models have been set up to source toys from Switzerland, the United Arab Emirates, the United States, and France. Items made of wood are widely favored. When toys are no longer in use, they are donated and recycled through partners who are members of the circular economy.

We work in partnership with our key suppliers to reduce the environmental impact of their services:

- For example, in France, we have adjusted the timetable for the daily delivery of children's meals. More efficient travel at off-peak times can reduce our service provider's emissions by 82 tCO₂... and indirectly, our own.
- Also in France, we are incorporating CSR obligations into our master contracts with our suppliers to get them on board in this area: waste management and the creation of a “cockpit” to steer contract management (staffed by people with disabilities).

In all our countries, we have implemented a responsible digital awareness program for digital teams, including 3-hour training sessions (Digital Fresk).

- In France, we recover obsolete IT equipment in collaboration with organizations that promote inclusion.
- We implement travel policies that:
 - Encourage the use of public transport and trains, and keep air travel to a minimum.
 - Reduce the number of company or service vehicles and switch to hybrid or electric vehicles.

We are switching to a sustainable diet with organic and local produce. To date, 976 facilities (89%) have adopted this approach:

- In Luxembourg and Switzerland, the food served is 100% organic.
- In France, all nurseries serve food that goes above and beyond the criteria set forth in the EGALIM law (25, 50 or 100% organic products and 50 or 70% sustainable products).
- In Germany, in-house kitchens serve 100% organic meals at all our sites.
- In Belgium and the United Arab Emirates, at least one vegetarian meal option is offered every week.

We reduce and recycle our waste: 494 sites (45%) recycle at least three types of everyday waste, and 199 (18%) recover bio-waste (mainly leftover food) through composting or donation. Numerous initiatives have been implemented to get children and families involved in this effort.

”



“In Colombia, we have recycling stations in our nurseries and work with waste collection organizations. These practices encourage children to think about the environment and this issue can then be further explored through our daily teaching practices.”

Isabelle Segovia, Ex-CEO of Babilou Family South America

We limit our water consumption:

- In the United Arab Emirates, the water authority issues an alert when a water leak is detected, so that maintenance services can quickly take action. Push or sensor taps have been installed in most of our nurseries to reduce consumption. When we organize water-based activities, we don't use running water in a continuous stream, we fill small tubs and shallow containers so that water can be collected and used for games.
- In Colombia, awareness campaigns have been organized for all employees to encourage reasonable water use.
- In France, we have been raising awareness among our teams about best practices to reduce water consumption, in particular, for World Water Day, which took place on March 22, 2023. All taps are fitted with aerators and, at some of our sites, we have installed rainwater collectors.

”



"We use Bambo ECO diapers in all our nurseries. These diapers are eco-friendly because they are made with raw materials from sustainable sources. They have much less of an impact on the environment because of the way they are manufactured. They are also less harmful to the environment than traditional disposable diapers. 95% of our waste is recycled."

Katrien Leten, Country Manager for Belgium

Compensate

- We are fortunate that practically all our centers have outdoor space. In accordance with principle no. 3 of Sustainable Education®, we are committed to planting more and more vegetation in these spaces, transforming them into places where children can explore and learn. As of late 2023, 74% of our centers have green spaces (natural soil, trees, plants, vegetable gardens, etc.), in line with current local regulations.
 - We also contribute to the greening of neighborhoods, towns and regions through partnerships:
 - In Singapore, an event was co-organized with NParks Garden City, in April 2022, to raise funds via the "Plant-A-Tree" program, which aims to plant one million trees by 2030. 52 centers participated in the project, with around 800 people in attendance, including parents and educators. Our employees used this opportunity to explain the crucial role that trees play in our environment to the children.
 - In France, Babilou has established a partnership with EcoTree, a French company committed to reforestation, based on the principle of "1 new child in our care = 1 tree". As a result, close to 3,000 trees were planted in 2023.
 - In Switzerland, we have formed a similar partnership with the "One Tree Planted" association: for every new nursery contract signed with us in the cantons of Vaud, Fribourg and Berne, we donate a tree to support reforestation and the conservation of our precious natural resources.
- Additionally, we are taking action to protect biodiversity on both land and sea:
- Since its foundation in 2017, the Babilou Family Foundation has been working with the OFA (Observatoire Français d'Apidologie) to protect bees.
 - Every year, in nurseries all over France, the children are given seeds to sow either at home or in the surrounding countryside. In the future, these flowers will grow and bees can collect their pollen.
 - In 2019, Babilou France went a step further with its commitment to protect bees by installing 3 hives, with close to 90,000 bees in total living on the roof of its head office in Bois-Colombes (France).
 - The Group has established a partnership with the Pure Ocean Fund, an endowment fund that supports scientific projects to protect biodiversity and fragile marine ecosystems. The Babilou Family teams and their families living near our coasts in France help this organization to collect thousands of items of waste each year, which are then reprocessed.

In Switzerland

All our nurseries have either been awarded, or are in the process of obtaining, the Eco-School certification. The aim is to help children to learn about ecology by involving families in these eco-friendly projects. Supported by UNESCO, this is a pioneering certification that meets sustainable development objectives. In practice, it means that each nursery organizes a project so that all the children can take part in an eco-friendly initiative, suited to their age group and stage of development. For certain projects, the steering committee may ask families or external service providers to take part.



Place managing our environmental footprint at the heart of all our actions

The three key pillars of our “Climate Action” strategy are as follows: adopting a responsible consumption model, improving the sustainability of our infrastructure, and reducing and recycling our waste. In line with our activity, we have set priorities in each of these areas: offering eco-labeled diapers and cleaning products, serving sustainable food, greening our establishments and developing waste sorting and recycling processes. We have implemented these initiatives in addition to the essential actions that all companies must take, particularly in terms of energy efficiency and responsible digital technology.

2023 OBJECTIVES

Define responsible purchasing and consumption policies.

Manage fluid consumption.

Reduce the environmental footprint of our buildings while continuing to achieve our educational mission.

Find an alternative to disposable diapers.

Reduce and recycle/reuse our waste.

2023 ACTIONS

- Collect data on “responsible consumption” indicators and communicate targets for 2025.
- Develop and disseminate travel guidelines.
In France, create a Responsible Purchasing Charter.
- In France and the USA, install an energy consumption monitoring system for each nursery.
- Collect initial data on the indicator for “% of centers with green spaces” and communicate targets for 2025 (greening our centers is both an educational and environmental objective).
- In France, finalise the review of the Layout Charter for nurseries and perform an LCA (Life Cycle Assessment) before and after.
- In France:
 - Continue work on R&D programs to design the first compostable diaper in France and an associated composting system.
 - Identify and test new solutions.
- Collect data on “waste management” indicators
- In France, carry out an inventory of obsolete IT equipment and identify a local recycling organization.

2023 RESULTS

- ESG 2024 data collected, which includes “responsible consumption”, “greening of centers” and “waste management” indicators. Group travel policy distributed to all countries. In France, a Responsible Purchasing Charter has been created and disseminated internally.
 - Launch with major suppliers from 2024.
- Energy consumption monitoring:
 - In France, a system for digital monitoring by site has been put in place via the Vibriss platform.
 - In the USA, quarterly monitoring by site and action plans.
- In France, Life Cycle Assessment carried out at the Lyon Baizet nursery.
- In France, trials carried out with diapers:
 - One nursery is trialing the “cloth diaper” solution.
 - One nursery is trialing the “Waste Valorisation” solution where diapers are recycled into insulation material for the building industry.





► 499

establishments (52.7%) use eco-labeled diapers (or cloth diapers) - including 433 in France.

Not applicable in Dubai, the USA, Colombia or Singapore, where diapers are provided by families.

► 977

establishments (89.4%) serve sustainable food (organic produce, local sourcing) - including 433 in France.

All countries except Singapore and the USA

► 494

establishments (45.1%) sort and recycle at least 3 types of waste (paper/cardboard, glass, textiles, plastic, printer cartridges, etc.) - including 274 in France.

► 514

establishments (47%) use eco-labeled cleaning products (or other eco-friendly solutions) - including 433 in France.

51 in Luxembourg and 30 in Dubai.

► 74%

of establishments have a green outdoor space - including 74% in France.

Not applicable to Dubai, where our goal is to work towards the naturalization of spaces.

► 201

establishments (18.3%) recover food waste through composting, donation, etc. - including 67 in France.



► -7%

CO₂ emissions as a result of the new development charter in France

2024 - 2025

○ Define responsible purchasing and consumption policies:

- a formal responsible purchasing policy has been put in place in our countries;
- each country has implemented a consumption reduction plan in at least one of the priority areas (food, diapers, hygiene), or has chosen another area if the maximum possible has already been achieved in these three areas.

○ Manage energy consumption:

- Monitor fluid consumption (water, fuel, electricity, gas). Implement a management/reduction plan for each country.
- In France, sign an energy contract with EDF (covering around 80% of nurseries) for energy sourced from 100% non-fossil fuels.

○ Define a greening plan for centers where greening has not yet been carried out (target for each country concerned).

○ Responsible digital technology practices:

- Create a responsible digital technology policy, co-created with and disseminated to all countries.
- Assess the maturity of at least one country (France) in terms of digital responsibility in five areas (governance, strategic commitments, IT projects, purchasing, use) and produce an action plan in accordance with the results.

Connecting children with the planet by bringing them closer to nature

A new generation of nurseries is being developed where children spent a large part of the day outdoors. The aim of this concept is to enable children to connect with nature at any time of the year, and to observe and understand their surroundings.

Children develop their motor skills, freely discover their natural environment and learn to be independent. **Outdoor activities have several proven benefits for children:**

- **Cognitive:** sensory development
- **Motor:** daily physical activity
- **Health:** improved immune system (it has been shown that children who regularly play outdoors develop fewer illnesses)
- **Emotional:** sensitivity, development of an instinctive wonder for nature

... and also for our teams of educators, through a different educational setting and a better acoustic environment.

In all nurseries with an outdoor space, children already spend time outdoors on a daily basis. In the coming years, our aim is to provide an experience with "as much time outdoors as possible", depending on local restrictions (for example, in some countries, time spent outdoors is regulated by the authorities because of the heat).

Focus on the Netherlands

In the Netherlands, many of the nurseries in our Dutch network have vegetable gardens. Every day, fresh fruits and vegetables are shared and explained to the children. The "healthy recipe of the month" is created by our teams and shared with families to encourage healthy, fresh eating. Our aim is to have a vegetable garden in every nursery within 5 years.

Around the world, over 600 centers promote sustainable eating practices for children, including offering vegetarian meals and organic produce, etc.

Focus on the "Indoor-outdoor" concept, in France

The "Indoor-outdoor" concept is a very effective, nature-based pedagogical approach. In France, we have two semi-open-air nurseries in Saint-Herblain and a fully open-air nursery in the Vosges department, with a further 50 sites due to open in 2023 and 2024. In these nurseries, children can spend up to 80% of their day outside. Our facilities are designed with this in mind, and special equipment is provided for children in consultation with professionals and families.





Positive growth: developing our services to meet families' needs

OUR TARGET FOR 2030

Babilou Family is positioned as a global leader in the education and development of children aged 0 to 6, and thus aims to:

- Continue our development in countries where we operate, to help more and more parents achieve a better work-life balance,
- Support the Edtech eco-system to help create solutions that forge stronger connections between our services and families,
- Expand the range of services available for children aged 6 to 12 in countries that already offer them and develop them in countries that do not.
- Build our capacity to create new places for all families, and thus fulfil our public service mission and our commitment to society, using the support from various grants and subsidies.

BY 2025...

We form partnerships with local communities, associations, universities and many other organizations to communicate our learning methods and practices and:

- Support international and local initiatives through the Babilou Family Foundation.
- Gain in-depth knowledge of all the local partnerships in place in our 12 countries.
- Establish a supplier policy in line with our values and sustainable development principles.
- Implement a project for each of our family brands to improve the family experience, in particular the quality of communications, using the digital tools available.
- Simplify the process for parents who would like to pass on their comments and feedback to the nursery and head office teams.

We will continue to monitor our progress and have ambitious plans for Vision 2030. We are on the right track for achieving our objectives for 2025. This represents an important milestone on our journey.

Make Babilou Family accessible to all

Promoting inclusion, open-mindedness, diversity and multiculturalism is one of the six pillars of Sustainable Education®. And with our symmetry of attention principle, it is also one of the key pillars of HR policy in all of our countries. Obviously, these areas are already governed by various regulations, but we meet—and sometimes go above and beyond these regulations—with enthusiasm. We are committed to making our facilities accessible to all, because we believe in equal rights and opportunities.

With support from various government grants and subsidies, we offer new places every year to fulfill our mission to help families and uphold our commitment to society.

2023 OBJECTIVES

In France, promote the inclusion of children and employees with disabilities.

2023 ACTIONS

- **To support employees:**
 - Introduce new benefits for employees with recognized disabled worker status (RQTH).
 - Develop new training courses to facilitate the integration of employees with disabilities.
- **To improve care for these children (Inclusive Care Unit system):**
 - Set up regional Inclusion Cafés for Nursery Managers and Health and Inclusive Care Officers.
 - Offer training webinars for professionals in the field.

Maintain social diversity across all our establishments.

- In France, implement accessibility projects in CAF priority zones.
- In other countries, ensure that our establishments remain affordable.

2023 RESULTS

- In France:
 - 3 additional days' leave per year for employees with RQTH status, with no length of service requirement and no need to provide supporting documents.
 - 2 new training modules have been created: "Inclusion and Disability" and "Recruitment and Disability".
 - Webinars to raise awareness of neurodevelopmental disorders (accessible to all: professionals, families, etc.) and face-to-face training courses for professionals in 2 regions.
- Regional Inclusion Cafés have been established.
- In the USA, we have maintained the same proportion of families who pay with social vouchers (2023 rate increase not applied to these families).
- In France, we opened a nursery in Aubagne, a CAF priority zone.
- In Singapore, we have further developed our partnership with the city authority and the HDB (public housing authority), to support middle-class families in Singapore.

► **996**

children with learning differences are cared for in our establishments - including 190 in France.

(census conducted according to local regulations)

► **49**

professionals trained in France in autism spectrum disorders, in conjunction with regional Autism Resource Centers.

► **1,868**

new Babilou Family places, including 160 obtained through acquisition and 1,708 through opening new establishments - including 595 in France.

► **161**

employees with disabilities or disabling illnesses - including 102 in France.

(census conducted according to local regulations)

► **55**

new Babilou Family centers, including 20 through acquisition and 35 through opening new establishments - including 33 in France.

Bringing diversity into our teams, a mirror of our educational mission

Focus on France

We offer training in disability integration and gender equality to help employees teach children how to deconstruct gender stereotypes through games and illustrations, and thus promote children's well-being and development in the right way.

In France, a Disability Advisor position has been created at head office to provide individualized support for all our employees with health problems or disabilities. And in 2021, a 2nd agreement to support the inclusion and employment of workers with disabilities was approved by the French government.

Under this new agreement:

Employers:

- Can seek new partners to promote access to employment for workers with disabilities.
- Can offer disability awareness training to company employees.
- Can change processes in areas such as recruitment, integration and training to improve access for workers with disabilities.
- Can promote partnerships with various companies.
- Can commit funds to help employees acquire the equipment they need for their daily lives. For example, Babilou France has contributed €3,000 to financing equipment for its employees.
- Should ensure that all employees continue to support this commitment through, for example, initiatives such as the introduction of the first solidarity and collective challenge.

For the children:

- Children receive a Personalized Support Project (Projet d'Accompagnement Personnalisé - PAP), drawn up with the family, which helps early childhood professionals to meet the child's specific needs and provide a suitable environment within the Group.
- Families receive support from a professional nursery advisor, who shares all information related to the child's progress within the center with the Director.
- Families and children benefit from the support and training received by nursery teams from the Inclusive Care Unit (Cellule Accueil Inclusif - CAI).

In 2022, Babilou France also established a Diversity Charter.

Focus on Luxembourg

A partnership is in place with APEMH, a Luxembourgish association created by parents of children living with an intellectual disability.



Promoting equal opportunities for children with disabilities

Welcoming young children with disabilities to our nursery is a requirement of regulations on equal rights and opportunities for disabled people. We place great importance on our mission to make our centers accessible to all and, and ensure our employees are well-trained in this field.

The inclusive care department at the Blossom Mudon nursery in Dubai has been promoting highly innovative educational methods in the country and welcoming children who are often left isolated. Inspired by her son who has Down's Syndrome, May, director of our Mudon nursery, researched special educational needs and completed her training as an early childhood educator, obtaining specialist certifications and qualifications in inclusive care. In Dubai's Blossom Mudon nursery, our inclusive care department has taken innovative strides in promoting inclusive education and integrating children who have often felt isolated. The team of qualified specialists, made up of a SEND

coordinator, an occupational therapist with teaching training and a teacher, supports and assesses the children while working closely with parents and external therapists to provide a personalized approach for each child.

Focus on scholarships for the children of our employees, in Colombia

As part of our employee benefits policy, Origami is proud to offer a scholarship program in all our nurseries, which is specifically designed to assist employees who may face financial challenges in affording a place for their own children. In Colombia, where there are no subsidies for nursery care, this program has already benefited 47 employees and 53 children, making a significant economic, emotional, and educational impact. This initiative has had a major impact on the Origami's nursery professionals who recognize its economic, emotional and educational value. This initiative is also being implemented in the United Arab Emirates.



Fighting inequality at their root by giving every child the same opportunity to thrive

Various scientific studies have demonstrated the essential role of early childhood care in society. As the study "Investing in Early Childhood Development: reduce deficits, strengthen the economy" by Professor Heckman (2012) clearly demonstrates, high-quality educational care for children aged 0 to 5 helps to reduce poverty and inequality. It facilitates entry into school and access to a better standard of living in adulthood. Other long-term studies in France and Norway have reached the same conclusion, demonstrating the benefits of early education environments for children from disadvantaged families.

The Babilou Family Foundation entered into a partnership with Action Emploi Réfugiés in 2019. Our close relationship has led to the creation of an integration project for refugees, with women receiving training

in early childhood professions and French language skills, with their children being cared for in nurseries during these training periods.

At Babilou Family, we promote inclusion and provide innovative learning opportunities for underprivileged children. We support actions that promote inclusion and create innovative learning opportunities for disadvantaged children. In various locations, our nurseries offer unique projects tailored to their communities. All our centers have distinct approaches and make valuable contributions to child development, whether bilingual nurseries, intergenerational nurseries, non-generational nurseries, school-age nurseries, or nurseries with a global perspective.

Advance the economic and social development of the regions where we operate

Every establishment is part of a street, a neighborhood, a city and a region. This means that there are many opportunities to forge ties and partnerships with citizens, associations, institutions and companies who share our vision of Education and with whom we can move forward together.

We encourage all our establishments to establish and foster these social ties. All our country teams are encouraged to work with local stakeholders to promote these local outreach initiatives. At Group level, through our strategies and partnerships, the Babilou Family Foundation is committed to making a strong and lasting impact to support all children worldwide.

2023 OBJECTIVES

Understand how we contribute/can contribute to local development.

2023 ACTIONS

- Collect data on “local partnership” indicators.
- In France, establish a partnership with the National Syndicate of General Directors of Local Authorities:
“How can public and private sectors work together to tackle certain issues in our sector?”
- In France, create a working group for the PPDG Head Office program focusing on local outreach initiatives and regional development.

Support local initiatives with the Babilou Family Foundation.

- Support projects of general interest in relation to each of the Foundation’s key pillars: Health, Neuroscience Research, Environment and Parenting Support.

2023 RESULTS

- Collect ESG 2024 data, which includes the “local partnerships” indicator.
In France, we have entered into a partnership with the DGS union.
- In France, the working group “How Babilou can contribute to the economic, social and ecological development of the areas where it operates” has published its findings. They will be implemented from 2024.
- Babilou Foundation endowments:
 - Health: Gustave Roussy
 - Neuroscience research: Environmental Congress with UNESCO: the OFA and Pure Ocean
 - Parenting support: 1001 Mots, Fondation pour l'Enfance

2024 - 2025

- **Develop the “social and solidarity economy” knowledge and culture of the Group and France** Executive Committees to provide inspiration for our profession and business models.
- **In France, strengthen the local networks of our establishments:** identify local partnerships set up by nurseries and disseminate this information nationwide.
- **Promote our partnerships to engage our local communities:** disseminate the results of initiatives supported by the Babilou Family Foundation and our various local partnerships (impact report, website).

► **€410k**

in endowments granted by the Babilou Family Foundation

► **512**

centers (46.7%) have formed partnerships with local early childhood stakeholders to promote or participate in local collective initiatives (local social and cultural actions, library, media library, parenting support, etc.) - including 314 in France.

Data not available for Germany and the Netherlands.

Conducting our business based on integrity and risk management

Committed to high ethical standards for all stakeholders

We introduced the Charter of Ethics in 2022, a valuable guide that inspires us to strive for excellence and uphold the right values. We are dedicated to supporting each employee on this journey, and making it a shared path of action.

Our Ethics Charter extends to all employees and managers within the Babilou Family Group.

It serves to formalize our principles, values, requirements and mutual responsibilities, not only with our suppliers, service providers and intermediaries, but also with all our business partners in general. This policy ensures that we maintain high standards in our business practices and relationships with suppliers, fostering a positive and ethical environment.

Three "ethical" commitments were selected and shared with our Executive Board and shareholders:

- Ensure a positive atmosphere and conditions conducive to a healthy work-life balance;
- Guarantee respect for human rights and fundamental freedoms;
- Guarantee compliance, uphold the law and defend anti-corruption principles.

"Acting with integrity and preventing corruption and influence peddling are fundamental principles for Babilou Family,



which are particularly aligned with its core values of integrity, transparency and fairness. Acts of corruption or influence peddling constitute a serious offence that could result in extremely damaging legal and financial consequences for Babilou Family and its

employees, but also for its customers, and which could cause long-term harm to Babilou Family's reputation."

Xavier Ouvrard,
Chairman and CEO of Babilou Family

Our commitments to data protection

With the aim of constantly improving the "family" experience, and ensuring that our children and professionals are welcomed under the best possible conditions, we collect data on a daily basis. We understand the importance of compliance with data protection regulations, which is key to our operations and have been pursuing our efforts since 2020 with the following concrete actions:

- Internal GDPR audits,
- Monthly team meetings,
- Numerous workshops on data security and privacy
- Launch of an ISO 27001 certification plan,
- The annual Babilou Family GDPR report.

We have therefore implemented a number of concrete actions, including:

- Raising awareness of data protection issues among all employees,
- Carrying out internal security audits and system penetration tests.

For more information on the processing of personal data: www.babilou.fr/donnees-personnelles

> Indicators

- **Number of GDPR non-compliance incidents: 0**
- **Total number of material data security breaches during the year: 7**



Anti-corruption

The Group applies a strict, standardized framework of anti-corruption and general compliance best practices, which is deployed in all jurisdictions where the Group operates.

In particular, this framework includes:

- a Code of Conduct outlining prohibited practices.
- a general whistleblowing system to ensure the confidentiality of reports.

Personal data security

Pursuant to the European General Data Protection Regulation (RGPD), Babilou Family is responsible for protecting the personal data of our beneficiaries. We keep sensitive data such as the names, addresses and contact details of the children, as well as the contact details of their legal guardians. We have a regulatory responsibility and an ethical duty to protect this data.



Worldwide
cybersecurity
insurance
coverage

Cybersecurity, a top priority for protecting sensitive data

In order to guarantee the protection of all data, the Group and local teams are implementing a number of protective measures, including:

- We have appointed a cybersecurity officer in each country.
- We have set up a managed Security Operations Center (SOC) for the Group, with the goal of monitoring our IT infrastructure and detecting any suspicious behavior or intrusion attempts.

- Threat detection: to protect all our devices, we have installed a next-generation EDR (Endpoint detection and response) anti-virus software, chosen from among the market leaders according to Gartner.
- Training: to ensure that all our employees are aware of cyber security risks, we have increased the number of awareness-raising and training initiatives for at-risk groups (e.g. VIPs, Finance, Administrators, etc.).
- Third-party compliance: to prevent rebound attacks and ensure total ecosystem compliance, we have required partner and third-party certifications.
- Cyber security insurance: we have insurance coverage against cyber security risks.
- ISO 27001 certification: we will be preparing for certification in order to demonstrate the company's level of maturity over the next few years.
- SWIFT network: we use this network, via Kyriba, for our cash flow. In this context, the network's security requirements are evaluated every year to guarantee the security of transactions between parents and Babilou Family, on a global scale.

”



More than ever, the diversity of technologies on the market offers us the opportunity to positively impact our daily lives, enabling every professional and every employee to refocus on their core business. Capitalizing on this wealth of technology re-quires real

integration of the challenges of cyber security. This is why the company relies on dedicated experts to define and implement a strategy for securing the Group's digital ecosystem. All current and future initiatives are designed to:

1. Maintain business resilience with respect to IT resources, as demonstrated during the COVID crisis.
2. Ensure that everyone remains vigilant and involved by raising employee awareness and ensuring that cybersecurity is integrated into all digital projects.
3. Guarantee the right level of security for the company by optimizing our use of the best technologies, services and expertise.

Benoît Lamézec,

Vice President Marketing, Digital and Technologies

> Indicators

- Number of incidents that have resulted in data theft: 0



Daily monitoring of our risks to provide a framework for continuous improvement

Our Group's Legal department, in collaboration with the Education, Quality, and Sustainable Development department, has established comprehensive compliance programs and formulated robust processes on key areas including personal data protection, anti-corruption, and cybersecurity. We have partnered with reputable auditing firms like Mazars, risk management firms like March, and renowned lawyers from Gide to ensure thorough oversight.

To maintain vigilance, our compliance and legal teams in each country diligently monitor risks on a daily basis. We conduct regular updates approximately four times a year and revise processes when implementing action plans. In France, we maintain rigorous control measures, particularly in nurseries certified with the ELSA® (Safe and Secure Learning Environment) standard, to ensure safety for all, quality of working life and a high level of satisfaction among parents.

Additionally, our senior management actively monitors these risks, supported by an Audit Committee that provides oversight and accountability, which reports to the Supervisory Board and meets with shareholders, statutory auditors and management to discuss organizational developments and lines of defense.

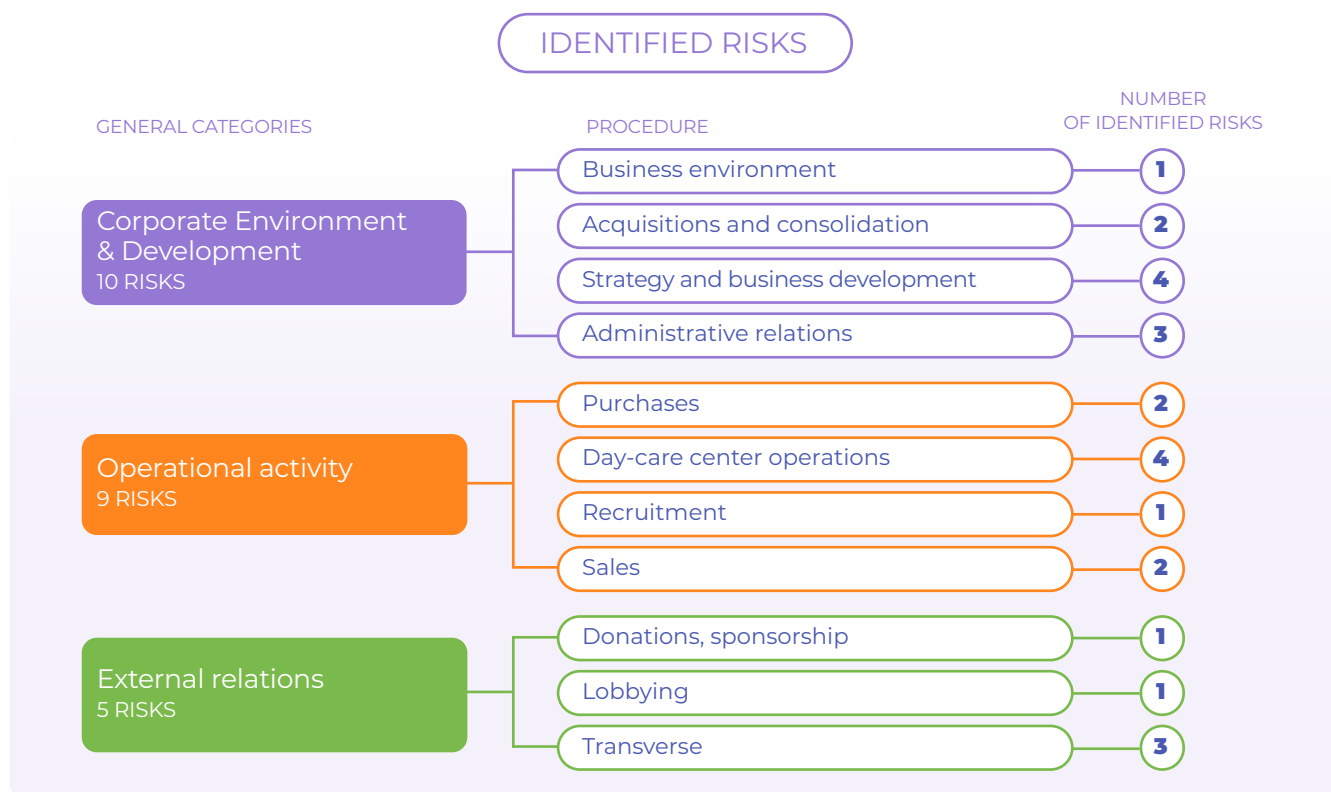
Methodology

Babilou Family enlisted the help of Mazars to carry out an initial mapping of the "business ethics" risks that the Group is likely to face as a result of our business activities, as well as in our work with partners and suppliers.

Each risk has been identified and assessed according to its probability of occurrence and impact.

Content and representation

Three general risk categories are shown in the diagram below:



> Indicators

- Number of lawsuits related to ethical or governance issues: 0
- Number of cases reported for corruption, fraud or any other unethical matters: 0



CHAPTER 3

2023 Framework Group and Countries

In 2023, Babilou Family began to collect and measure data in each of the Group's countries, with the purpose of creating an environmental, climate, social and societal framework.

This framework includes the scope, definition, and results of each indicator. We have defined realistic trajectories for each country, taking into account local contexts and their priorities.

CHAPTER 3

2023 Framework

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Data collection methodology

For the second year running, Babilou Family has undertaken a comprehensive data collection process in each of our countries to establish an environmental, climate, social, and societal framework.

As of February 2024, we have identified and gathered data relating to over 300 indicators (for the year 2023). These results provide us with a clear Group vision, guiding our strategic decisions, as well as country-specific visions that are aligned with local developments and standards. The collected data also highlights our strengths and areas for improvement, enabling us to make informed investments.

Babilou Family is committed to a process of continuous improvement, and we plan to progressively complete this framework, in accordance with CSRD requirements, to which we will be subject from 2026 (for the year 2025).

Methodology

Our framework includes two types of data:

- Mandatory quantitative and qualitative data required by the Antin Infrastructure Partners and Raise investment funds.
- Supplementary quantitative and qualitative data, requested by the head office in each of our countries to gain a detailed understanding of each country's activities, particularities and positioning.

The teams in our countries have made a major effort to provide information on as many indicators as possible. However, in some countries, the required data was not available, and as such is noted as UD (Unavailable Data) on the following pages. Each country aims to provide more information and improve the quality of the data reported each year.

The collection process was split into four phases:

1. In December 2023, identification and selection of indicators to be submitted to the group and country, by the appointed team, for approval by our Executive Board.
2. Launch of the data collection campaign in each country, with a specific meeting held to explain the objectives and rules of the process.
3. Data collection between January 9 and February 10, 2024.
4. Data verification and consolidation from February 10 to 20, 2024.
5. The framework is the responsibility of the Education, Quality and Sustainable Development department. Data consolidation was the responsibility of the Group's People & Culture, Finance, Legal, Marketing, Digital and Education, and Quality and Sustainable Development departments.

Important note

All the indicators shown below are based on the 2023 reference year, with the exception of those relating to our carbon footprint (2022 data).

Keys for understanding

- When a response indicates "yes" or "no" in the "Group" column, this applies to all countries, without exception.
- When an answer indicates "yes" followed by a list of countries, then the "yes" is valid only for the countries listed.
- In the case where data is not available, it is marked "UD" ("unavailable data").
- In the case where an indicator is not applicable in the country, it is marked "NA" ("not applicable").

2023 INDICATORS Group

People first

Staff

Headcount - Permanent employees at the end of the year	11,794	13,510
Headcount - Non-permanent employees at the end of the year	1,716	
FTE - Permanent employees at the end of the year	10,574	11,910
FTE - Non-permanent employees at the end of the year	1,337	

Training and development

Number of employees assessed	6,166	52%
Number of permanent and non-permanent employees trained	12,309	91%
Training hours provided (mandatory and non-mandatory training)	160,794	
Average annual training hours per employee	24.44	
Number of employees having attended at least one non-mandatory training course during the year	6,287	53.3%
Number of employees who benefitted from an exchange program (twinning) with another center	293	2.5%
Number of permanent employees promoted	444	

Well-being and satisfaction

Has your company performed an employee satisfaction survey during the reporting year?	Yes	DE, FR, UAE, USA, BEL, COL
Percentage of total workforce (permanent and non-permanent) invited to complete the survey.	96%	
Percentage response rate of the employee satisfaction survey (permanent and non-permanent employees).	64%	
Number of requests for childcare places made by employees that have been met (in-house places)	1,110	

Diversity

Total number of women employees (permanent and non-permanent) at the end of the reporting year	11,579	85.7%
Percentage of male professionals in the field (permanent employees)	6.7	
Number of centers with at least 1 male professional in the field	275	25.1%
Percentage of women among the company's top 10 earners	6.7	
Total number of employees with a disability or chronic illness (permanent and non-permanent)	161	

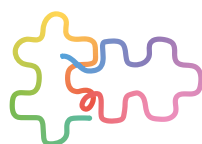
➤ Pedagogy for tomorrow

Sustainable Education

Number of centers offering art education as a major component of their educational program	847	77.3%
Number of centers offering daily outdoor education as part of the program	857	78.2%
Number of centers that offer free motor skills as a major component of their educational program	743	67.8%
Number of centers that consider language development a major component of their educational program	1,037	94.6%
Number of centers which encourage multilingualism	262	23.9%
Number of centers with open-access books for children	988	90.1%
Number of centers that offer autonomous and individual practices as a component of their educational program	768	70.1%
Number of centers raising children's awareness of creative recycling	782	71.4%
Number of centers that educate children and/or families about protecting biodiversity	222	20.3%
Number of centers that use the presence of animals/insects as a way to enhance child exploration	119	10.9%
Number of children with special needs welcomed during the year (depending on local regulations, "special needs" may cover different situations)	996	90.9%

Parental support

Percentage of professionals in the field trained in Babilou Family Screen Guidelines	30.5 %	
Number of centers educating parents about children's use of screens (Babilou Family Guide)	220	20.1%
Percentage of parents aware of screen-related recommendations (Babilou Family Guide)	12.2 %	
Number of centers offering workshops and support sessions for parents	462	42.2%
Number of centers actively promoting breastfeeding	693	63.2%



➤ Planet at the core

Percentage of vegetated daycare centers	74	74.6%
Number of centers using eco-labelled cleaning products	514	46.9%
Number of centers which proposed sustainable food practices	977	89.4%
Number of centers using eco-friendly (or washable) diapers	499	52.7%
Number of centers recycling food waste through composting or donation, etc.	201	18.3%
Number of centers having recovered at least 3 types of waste (paper/cardboard, glass, textiles, plastics, printer cartridges, etc.).	494	45.1%
Does the country manage toys and educational materials based on the circular economy model?	Yes	COL, DE, SG, CH, USA

➤ Positive growth

Capacity

Nurseries, Daycare Centers, and Schools opened during the year	35	
Nurseries, Daycare Centers, and Schools acquired during the year	20	
Number of centers that have partnerships with local early childhood actors to promote or participate in local collective actions	512	46.7%

Data security

Data protection policy?	Yes
Assessment of the data security risks?	Yes
Action plan to address the data security risks?	Yes
Regular data security training for employees?	Yes
Total number of material data security breaches during the year	7

Business Ethics

Any policies, codes, or formal statements related to business ethics?	Yes, we have created and shared with all countries a Code of Ethics and an anti-corruption policy.
Assessment of the ethical risks performed?	A corruption risk map has been drawn up by an external auditor.
Action plan to address the ethical risks?	The anti-corruption code has been drafted on the basis of the risks identified, and presents concrete examples of prohibited practices.
Regular business ethics training for employees?	All country managers and Executive Board members have been trained. A special training and communication plan for all group employees will be produced in 2024.
Are there mechanisms for employees to report suspicions of unethical behavior confidentially and anonymously?	We set up a whistleblowing alert system in 2022, which was used in 2023. As a result of operating inefficiencies with the third-party alert system, we are currently in the process of changing the supplier and hosting the alert platform on another site. This process will be completed in 2024.
Total number of material cases of bribery, corruption, fraud, or any other unethical business practices.	0



2023 INDICATORS France



Babilou, Crèche & Go,
Cube Education



Nurseries 0-3 years
Montessori Schools (early
education and elementary)



442
centers
(Babilou only)



12,579
seats
(Babilou only)



4,835
employees
(Babilou only)

People first


4,502

Headcount -
Permanent employees
at the end of the year

333

Headcount -
Non-permanent employees
at the end of the year

4,375

FTE -
Permanent employees
at the end of the year

3 GOOD HEALTH
AND WELL-BEING

318

FTE -
Non-permanent employees
at the end of the year

2,894

Employees assessed

5,799

Permanent and
non-permanent employees
trained

5 GENDER
EQUALITY

52,487

Training hours provided
(mandatory and non-
mandatory training)

12

Average annual
training hours
per employee

1,820

Employees having attended
at least one non-mandatory
training course

10 REDUCED
INEQUALITIES

186

Employees who benefitted
from an exchange program
(twinning) with another
center

172

Permanent employees
promoted

YES

Has your company
performed an employee
satisfaction survey during
the reporting year?

81%

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

49%

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

167

Requests for childcare
places made by employees
that have been met
(in-house places)

4,718

Women employees
(permanent and non-
permanent) at the end of
the reporting year

1

Percentage of male
professionals in the field
(permanent employees)

57

Centers with at least 1 male
professional in the field

4

Women among the
company's top 10 earners

102

Employees with a
disability or chronic illness
(permanent
and non-permanent)

A nursery in the spotlight

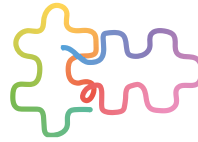
Our semi-outdoor nursery, located in Saint Herblain (44), has been created according to the "indoors-outdoors" concept. We encourage the children to alternate between the indoors and outdoors, giving them the opportunity to spend over 80% of their time at the nursery outdoors, in nature-based spaces.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow



318

Centers offering art education as a major component of their educational program

219

Centers offering daily outdoor education as part of the program

397

Centers offering free motor skills as a major component of their educational program

383

Centers that consider language development a major component of their educational program

UD

Centers that encourage multilingualism

337

Centers with open-access books for children



239

Centers that offer autonomous and individual practices as a component of their educational program

389

Centers raising children's awareness of creative recycling

UD

Centers educating children and/or families about protecting biodiversity

UD

Centers that use the presence of animals/insects as a way to enhance child exploration

190

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

UD

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

0

Centers educating parents about children's use of screens (Babilou Family Guide)

0%

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

308

Centers offering workshops and support sessions for parents

394

Centers actively promoting breastfeeding



Pedagogy

Formalized in 2017, our Educational Mission guides our professional practices and reflects our commitment to ensuring the happiness of the children in our care, whether in our nurseries or Montessori schools. Babilou's pedagogical approach is inspired by different curricular models: Reggio Emilia, Montessori, Freinet and Pikler-Loczy, combined with an understanding of research in neuroscience.

Responsible Procurement Policy

Responsible procurement means purchasing goods or services from a selected supplier, with the aim of reducing the company's environmental impact and promoting best practice in terms of ethics and human rights. Babilou Family has already incorporated the international standards recommended for its suppliers into its Code of Conduct. In addition, each country must draft its own "Responsible Procurement Charter" and integrate responsibility criteria into its purchasing processes.

In 2023, Babilou France drew up its Responsible Procurement Charter and reviewed its purchasing processes to integrate social and environmental criteria into all purchase categories. Partnerships have always been in place with employment rehabilitation centers for people with disabilities (ESATs). In 2023, Babilou France worked with 20 ESATs, spending nearly €81,000.



Planet at the core



72%

Percentage of vegetated daycare centers

433

Centers using eco-labelled cleaning products

433

Centers which proposed sustainable food practices

433

Centers using eco-friendly (or washable) diapers

67

Centers recycling food waste through composting or donation, etc.

274

Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

NO

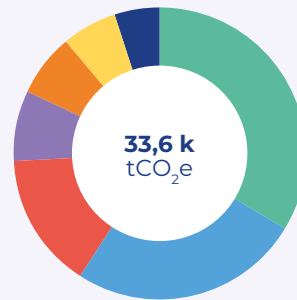
Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions

by category (% tCO₂e)
2022 data

6.9 tCO₂e/per employee

- 33.5% Fixed assets
- 25.7% Travel
- 14.7% Food and beverages
- 7.6% Purchase of services
- 7.4% Purchase of products
- 5.6% Energy
- 5.4% Other



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



25

Nurseries, Daycare Centers, and Schools opened during the year

5

Nurseries, Daycare Centers, and Schools acquired during the year

314

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

0

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS





2023 INDICATORS **Luxembourg**



KidsCare, Sunflower



Nurseries 0-4 years
After school (5-12 years)



51
centers



2,371
seats



555
employees

People first

**555**

Headcount -
Permanent employees
at the end of the year

31

Headcount -
Non-permanent employees
at the end of the year

524

FTE -
Permanent employees
at the end of the year

3 GOOD HEALTH
AND WELL-BEING**31**

FTE -
Non-permanent employees
at the end of the year

0

Employees assessed

UD

Permanent and
non-permanent employees
trained

5 GENDER
EQUALITY**8,384**

Training hours provided
(mandatory and non-
mandatory training)

16

Average annual
training hours
per employee

UD

Employees having attended
at least one non-mandatory
training course

10 REDUCED
INEQUALITIES**UD**

Employees who benefitted
from an exchange program
(twinning) with another
center

28

Permanent employees
promoted

NO

Has your company
performed an employee
satisfaction survey during
the reporting year?

NA

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

NA

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

NA

Requests for childcare
places made by employees
that have been met
(in-house places)

500

Women employees
(permanent and non-
permanent) at the end of
the reporting year

7

Percentage of male
professionals in the field
(permanent employees)

25

Centers with at least 1 male
professional in the field

6

Women among the
company's top 10 earners

4

Employees with a
disability or chronic illness
(permanent
and non-permanent)

A nursery in the spotlight

The Strassen nursery offers a warm, secure and cozy environment for children and their families. Rich in cultural diversity, the nursery welcomes children from over 12 different nationalities.

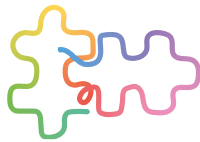
The magnificent garden is a special place for discovery, exploration and play. The nursery also encourages outdoor exploration during all seasons - the team likes to say, "There's no such thing as bad weather, only bad clothing choices!" The garden is the ideal place to discover nature and learn about the outside world.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow



51

Centers offering art education as a major component of their educational program

51

Centers offering daily outdoor education as part of the program

51

Centers offering free motor skills as a major component of their educational program

51

Centers that consider language development a major component of their educational program

51

Centers that encourage multilingualism

51

Centers with open-access books for children



51

Centers that offer autonomous and individual practices as a component of their educational program

51

Centers raising children's awareness of creative recycling

2

Centers educating children and/or families about protecting biodiversity

10

Centers that use the presence of animals/insects as a way to enhance child exploration

113

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

10%

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

51

Centers educating parents about children's use of screens (Babilou Family Guide)

5%

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

5

Centers offering workshops and support sessions for parents

46

Centers actively promoting breastfeeding

Pedagogy

Our pedagogical approach is characterized by personalized care that supports children's emotional security, confidence and self-esteem. Our facilities are multilingual and multicultural. The main languages used are French, Luxembourgish and English. The children's mother tongues are respected and supported.



Planet at the core



100%

Percentage of vegetated daycare centers

51

Centers using eco-labelled cleaning products

51

Centers which proposed sustainable food practices

38

Centers using eco-friendly (or washable) diapers

0

Centers recycling food waste through composting or donation, etc.

51

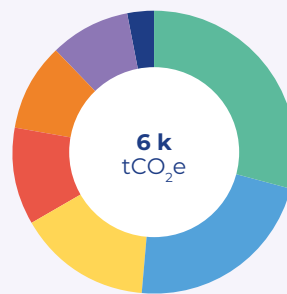
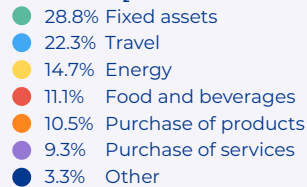
Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

NO

Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions
by category (% tCO₂e)
2022 data

10.2 tCO₂e/per employee



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



1

Nurseries, Daycare Centers, and Schools opened during the year

7

Nurseries, Daycare Centers, and Schools acquired during the year

51

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

2

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS





2023 INDICATORS **Switzerland**



Kidscare, Children's World,
Garde & Ris



Nursery 0-5 years



11
centers



770
seats



338
employees

People first



253 Headcount - Permanent employees at the end of the year	85 Headcount - Non-permanent employees at the end of the year	183 FTE - Permanent employees at the end of the year
45 FTE - Non-permanent employees at the end of the year	253 Employees assessed	UD Permanent and non-permanent employees trained
UD Training hours provided (mandatory and non- mandatory training)	UD Average annual training hours per employee	UD Employees having attended at least one non-mandatory training course
UD Employees who benefitted from an exchange program (twinning) with another center	UD Permanent employees promoted	NO Has your company performed an employee satisfaction survey during the reporting year?
NA of total workforce (permanent and non- permanent) invited to complete the survey.	NA of employee responded to the satisfaction survey (permanent and non- permanent employees)	UD Requests for childcare places made by employees that have been met (in-house places)
314 Women employees (permanent and non- permanent) at the end of the reporting year	30 Percentage of male professionals in the field (permanent employees)	9 Centers with at least 1 male professional in the field
9 Women among the company's top 10 earners	UD Employees with a disability or chronic illness (permanent and non-permanent)	

3 GOOD HEALTH
AND WELL-BEING



5 GENDER
EQUALITY



10 REDUCED
INEQUALITIES



A nursery in the spotlight

KidsCare Bern EFIB - The first daycare center to open under our new KidsCare brand. It is a bilingual center where both of the country's main languages, French and German, are used. The team perfectly embodies our pedagogical approach, combining a mixture of key curricular models, and particularly that of Montessori.

Located on the same site as the International School of Berne (EFIB), it provides families with access to a consistent schooling program if they so wish.

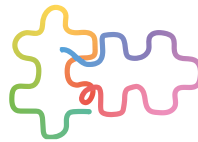
The premises have been completely renovated in line with KidsCare principles. Materials have been carefully selected, with light wood, lots of natural light and furniture to foster autonomy in children, as well as clutter-free rooms with plenty of space for them to expand their horizons.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow



11

Centers offering art education as a major component of their educational program

11

Centers offering daily outdoor education as part of the program

11

Centers offering free motor skills as a major component of their educational program

11

Centers that consider language development a major component of their educational program

11

Centers that encourage multilingualism

8

Centers with open-access books for children

4 QUALITY EDUCATION



11

Centers that offer autonomous and individual practices as a component of their educational program

11

Centers raising children's awareness of creative recycling

2

Centers educating children and/or families about protecting biodiversity

5

Centers that use the presence of animals/insects as a way to enhance child exploration

3

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

20%

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

0

Centers educating parents about children's use of screens (Babilou Family Guide)

0%

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

11

Centers offering workshops and support sessions for parents

11

Centers actively promoting breastfeeding

Pedagogy

We promote the development of children's skills through a multi-pedagogical approach based mainly on the Montessori, Pikler and Reggio Emilia models. We also believe in the importance of daily outdoor activities.

Nearly all our centers are bilingual: through simple exposure to a language, learning becomes a spontaneous process. Committed to sustainable education, we provide a responsible environment and a varied, organic diet. In this way, the children in our care learn to embrace the infinite potential of nature. All our centers have either been awarded, or are in the process of obtaining, the "Eco-School" certification.



Planet at the core



70%

Percentage of vegetated daycare centers

0

Centers using eco-labelled cleaning products

11

Centers which proposed sustainable food practices

11

Centers using eco-friendly (or washable) diapers

0

Centers recycling food waste through composting or donation, etc.

11

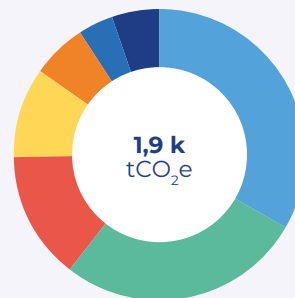
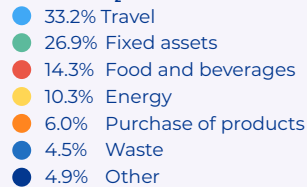
Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

YES

Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions
by category (% tCO₂e)
2022 data

5.6 tCO₂e/per employee



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



0

Nurseries, Daycare Centers, and Schools opened during the year

0

Nurseries, Daycare Centers, and Schools acquired during the year

6

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

0

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS





2023 INDICATORS **Netherlands**



Blos, Bijdehandjes, Zein
Childcare, Zonnekindiaren



Nurseries 0-4 years
After school (5-11 years)



303
centers



13,800
seats



2,496
employees

People first


1,679

Headcount -
Permanent employees
at the end of the year

817

Headcount -
Non-permanent employees
at the end of the year

1,168

FTE -
Permanent employees
at the end of the year

3 GOOD HEALTH
AND WELL-BEING

569

FTE -
Non-permanent employees
at the end of the year

UD

Employees assessed

2,000

Permanent and
non-permanent employees
trained

5 GENDER
EQUALITY

UD

Training hours provided
(mandatory and non-
mandatory training)

UD

Average annual
training hours
per employee

UD

Employees having attended
at least one non-mandatory
training course

10 REDUCED
INEQUALITIES

0

Employees who benefitted
from an exchange program
(twinning) with another
center

UD

Permanent employees
promoted

NO

Has your company
performed an employee
satisfaction survey during
the reporting year?

NA

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

NA

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

413

Requests for childcare
places made by employees
that have been met
(in-house places)

1,615

Women employees
(permanent and non-
permanent) at the end of
the reporting year

7

Percentage of male
professionals in the field
(permanent employees)

88

Centers with at least 1 male
professional in the field

4

Women among the
company's top 10 earners

UD

Employees with a
disability or chronic illness
(permanent
and non-permanent)

Our People First approach

To celebrate the difference we make every day, we organized our first Babilou Family Netherlands event for almost 1,000 employees.

We also held our first Center Manager Days to discuss day-to-day challenges, share best practices and build a strong team spirit.

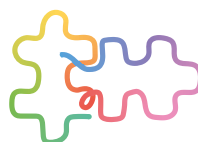
Finally, we have produced one-page job descriptions for all of our roles, which clearly define how every employee contributes to the advancement of our strategic pillars, including our criteria for success.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow


303

Centers offering art education as a major component of their educational program

303

Centers offering daily outdoor education as part of the program

0

Centers offering free motor skills as a major component of their educational program

303

Centers that consider language development a major component of their educational program

11

Centers that encourage multilingualism

303

Centers with open-access books for children

4 QUALITY EDUCATION

303

Centers that offer autonomous and individual practices as a component of their educational program

109

Centers raising children's awareness of creative recycling

24

Centers educating children and/or families about protecting biodiversity

20

Centers that use the presence of animals/insects as a way to enhance child exploration

334

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

0%

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

0

Centers educating parents about children's use of screens (Babilou Family Guide)

0%

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

11

Centers offering workshops and support sessions for parents

141

Centers actively promoting breastfeeding

Pedagogy

At BLOS, we follow the pedagogical approach developed by Thomas Gordon, and our methods are based on listening to children, consulting them and encouraging them to resolve their conflicts through empathy. At BijdeHandjes, we are working in partnership with families to teach children to become independent, well-rounded human beings. Christianity is particularly important in this region of the Netherlands, and lies at the heart of our values. The Zein program is based on the pedagogical approaches of Montessori and Reggio Emilia, as well as thematic learning. All Zein nurseries are bilingual (Dutch and English). Based in the Hague region, we welcome many children whose parents work for international institutions and companies.

We have been supporting UNICEF to help 20 vulnerable villages in Madagascar become "climate-smart". UNICEF invests in sustainable water and energy solutions, supports the local circular economy and teaches children how to create and maintain a sustainable environment.

In addition, we are focusing on a healthy future by organizing several events for National Exercise Day to raise awareness among children and families of the importance of regular exercise. To promote this message in a fun way, 200 children took part in a sporting event with an Olympic athlete, which was broadcast live across all our schools.



Planet at the core



50%

Percentage of vegetated daycare centers

UD

Centers using eco-labelled cleaning products

303

Centers which proposed sustainable food practices

0

Centers using eco-friendly (or washable) diapers

UD

Centers recycling food waste through composting or donation, etc.

100

Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

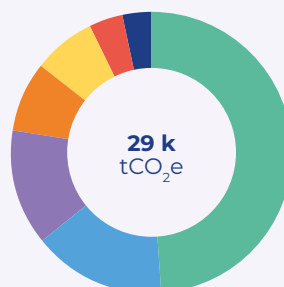
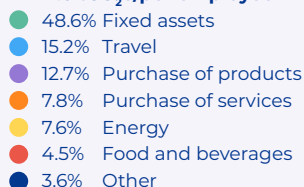
UD

Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions

by category (% tCO₂e)
2022 data

11.6 tCO₂e/per employee



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



0

Nurseries, Daycare Centers, and Schools opened during the year

0

Nurseries, Daycare Centers, and Schools acquired during the year

UD

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

2

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS



A nursery in the spotlight

We recently acquired a preschool in Almere which is located in a center for asylum seekers. This facility caters for toddlers, offering specially adapted educational and fun activities. The nursery also has a library where children can borrow books. We can thus support children in vulnerable situations by advancing their development, teaching them the Dutch language and preparing them for primary school.



2023 INDICATORS **Belgium**



Babilou



Nurseries 0-4 years



17
centers



780
seats



237
employees

People first

**149**

Headcount -
Permanent employees
at the end of the year

88

Headcount -
Non-permanent employees
at the end of the year

137

FTE -
Permanent employees
at the end of the year

63

FTE -
Non-permanent employees
at the end of the year

137

Employees assessed

200

Permanent and
non-permanent employees
trained

2,253

Training hours provided
(mandatory and non-
mandatory training)

13

Average annual
training hours
per employee

200

Employees having attended
at least one non-mandatory
training course

15

Employees who benefitted
from an exchange program
(twinning) with another
center

3

Permanent employees
promoted

YES

Has your company
performed an employee
satisfaction survey during
the reporting year?

95%

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

68%

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

28

Requests for childcare
places made by employees
that have been met
(in-house places)

200

Women employees
(permanent and non-
permanent) at the end of
the reporting year

0

Percentage of male
professionals in the field
(permanent employees)

0

Centers with at least 1 male
professional in the field

10

Women among the
company's top 10 earners

0

Employees with a
disability or chronic illness
(permanent
and non-permanent)

3 GOOD HEALTH
AND WELL-BEING**5** GENDER
EQUALITY**10** REDUCED
INEQUALITIES

A nursery in the spotlight

Our nursery in Temse makes the most of its garden, where children can walk around outside barefoot on an appropriate surface. The benefits of outdoor education have been proven, not only for cognitive and motor development, but also for curiosity and social interaction. The nursery also offers outdoor naps in an adapted 4-season bed.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow



17

Centers offering art education as a major component of their educational program

1

Centers offering daily outdoor education as part of the program

17

Centers offering free motor skills as a major component of their educational program

17

Centers that consider language development a major component of their educational program

11

Centers that encourage multilingualism

17

Centers with open-access books for children

4 QUALITY EDUCATION



17

Centers that offer autonomous and individual practices as a component of their educational program

0

Centers raising children's awareness of creative recycling

2

Centers educating children and/or families about protecting biodiversity

0

Centers that use the presence of animals/insects as a way to enhance child exploration

UD

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

2%

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

0

Centers educating parents about children's use of screens (Babilou Family Guide)

0%

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

0

Centers offering workshops and support sessions for parents

4

Centers actively promoting breastfeeding

Pedagogy

We apply a multi-faceted pedagogical approach that recognizes the needs of both children and parents. We draw on the curricular models of Montessori (following the child's lead, play at the heart of pedagogy), Pikler-Loczy (the child's active participation), Reggio Emilia (the 100 languages of the child and resilience) and Magda Gerber (the child as subject).



Planet at the core



50%

Percentage of vegetated daycare centers

UD

Centers using eco-labelled cleaning products

17

Centers which proposed sustainable food practices

17

Centers using eco-friendly (or washable) diapers

0

Centers recycling food waste through composting or donation, etc.

15

Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

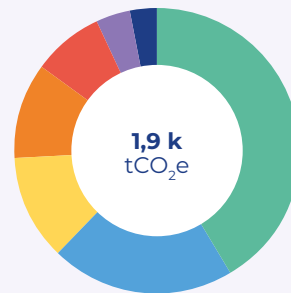
NO

Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions
by category (% tCO₂e)
2022 data

8 tCO₂e/per employee

- 42.0% Fixed assets
- 20.8% Travel
- 11.5% Energy
- 11.0% Purchase of products
- 7.9% Food and beverages
- 3.5% Purchase of services
- 3.3% Other



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



1

Nurseries, Daycare Centers, and Schools opened during the year

0

Nurseries, Daycare Centers, and Schools acquired during the year

4

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

0

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS





2023 INDICATORS
Germany



Denk Mit, Wichtel Akademie,
Little Giants



Nurseries 0-3 years
Pre-schools 3-6 years
After school 6-10 years



125
centers



8,477
seats



2,125
employees

People first


1,774

Headcount -
Permanent employees
at the end of the year

351

Headcount -
Non-permanent employees
at the end of the year

1,463

FTE -
Permanent employees
at the end of the year

3 GOOD HEALTH
AND WELL-BEING

299

FTE -
Non-permanent employees
at the end of the year

1,400

Employees assessed

1,400

Permanent and
non-permanent employees
trained

5 GENDER
EQUALITY

15,082

Training hours provided
(mandatory and non-
mandatory training)

UD

Average annual
training hours
per employee

1,400

Employees having attended
at least one non-mandatory
training course

10 REDUCED
INEQUALITIES

0

Employees who benefitted
from an exchange program
(twinning) with another
center

UD

Permanent employees
promoted

YES

Has your company
performed an employee
satisfaction survey during
the reporting year?

100%

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

38%

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

149

Requests for childcare
places made by employees
that have been met
(in-house places)

1,625

Women employees
(permanent and non-
permanent) at the end of
the reporting year

8

Percentage of male
professionals in the field
(permanent employees)

62

Centers with at least 1 male
professional in the field

5

Women among the
company's top 10 earners

55

Employees with a
disability or chronic illness
(permanent
and non-permanent)

A nursery in the spotlight

Denk mit Kita, based in Sindelfingen, in southern Germany, has opened its doors in a shopping center close to the city center, where it can accommodate up to 90 children. Parents can drop off and pick up their children on the way to and from work and also do their shopping.

What makes this nursery unique is its 750 square meter outdoor space on a rooftop terrace. This provided a workaround to the fact that none of the other sites in the city had an available outdoor space.

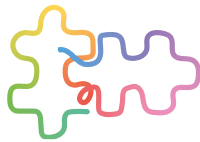
This center has set a new standard for urban nurseries with limited space.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow



UD

Centers offering art education as a major component of their educational program

125

Centers offering daily outdoor education as part of the program

120

Centers offering free motor skills as a major component of their educational program

125

Centers that consider language development a major component of their educational program

31

Centers that encourage multilingualism

125

Centers with open-access books for children



UD

Centers that offer autonomous and individual practices as a component of their educational program

82

Centers raising children's awareness of creative recycling

75

Centers educating children and/or families about protecting biodiversity

52

Centers that use the presence of animals/insects as a way to enhance child exploration

64

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

100%

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

125

Centers educating parents about children's use of screens (Babilou Family Guide)

UD

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

UD

Centers offering workshops and support sessions for parents

0

Centers actively promoting breastfeeding

Pedagogy

Our pedagogical approach encourages children to "Celebrate diversity and the world in all its color!" We have established an approach that aims to support children and their development. We are mindful of our responsibility to the education and development of every individual child. The objective of the approach is for children to fulfil their potential so that they can have a positive impact on their social, societal and natural environment, now and in the future.

Taking inspiration from Germany's approach to waste management

Germany already has a system in place for sorting and weighing waste, so that daily consumption can be strictly monitored. Waste is either recovered for energy production or recycled.



Planet at the core



100%

Percentage of vegetated daycare centers

0

Centers using eco-labelled cleaning products

125

Centers which proposed sustainable food practices

UD

Centers using eco-friendly (or washable) diapers

125

Centers recycling food waste through composting or donation, etc.

UD

Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

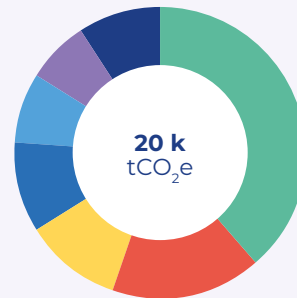
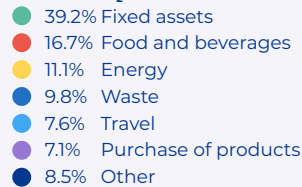
YES

Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions

by category (% tCO₂e)
2022 data

9.4 tCO₂e/per employee



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



1

Nurseries, Daycare Centers, and Schools opened during the year

0

Nurseries, Daycare Centers, and Schools acquired during the year

UD

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

2

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS





2023 INDICATORS
**United
Arab
Emirates**



Blossom Nursery,
Inspire Me Cuisine



Nurseries 0-3 years
Pre-schools 3-6 years



30
centers



3,664
seats



689
employees

People first

**689**

Headcount -
Permanent employees
at the end of the year

0

Headcount -
Non-permanent employees
at the end of the year

689

FTE -
Permanent employees
at the end of the year

3 GOOD HEALTH
AND WELL-BEING**0**

FTE -
Non-permanent employees
at the end of the year

689

Employees assessed

689

Permanent and
non-permanent employees
trained

5 GENDER
EQUALITY**20,670**

Training hours provided
(mandatory and non-
mandatory training)

30

Average annual
training hours
per employee

689

Employees having attended
at least one non-mandatory
training course

10 REDUCED
INEQUALITIES**7**

Employees who benefitted
from an exchange program
(twinning) with another
center

29

Permanent employees
promoted

YES

Has your company
performed an employee
satisfaction survey during
the reporting year?

100%

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

84%

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

71

Requests for childcare
places made by employees
that have been met
(in-house places)

664

Women employees
(permanent and non-
permanent) at the end of
the reporting year

NA

Percentage of male
professionals in the field
(permanent employees)

NA

Centers with at least 1 male
professional in the field

9

Women among the
company's top 10 earners

UD

Employees with a
disability or chronic illness
(permanent
and non-permanent)

A nursery in the spotlight

Al Barsha 3 in Dubai follows the EYFS (Early Years Foundation) framework and offers a program in Arabic and French.

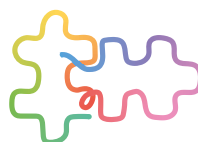
Its innovation lab enables children to learn about science and coding without screens (for children aged five and over). In July 2022, our school was a finalist in the "Creative Star Award" category of the worldwide Matatalab robotics competition.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow

**30**

Centers offering art education as a major component of their educational program

30

Centers offering daily outdoor education as part of the program

30

Centers offering free motor skills as a major component of their educational program

30

Centers that consider language development a major component of their educational program

30

Centers that encourage multilingualism

30

Centers with open-access books for children

4 QUALITY EDUCATION**30**

Centers that offer autonomous and individual practices as a component of their educational program

30

Centers raising children's awareness of creative recycling

14

Centers educating children and/or families about protecting biodiversity

8

Centers that use the presence of animals/insects as a way to enhance child exploration

201

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

87%

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

26

Centers educating parents about children's use of screens (Babilou Family Guide)

80%

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

30

Centers offering workshops and support sessions for parents

21

Centers actively promoting breastfeeding

Pedagogy

We follow the Early Years Foundation Stage (EYFS) framework, while drawing on Reggio Emilia's pedagogical approach and findings in neuroscience. Through our partnerships with local companies, children can take part in a wide range of educational extra-curricular activities, such as yoga, soccer and gymnastics.



Planet at the core



4%

Percentage of vegetated daycare centers

30

Centers using eco-labelled cleaning products

19

Centers which proposed sustainable food practices

NA

Centers using eco-friendly (or washable) diapers

0

Centers recycling food waste through composting or donation, etc.

20

Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

NO

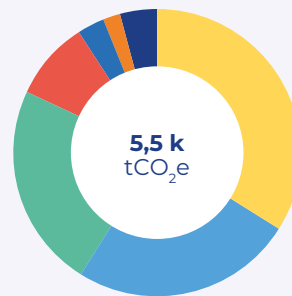
Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions

by category (% tCO₂e)
2022 data

7.9 tCO₂e/per employee

- 33.7% Energy
- 24.9% Travel
- 23.5% Fixed assets
- 9.0% Food and beverages
- 2.9% Waste
- 2.4% Purchase of products
- 3.6% Other



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



4

Nurseries, Daycare Centers, and Schools opened during the year

0

Nurseries, Daycare Centers, and Schools acquired during the year

30

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

0

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS





2023 INDICATORS Singapore



Little Footprints, Kiddiwinkie,
Learning Leap



Nurseries 0-3 years
Pre-schools 3-6 years



60
centers



5,689
seats



909
employees

People first

**909**

Headcount -
Permanent employees
at the end of the year

0

Headcount -
Non-permanent employees
at the end of the year

894

FTE -
Permanent employees
at the end of the year

0

FTE -
Non-permanent employees
at the end of the year

645

Employees assessed

937

Permanent and
non-permanent employees
trained

20,562

Training hours provided
(mandatory and non-
mandatory training)

23

Average annual
training hours
per employee

894

Employees having attended
at least one non-mandatory
training course

85

Employees who benefitted
from an exchange program
(twinning) with another
center

151

Permanent employees
promoted

NO

Has your company
performed an employee
satisfaction survey during
the reporting year?

NA

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

NA

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

40

Requests for childcare
places made by employees
that have been met
(in-house places)

867

Women employees
(permanent and non-
permanent) at the end of
the reporting year

3

Percentage of male
professionals in the field
(permanent employees)

6

Centers with at least 1 male
professional in the field

7

Women among the
company's top 10 earners

0

Employees with a
disability or chronic illness
(permanent
and non-permanent)

3 GOOD HEALTH
AND WELL-BEING**5** GENDER
EQUALITY**10** REDUCED
INEQUALITIES

A year focused on commitment

Throughout the year, we stepped up our initiatives to encourage even greater commitment from our employees. Some of our employees went on an educational trip to the Babilou Family head office in France to share best practices and learn more about the early childhood education sector in this country.

True to our corporate value of team spirit, we organized a number of events to drive employee commitment:

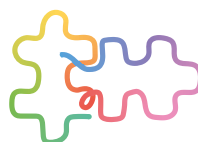
- Learning Day: a day event for head office and center employees focused on sharing knowledge
- Babilou Family 20th anniversary party



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow

**60**

Centers offering art education as a major component of their educational program

60

Centers offering daily outdoor education as part of the program

60

Centers offering free motor skills as a major component of their educational program

60

Centers that consider language development a major component of their educational program

60

Centers that encourage multilingualism

60

Centers with open-access books for children

4 QUALITY EDUCATION**60**

Centers that offer autonomous and individual practices as a component of their educational program

60

Centers raising children's awareness of creative recycling

60

Centers educating children and/or families about protecting biodiversity

4

Centers that use the presence of animals/insects as a way to enhance child exploration

60

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

86%

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

0

Centers educating parents about children's use of screens (Babilou Family Guide)

100%

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

60

Centers offering workshops and support sessions for parents

19

Centers actively promoting breastfeeding

Spotlight on Sustainable Education®

At our annual sustainability event, children took part in activities that teach them the value of empathy and how they can care for those around them, despite their differences.

Families were invited to take part in a charity carnival in aid of the Children's Cancer Foundation, which supports families with children who are battling cancer.

We continued these inclusive activities by celebrating Children's Day for the beneficiaries of the Singapore Children's Society. Our head office teams collected toiletries and food to send to children and families in need.

Pedagogy

The Little Footprints' pedagogical approach is based on the "I.D.E.A." curriculum for children up to 6 years old. This approach applies thematic learning, enabling our children to learn and develop progressively through experiential and active methods.

Kiddiwinkie's pedagogical approach is built on "discovery through inquiry", enabling each child to learn about new topics by researching, exploring and creating around a chosen theme. This helps children to develop the skills, knowledge and attitudes essential for lifelong learning. The "discovery through inquiry" approach sparks children's curiosity and encourages them to investigate topics that are relevant and of interest to them, giving them the opportunity to ask questions and share ideas.



Planet at the core



28%

Percentage of vegetated daycare centers

0

Centers using eco-labelled cleaning products

0

Centers which proposed sustainable food practices

NA

Centers using eco-friendly (or washable) diapers

0

Centers recycling food waste through composting or donation, etc.

0

Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

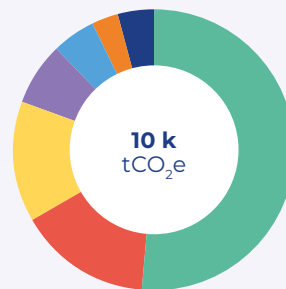
YES

Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions
by category (% tCO₂e)
2022 data

11 tCO₂e/per employee

- 51.3% Fixed assets
- 15.2% Food and beverages
- 13.7% Energy
- 7.3% Purchase of services
- 4.7% Travel
- 3.5% Purchase of products
- 4.3% Other



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



1

Nurseries, Daycare Centers, and Schools opened during the year

8

Nurseries, Daycare Centers, and Schools acquired during the year

60

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

1

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS



A nursery in the spotlight

We launched our new KiddiWinkie Schoolhouse, our premium after-school brand, at Jurong Gateway. Positioned as an innovative and sustainable preschool, Jurong Gateway is where we trial our latest innovations and updates to our pedagogical approach before rolling out these methods to other KiddiWinkie Schoolhouse centers. In line with its positioning, the center is carefully designed and its facilities are environmentally friendly, helping to make sustainability a way of life for both professionals and children alike.



2023 INDICATORS Colombia



Jardines Infantiles Origami,
Mi Pequeño Mundo



Nurseries 0-3 years
Pre-schools 3-6 years



18
centers



2,100
seats



224
employees

People first

**213**

Headcount -
Permanent employees
at the end of the year

11

Headcount -
Non-permanent employees
at the end of the year

213

FTE -
Permanent employees
at the end of the year

3GOOD HEALTH
AND WELL-BEING**11**

FTE -
Non-permanent employees
at the end of the year

148

Employees assessed

213

Permanent and
non-permanent employees
trained

5GENDER
EQUALITY**8,946**

Training hours provided
(mandatory and non-
mandatory training)

42

Average annual
training hours
per employee

213

Employees having attended
at least one non-mandatory
training course

10REDUCED
INEQUALITIES**0**

Employees who benefitted
from an exchange program
(twinning) with another
center

7

Permanent employees
promoted

YES

Has your company
performed an employee
satisfaction survey during
the reporting year?

100%

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

100%

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

10

Requests for childcare
places made by employees
that have been met
(in-house places)

203

Women employees
(permanent and non-
permanent) at the end of
the reporting year

6

Percentage of male
professionals in the field
(permanent employees)

2

Centers with at least 1 male
professional in the field

9

Women among the
company's top 10 earners

0

Employees with a
disability or chronic illness
(permanent
and non-permanent)

A nursery in the spotlight

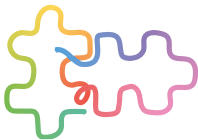
Origami Mi Pequeño Mundo, the largest nursery in the Babilou Family network, is a unique example of what can be created from educational research with passion and care. With an incredible 8,300m² "garden park", Mi Pequeño Mundo offers children an immersive introduction to nature. In addition, there's a gymnasium, a library, a music and science room, and numerous specialized classrooms.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow



17 Centers offering art education as a major component of their educational program	17 Centers offering daily outdoor education as part of the program	17 Centers offering free motor skills as a major component of their educational program
17 Centers that consider language development a major component of their educational program	17 Centers that encourage multilingualism	17 Centers with open-access books for children
17 Centers that offer autonomous and individual practices as a component of their educational program	17 Centers raising children's awareness of creative recycling	17 Centers educating children and/or families about protecting biodiversity
UD Centers that use the presence of animals/insects as a way to enhance child exploration	31 Children with special needs welcomed during the year <i>(depending on local regulations, "special needs" may cover different situations)</i>	100% Percentage of professionals in the field trained in Babilou Family Screen Guidelines
17 Centers educating parents about children's use of screens (Babilou Family Guide)	37% Percentage of parents aware of screen-related recommendations (Babilou Family Guide)	17 Centers offering workshops and support sessions for parents
17 Centers actively promoting breastfeeding		



Pedagogy

Inspired by leading educators such as Maria Montessori, Aldo Fortunatti, Francesco Tonucci and Jean Decroly, our pedagogical approach is grounded in movement, emotional awareness and experiential learning. It encourages critical thinking, problem-solving and independence.



Planet at the core



100%

Percentage of vegetated daycare centers

0

Centers using eco-labelled cleaning products

17

Centers which proposed sustainable food practices

NA

Centers using eco-friendly (or washable) diapers

3

Centers recycling food waste through composting or donation, etc.

17

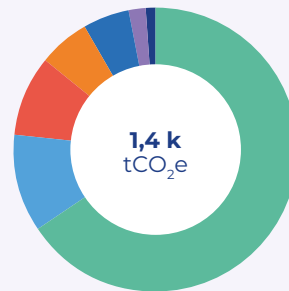
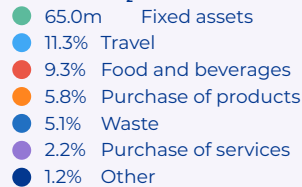
Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

YES

Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions
by category (% tCO₂e)
2022 data

6.25 tCO₂e/per employee



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



2

Nurseries, Daycare Centers, and Schools opened during the year

0

Nurseries, Daycare Centers, and Schools acquired during the year

17

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

0

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS





2023 INDICATORS
United States



Little Sprouts, Building Blocks,
Heart Works



Nurseries 0-3 years
Pre-schools 3-6 years



39
centers



4,448
seats



1,071
employees

People first


1,071

Headcount -
Permanent employees
at the end of the year

0

Headcount -
Non-permanent employees
at the end of the year

926

FTE -
Permanent employees
at the end of the year

3 GOOD HEALTH
AND WELL-BEING

0

FTE -
Non-permanent employees
at the end of the year

UD

Employees assessed

1,071

Permanent and
non-permanent employees
trained

5 GENDER
EQUALITY

32,410

Training hours provided
(mandatory and non-
mandatory training)

35

Average annual
training hours
per employee

1,071

Employees having attended
at least one non-mandatory
training course

10 REDUCED
INEQUALITIES

0

Employees who benefitted
from an exchange program
(twinning) with another
center

54

Permanent employees
promoted

YES

Has your company
performed an employee
satisfaction survey during
the reporting year?

100%

of total workforce
(permanent and non-
permanent) invited to
complete the survey.

47%

of employee responded
to the satisfaction survey
(permanent and non-
permanent employees)

232

Requests for childcare
places made by employees
that have been met
(in-house places)

873

Women employees
(permanent and non-
permanent) at the end of
the reporting year

5

Percentage of male
professionals in the field
(permanent employees)

26

Centers with at least 1 male
professional in the field

4

Women among the
company's top 10 earners

UD

Employees with a
disability or chronic illness
(permanent
and non-permanent)

A nursery in the spotlight

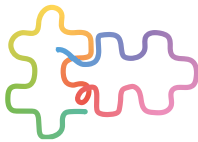
The Little Sprouts Milton center was built to inspire curiosity, with classrooms filled with natural light and innovative play areas. This environment provides a unique creative space for children, which helps them to develop their motor skills and fuels their imagination.



UD = Unavailable Data

NA = indicator not applicable to the country
("not applicable")

➤ Pedagogy for tomorrow



39

Centers offering art education as a major component of their educational program

39

Centers offering daily outdoor education as part of the program

39

Centers offering free motor skills as a major component of their educational program

39

Centers that consider language development a major component of their educational program

39

Centers that encourage multilingualism

39

Centers with open-access books for children



39

Centers that offer autonomous and individual practices as a component of their educational program

32

Centers raising children's awareness of creative recycling

25

Centers educating children and/or families about protecting biodiversity

20

Centers that use the presence of animals/insects as a way to enhance child exploration

NA

Children with special needs welcomed during the year *(depending on local regulations, "special needs" may cover different situations)*

0%

Percentage of professionals in the field trained in Babilou Family Screen Guidelines

0

Centers educating parents about children's use of screens (Babilou Family Guide)

0%

Percentage of parents aware of screen-related recommendations (Babilou Family Guide)

19

Centers offering workshops and support sessions for parents

39

Centers actively promoting breastfeeding

Pedagogy

Our pedagogical approach is based on Social-Emotional Learning (SEL), and the STEAM (Science, Technology, Engineering, Arts and Mathematics) program which associates learning with discovery through experimental trial and error.



Planet at the core



97%

Percentage of vegetated daycare centers

0

Centers using eco-labelled cleaning products

0

Centers which proposed sustainable food practices

NA

Centers using eco-friendly (or washable) diapers

6

Centers recycling food waste through composting or donation, etc.

5

Centers having recovered at least 3 types of waste (paper/ cardboard, glass, textiles, plastics, printer cartridges, etc.).

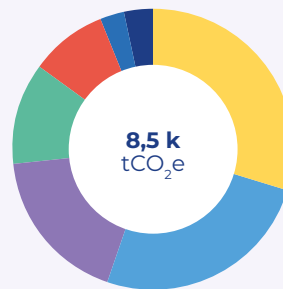
YES

Does the country manage toys and educational materials based on the circular economy model?

CO₂ emissions
by category (% tCO₂e)
2022 data

7.9 tCO₂e/per employee

- 29.5% Energy
- 25.8% Travel
- 17.8% Purchase of services
- 11.9% Fixed assets
- 9.1% Food and beverages
- 2.6% Waste
- 3.3% Other



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



Positive growth



0

Nurseries, Daycare Centers, and Schools opened during the year

0

Nurseries, Daycare Centers, and Schools acquired during the year

29

Centers that have partnerships with local early childhood actors to promote or participate in local collective actions

YES

Data protection policy?

YES

Assessment of the data security risks?

YES

Action plan to address the data security risks?

YES

Regular data security training for employees?

0

Material data security breaches during the year

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS



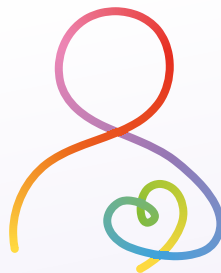
Acknowledgements

First and foremost, we would like to thank all the professionals who work in the field on a daily basis to ensure that we offer high-quality care.

We would also like to thank everyone who contributed to writing this report, which represents a collective effort to support our mission.

Special thanks also go to the Mission Committee and ITPO, who have been by our sides throughout this major transformation.

Finally, we would like to thank the thousands of parents who place their trust in us every day.





**Please contact us if you require
more information**

info@babilou-family.com

We'll be in touch soon!

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babilou-family.com



Progressing towards Sustainable Education[®]

IMPACT
REPORT 2023

This impact report will provide you with information on the initiatives launched by Babilou Family, now a mission-driven company, and in line with our "Tomorrow Starts Now" vision project.

At Babilou Family, we strive to build a better world every day, driven by the dedication of our professionals caring for 58,000 children across the twelve countries where we now operate in 2023.

We would like to express our heartfelt gratitude to our amazing community of 14,000 professionals who are passionately leading the silent revolution of Sustainable Education[®].

Thanks to each and every one of you!

