



**Sustainability
Report 2018**

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Board Statement

MindChamps Preschool Limited (“MindChamps”) is pleased to present our inaugural Sustainability Report (this “Report”) for the financial year ended 31 December 2018 (“FY2018”).

At MindChamps, we strongly believe in the potential of education to drive positive social change. This belief gives us the impetus to move forward dynamically, as we strive for excellence in leadership and expertise. The vision of our organisation to revolutionise education is becoming a global reality. In Singapore, MindChamps has established its position as the Number One provider of premium preschool centres¹, and we continue to transform and grow each day.

As the Board of Directors (the “Board”), we recognise the importance of sustainability and seek to contribute to our environment and society through our business activities as a responsible corporate citizen.

We are supported by the Sustainability Task Force (“STF”), which is comprised of C-suite and senior management, to ensure that MindChamps’ sustainability initiatives are aligned with the long-term business strategy of taking the MindChamps education movement from Singapore to the world. Through the STF, we oversee the management and monitoring of the ESG factors.

This Report outlines MindChamps’ position on integrating sustainability into our strategies and operations and provides an overview of our policies and practices and sustainability initiatives and performance during the year.

**The Board of Directors
MindChamps PreSchool Limited**

¹ Based on independent market research as of 15 September 2017.

About this Report

This Report sets out MindChamps' sustainability initiatives and performance of our Singapore operations as at 31 December 2018.

This Report has been prepared with reference to the Global Reporting Initiative ("GRI") Standards and the SGX-ST Listing Manual (Rules 711A and 711B).

Together with our FY2018 Annual Report, this Report aims to provide an overview of MindChamps' overall objectives and performance to our stakeholders.

MindChamps welcomes stakeholders' feedback on its sustainability initiatives. Please send your feedback to us at sustainability@mindchamps.org.

Sustainability Governance

A sustainability governance structure, comprising the Board, the STF, a Working Team and employees, is set up to effectively manage MindChamps' sustainability initiatives and performance.

Board of Directors

- Responsible for setting MindChamps' sustainability strategies
- Oversees the management and monitoring of material Environmental/Social/Governance (ESG) issues

Sustainability Task Force

- Comprises C-suite and senior management
- Drives strategies, develops policies and practices and manages the overall sustainability performance

Working Team

- Implements policies and practices

Employees

- Participate in MindChamps' sustainability efforts

Materiality Assessment

MindChamps conducted a materiality assessment guided by the GRI Materiality Principle.

The objective of the assessment was to identify the ESG factors that are material to both MindChamps' business and our stakeholders.

An external consultant was engaged to facilitate the three-step assessment process which involved identifying, prioritising and validating ESG factors that are material to MindChamps.

The assessment process is summarised in the diagram below.



Eight material ESG factors were identified as topics that matter most to MindChamps' business and stakeholders. We categorised the material ESG factors as follow:



Environment

Sustainability Curriculum and Practices

Social

Interaction with Stakeholders
Talent Retention
Quality of Education System²
Quality of Teachers
Health and Safety³
Local Communities

Governance

Regulatory Compliance

² Quality of Education System includes education innovation and technology.

³ Health and Safety includes employees' and students' health and safety.

Sustainability at MindChamps

MindChamps believes that, as a leader in Singapore’s education sector, we should inculcate the right values in our students (our “Champs”) and empower them through our curriculum and teaching pedagogy. This is a critical consideration for MindChamps as we continue to strengthen our business through responsible conduct in all our operations.

We address our material factors across three sustainability pillars, namely Environment, Social and Governance. Due to the nature of our business, our approach is focussed on people – who are fundamental to the long-term success of MindChamps.

In FY2018, MindChamps accomplished several key milestones and set targets for the coming year to drive continuous improvement in the relevant areas.

Environment <i>Working towards a sustainable future</i>		
Material Topic	FY2018 Achievement	FY2019 Target
Sustainability Curriculum and Practices	Set sustainability as a key focus of the MindChamps PreSchool curriculum, including the incorporation of environmental elements in class activities, excursions and year-end concerts, which had the theme of saving the Earth and promoting the ideals of environmental protection and conservation.	To continue incorporating sustainability as part of the MindChamps PreSchool curriculum to nurture our Champs on the concept of environmental protection and conservation from early childhood.

Social <i>Growing together with our people and the community</i>		
Material Topics	FY2018 Achievements	FY2019 Targets
Interaction with Stakeholders	Identified and engaged effectively with key stakeholders to build long-lasting relationships.	To review the key stakeholders identified and continue engaging effectively with the key stakeholders.
Talent Retention	Awarded the inaugural 2018 Influential Brands Top® Employer Award.	To implement enhanced performance appraisal framework in order to improve the effectiveness of annual performance appraisals.
Quality of Education System	Achieved full implementation of the Enquiry Approach to Teaching and Learning across all MindChamps PreSchool centres.	To ensure that the Enquiry Approach to Learning and Teaching is implemented across all MindChamps PreSchool centres together with Integrated Activities and S.M.I.L.E.S approach.
Quality of Teachers	Achieved “Excellent” and “Good” ratings for MindChamps teachers through the Parents’ Survey.	To continue achieving “Excellent” and “Good” ratings for MindChamps teachers through the Parents’ Survey.

Social <i>Growing together with our people and the community</i>		
Material Topics	FY2018 Achievements	FY2019 Targets
Health and Safety	Provided health and safety training to our employees and Champs that resulted in no recorded serious work-related incidents.	To continue providing health and safety training to our employees and Champs to raise their awareness and equip them with the knowledge to respond to emergencies.
Local Communities	Organised various community outreach programmes that positively impacted the lives of local communities throughout the year.	To continue organising community outreach programmes throughout the year.

Governance <i>Building trust and confidence in our preschools</i>		
Material Topic	FY2018 Achievement	FY2019 Target
Regulatory Compliance	Recorded zero significant regulatory non-compliance incidents and all MindChamps PreSchool centres were compliant with MindChamps HQ's internal audit requirements and ECDA's licensing requirements.	To continue recording zero significant regulatory non-compliance incidents and for all MindChamps PreSchool Centres to continue complying with MindChamps HQ's internal audit requirements and ECDA's licensing requirements.

The following sections provide detailed description of each of our material topics.

Environment
Working towards a sustainable future

MindChamps' Approach	Objective
MindChamps is committed to nurturing our Champs through a holistic curriculum in a vibrant environment.	MindChamps' curriculum nurtures our Champs in all aspects of development, preparing them for the future from their early learning years.

Sustainability Curriculum and Practices

Anchored by MindChamps' philosophy of filling the gaps in education systems world-wide, the objective of MindChamps' education model is to prepare the children of today with the skills, flexibility and mindset to thrive in a rapidly-changing and information-saturated future, and nurturing every child to be the best they can be.

Sustainability is a key global issue in today's context. Recognising this, MindChamps imparts this responsibility in our Champs. MindChamps educates our Champs to interact responsibly with the environment through our curriculum, which includes lesson design, class activities, excursions and year-end concerts. MindChamps believes that nurturing and instilling a sense of responsibility should begin from our Champs' early childhood.

The MindChamps "Enquiry Approach to Teaching and Learning" has a strong focus on environmental awareness and sustainability. Three out of the four Enquiry themes for each level in MindChamps PreSchool are focussed on "Animals", "Growing Things" and "Our World". Through these Enquiry themes, our Champs explore and discover the world around them and learn about the importance of protecting the earth through environmentally-friendly practices, such as recycling, responsible consumption and practical energy-saving methods. Champs also learn about empowerment – the role each individual plays in protecting the environment.

MindChamps also believes in leading by example to nurture and encourage behavioural changes that positively impact the environment. MindChamps teachers and employees practice the 3Rs – Reduce, Reuse and Recycle in their daily activities at MindChamps PreSchool.

Our teachers encourage our Champs to collect used materials such as bottles, aluminium cans and newspapers to decorate the classrooms as well as for their arts and crafts projects. This initiative exposes our Champs to sustainable practices, sparks their learning interest and inculcates recycling habits in them from their early learning years.



Use of recycled materials at MindChamps PreSchool centres.



Collection of recycled materials at MindChamps PreSchool centres.

Our Enquiry curriculum introduces topics such as biodiversity and wildlife preservation to our Champs.



Our Champs learn about endangered animals and also showcase their works made from recycled paper products.

The learning about sustainability and environmental protection culminates in year-end concerts for all our MindChamps PreSchool centres. Our Champs' performances are based on a common theme – saving the Earth and promoting the ideals of environmental protection.



MindChamps' Year-End Concert 2018 where our Champs diligently put up a performance on sea and marine conservation.

Social
Growing together with our people and the community

MindChamps' Approach	Objective
MindChamps' growth and success are firmly anchored on education quality and sound people and stakeholder management.	A dynamic business that responds proactively to the expectations of its stakeholders helps MindChamps to stay ahead in the preschool landscape.

Interaction with Stakeholders

MindChamps recognises the importance of interacting with our stakeholders to build their understanding of MindChamps' business. MindChamps regularly interacts and connects with our stakeholders through various engagement methods. These engagements aim to build and strengthen the trust in MindChamps' brand and create long-term value for both MindChamps and our stakeholders.

This section describes MindChamps' interactions with four key stakeholder groups; (1) customers, (2) media, (3) shareholders and analysts, and (4) employees, as they each have a major influence on MindChamps' success, and are in turn, impacted by MindChamps.

Customers

Understanding our customers is key to ensuring that MindChamps, and our Champs and their parents ("MindChamps parents") develop a long-standing relationship.

To deepen our understanding of MindChamps parents, we conduct surveys twice a year called the MindChamps PreSchool Parents' Survey ("Parents' Survey"). The Parents' Survey aims to capture and understand the satisfaction level of MindChamps parents. The results drive continuous improvement in engaging with our customers.

Based on the latest results of the Parents' Survey, MindChamps achieved the following results:

- more than 75% of MindChamps parents responded to the Parents Survey;
- 97% of respondents rated 'Excellent' or 'Good' on their Champs' overall educational experience and development at MindChamps; and
- 93% of respondents rated 'Excellent' or 'Good' for the bi-annual PTCs.

To facilitate continuous interaction with our customers, we conduct Parent-Teacher Conferences ("PTCs") and also implemented a MindChamps Application ("MindChamps App").

PTCs are held at the end of every semester. The PTCs not only provide a platform for our teachers to update MindChamps parents on their Champs' learning journeys, but also allow MindChamps parents to provide feedback on MindChamps' curriculum and practices. This iterative, 360-degree platform facilitates effective and meaningful dialogue.

The MindChamps App is a mobile application that was specially designed for MindChamps parents to participate in and celebrate their Champs' growth and progress. Our teachers provide updates on our Champs' educational development through the 'My Learning Curriculum' function on the MindChamps App. Furthermore, the MindChamps App enables MindChamps to continually

strengthen the parent-centre partnership to nurture the best potential in all our Champs. It enables our teachers and MindChamps parents to foster two-way communications and easily exchange information about their Champs. Our teachers also recognise the importance of personal interaction and carry out good practices by greeting and meeting MindChamps parents every day when they come to the centres and sharing verbal updates regarding their Champs.

Media

The media plays an important role in communicating accurate information on MindChamps in their publications to a wider audience. The media also helps to widen exposure opportunities for MindChamps' brands and products.

MindChamps' Corporate Communications team is responsible for overseeing both public relations and media relations for MindChamps, carries out media monitoring and engagement and issues media releases.

The Corporate Communications team conducts monthly interactive sessions with its media partners. During the year, the team met with at least 10 media partners. Every year during Children's Day, the team also conducts a media drop⁴ to celebrate the occasion. The annual media drop is one of MindChamps' ways of interacting with editors and journalists to build their understanding of MindChamps.



During a media drop event on Children's Day 2018, MindChamps' employees met up with and engaged with editorial staff. MindChamps mascots, Luv & Lyte, also made appearances.

Shareholders and Analysts

MindChamps is committed to providing shareholders with adequate, timely and sufficient information pertaining to changes in MindChamps' business, guided by the SGX-ST Listing Manual and the Code of Corporate Governance.

Announcements are disseminated to shareholders via SGXNet and uploaded on MindChamps' corporate website. Shareholders may also subscribe to our email alerts for instant notification of such announcements. Shareholders may contact MindChamps' Investor Relations team or our Lead Independent Director, through the channels set out on MindChamps' corporate website.

⁴ A media drop is a public relations term that involves arranging to have a celebrity, spokesperson or mascot "drop in" on a radio or TV station.

MindChamps strongly encourages shareholders to participate in its general meetings. During MindChamps' Annual General Meetings ("AGM"), shareholders are provided with updates on business developments and also insights into product enhancements initiatives. Shareholders are also introduced to MindChamps' pedagogy during the AGM.

The MindChamps AGM

The AGM is held annually to engage with MindChamps' shareholders. Shareholders are strongly encouraged to participate in the AGM to understand more about MindChamps' business activities and financial performance. At MindChamps' AGMs, we endeavour to provide a unique and refreshing experience, in line with MindChamps' culture and industry, by incorporating an icebreaking activity to kick-start the meeting.



MindChamps' AGM on 16 April 2018.

MindChamps regularly invites analysts to meetings after our quarterly financial announcements. At these meetings, our Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO") share MindChamps' business performance, which enables analysts to have a deeper understanding about MindChamps' operating models and financial performance. This helps to create more public awareness about MindChamps' business and presence, through the publications published by the analysts. Materials presented at these meetings are also made available on SGXNet and MindChamps' corporate website.



RHB's Undiscovered Gems Conference on 15 October 2018.

In 2018, MindChamps participated in RHB's Undiscovered Gems Conference, which was attended by 32 fund managers and analysts. Our CEO, CFO and the senior management team were present at the conference to interact with the attendees. MindChamps actively participates in such events to engage and reach out to a wider range of stakeholders to share about our global movement.

Employees

MindChamps is in a people-centric industry and regards its employees as a key stakeholder group to drive the success of MindChamps. For more information on our initiatives relating to communications with our employees, please refer to the material ESG factor "Talent Retention" below.

Talent Retention

MindChamps places great importance on talent retention. The ability to attract and retain candidates who fit MindChamps’ culture will positively impact MindChamps’ business. Longer-term employees would have acquired essential knowledge and established relationships with industry players. Hence, it is MindChamps’ objective to retain these talents, in order to facilitate sustainable growth.

Retention

A set of policies and processes has been established with the purpose of retaining talents. The policies are embedded in MindChamps’ Employee Handbook and provide guidance over matters such as working hours, leave entitlement, code of conduct and employee benefits. Employees are encouraged to approach the Human Resource (“HR”) department on any concerns that they may have regarding HR policies and practices.

To retain employees, MindChamps strives to create a welcoming culture. Staff meetings called “Pow Wow” meetings are organised around once every quarter. During such “Pow Wow” meetings, new employees are introduced, and business updates are shared with all employees. Team activities are also held during such meetings. For example, employees from different departments are assigned to groups to create and perform short skits exemplifying MindChamps’ six core themes, namely “Consistency”, “Realistic”, “Excellence”, “Accountability”, “Teamwork” and “Energy” (CREATE). CREATE is MindChamps’ backbone to shape a fun workplace environment for employees to feel motivated and committed to work at MindChamps. The skit competitions also greatly encourage bonding and facilitate smoother business interactions between different departments.

Additionally, annual teachers’ retreats are organised for our teachers from all MindChamps PreSchool centres. These retreats are organised to appreciate our teachers’ passion and commitment in educating and nurturing our Champs. The retreats also provide opportunities for our teachers to bond and share their experiences and best practices with one another.



A group photograph of MindChamps teachers at a training event in 2018.

As part of MindChamps’ retention initiatives, the HR department also conducts exit interviews with resignees to understand the reasons that may have caused them to resign. The HR department then looks into concerns raised during such interviews.

Engagement

To constantly be in tune with the pulse of our employees, MindChamps conducts annual employee surveys for our teachers and corporate staff to engage and understand employee satisfaction. From the FY2018 annual employee survey, both our corporate staff and teachers ranked MindChamps' employee engagement index above the national benchmark of 4.64 published by the Singapore Workforce Engagement Study in 2017. The results from the surveys are used to identify issues that our employees may have. The HR department works towards addressing these issues as MindChamps is driven by the objective of increasing employee engagement and satisfaction and, in turn, increasing the retention of talent that is key to drive and support our business and operations.

MindChamps WOW Award

The WOW Award recognises employees who excel in their performance and rewards them for their continuous contributions to MindChamps' success. Their performance is assessed based on values such as "Heart", "Service Excellence", "Commitment" and "Teamwork". The Heads of Departments will rate and nominate employees who excel in these areas. Employees who receive the WOW Award will be awarded a certificate and a monetary reward of S\$200 to S\$300. This award also motivates employees to strive for further excellence in their work.

MindChamps is also committed to ensuring that work performance requirements are met and that our employees progress in their careers. Performance appraisals are conducted annually, reinforced with regular feedback to identify talent gaps, training needs and promotion opportunities, as well as to strengthen relationships between MindChamps and our employees. To encourage life-long learning, MindChamps provides four days of Learning and Development leave annually for employees to attend courses that are relevant to their work.

As a result of our robust internal HR policies and processes, MindChamps received the inaugural 2018 Influential Brands® Top Employer award, scoring above national benchmarks in our efforts and initiatives to engage employees.

Organisational Culture

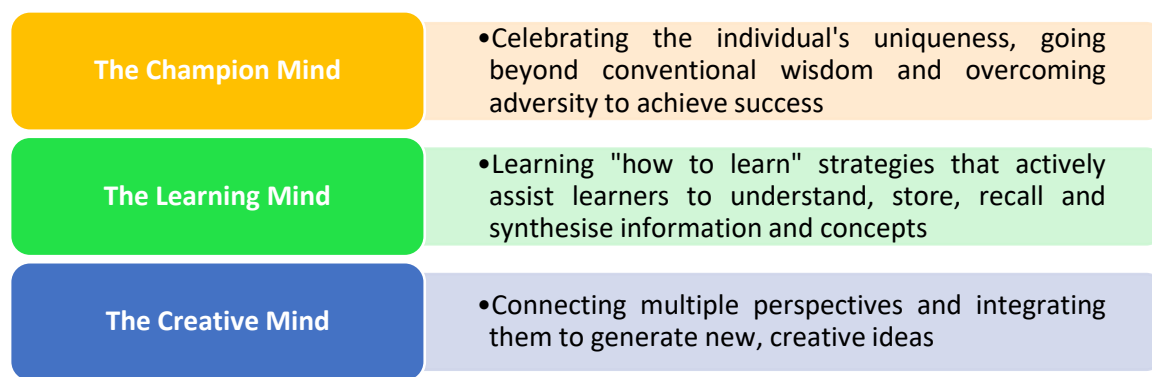
Consistent with MindChamps' brand philosophy, it is our belief that a brand is not simply expressed in a logo, packaging, typography or product. Rather, it is an amalgamation of personality and experience where organisational culture plays a key factor in truly defining MindChamps' distinctiveness as a brand.

The HR department has recently implemented an upgraded annual performance appraisal framework and system for employees, whereby 10% of the performance score will involve an assessment of the employee's exemplification of MindChamps' 5 Core Values, namely "Heart", "Integrity", "Prosperity", "Growth" and "Expansion", to ensure that our Core Values are deeply embedded throughout the whole organisation and to create a positive organisational culture for our employees. This is in line with MindChamps' drive to establish its presence across the globe anchored by these core values. With this enhancement, MindChamps' core values will be continuously assessed for alignment throughout the organisation.

Quality of Education System⁵

MindChamps’ 3-Mind education model prepares the children of today with the skills, flexibility and mindset to thrive in a rapidly-changing and information-saturated future. The model strives to nurture every child to be the best that they can be by focussing on the skills and strategies of learning. The model emphasises the teaching of the ‘how’ rather than the ‘what’ to learn. The 3-Mind concept was conceived alongside international experts, including world-renowned neuroscientist, Professor Emeritus Allan Snyder FRS. MindChamps’ unique approach draws inspiration and research from the domains of Neuroscience, Child Psychology and Theatre, synthesising them with education theory and practice.

The 3-Mind Education Model



MindChamps delivers, through “S.M.I.L.E.S”, an environment of engagement, security, nurturing and exploration. This prepares the brain for optimal growth and anticipates the future development of the 3 Minds. The acronym S.M.I.L.E.S. stands for: Sensory, Motor (Music and Movement), Intellectual, Linguistic, Emotional and Social. The S.M.I.L.E.S. principle acknowledges that brains, in their formative stages, need all aspects of mind-stimulation simultaneously and that all types of activities have the potential to engage all of the S.M.I.L.E.S. elements.

MindChamps teachers develop weekly Enquiry teaching and learning lesson cycles that best exemplify our philosophy of the 3 Minds and S.M.I.L.E.S. The Enquiry approach begins with active provocation by the teachers to stimulate our Champs’ interests and curiosity that sets them on active learning journeys. The various provocation methods applied range from books, images, games, to living things such as plants to appeal to the different learning styles of our Champs. This is aligned with the S.M.I.L.E.S elements.

The Champion Mind

The Champion Mind is actively nurtured through the 10 values of a MindChampion and our teachers elaborate on these values through purposeful and incidental teachable moments. Through Enquiry, our Champs learn about discovering their own voice, personal creativity and self-expression – all these elements are reflective of the Champion Mind.

⁵ Quality of Education System includes education innovation and technology.



10 Values of a MindChampion

1. I am confident
2. I am grateful
3. I have integrity
4. I am self-reflective
5. I focus on the beauty in others
6. I embrace setbacks as setups
7. I value feedback as a seed for growth
8. I am creative
9. I am compassionate
10. I am a life-long learner

The Learning Mind

Through provocation and discovery, the Learning Mind is tapped and nurtured. Our Champs embark on learning through crafted play that uses all forms of manipulatives, games and other creative learning resources. Crafted play allows our Champs to have a ‘hands-on’ approach to learning and discovery. Furthermore, MindChamps teachers observe and document the interests of our Champs and design lessons which allow our Champs to further pursue their interests.

The Creative Mind

The Creative Mind is developed through various platforms. A key platform is the documenting of our Champs’ learning in the Enquiry Approach to Teaching and Learning. The Creative Mind is about nurturing self-expression, unique viewpoints and the mindset of listening and accepting the viewpoints of others. MindChamps teachers adopt various lesson strategies to encourage our Champs to demonstrate their learning through unique pieces of work as opposed to cookie-cutter works. Below are specific examples of our Champs’ works that demonstrate unique viewpoints. Each work showcases a statement by the Champs because they are encouraged to reflect on their works and articulate these reflections – to encourage their own voice.



Our Champs’ works showcasing creativity in their unique voices.

PreSchool Environment

At MindChamps PreSchool centres, each class is managed by one English language teacher and one Chinese language teacher who jointly educate our Champs through the daily curriculum. This provides our Champs with the learning opportunity to be effectively bilingual and nurture their interest in both languages from young.

To further facilitate a conducive learning environment and have a greater alignment to the 3-Mind Education Model, all MindChamps PreSchool classrooms are designed with six learning zones – Dramatic, Construction, Art and Craft, Reading, Writing and Numeracy. These learning zones are designed with the objective of promoting imagination and learning.

MindChamps HQ provides a yearly Enquiry Theme Guide to all MindChamps PreSchool centres. A set of 16 Curriculum Folders which provides comprehensive details of MindChamps’ curriculum and pedagogy as well as how the classroom space should be set up, is also communicated to and rolled out at all MindChamps PreSchool centres. These folders include lesson planning templates for integrated activities to drive the Enquiry Approach to Teaching and Learning.

MindChamps’ curriculum is the result of over a decade of research and development in the three domains of Neuroscience, Child Psychology and Theatre. Our curriculum nurtures all aspects of our Champs and includes world proprietary academic and enrichment programmes.

MindChamps Parents’ Survey Highlights

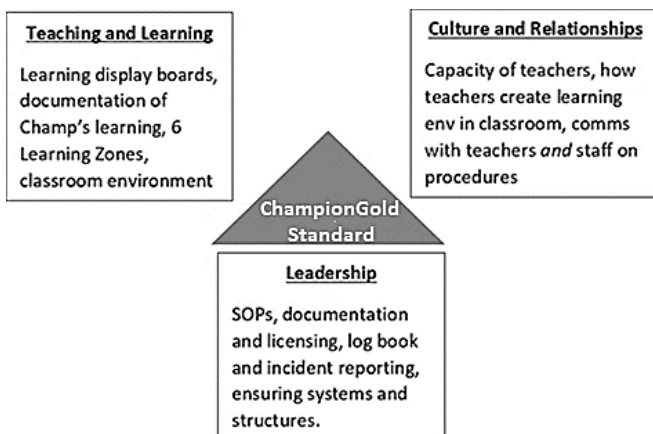
In our latest Parents’ Survey, MindChamps parents rated ‘Excellent’ or ‘Good’ on the following programmes:-

Core Programmes

- 98% on Enquiry Teaching & Learning
- 96% on MindChamps Reading & Writing (Natural Literacy)
- 97% on Fun with Language
- 94% on Numeracy Strategies
- 96% on The Love for Chinese Language

Enrichment Programmes

- 95% on Creativity & Theatrical Strategies
- 95% on Gourmet Moments
- 94% on Music for the Mind
- 96% on NeuroMooves



Framework governing the audit of MindChamps PreSchool centres.

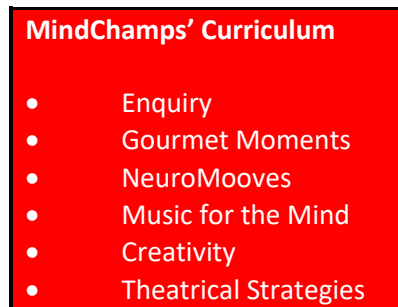
Quality Assurance

To ensure that our MindChamps PreSchool centres are operating at the highest standards, a ChampionGold Standard site visit is conducted annually. This audit reviews the teaching and learning conducted at each of our centres, as well as the centre’s overall operations and the experience of MindChamps parents and our Champs. Following the site audit for each centre, MindChamps HQ follows up with a report and feedback session. MindChamps PreSchool centres then use this report to formulate and carry out improvement plans.

Quality of Teachers

To deliver MindChamps’ curriculum, it is crucial that our teachers develop the right mindsets, values and skills and are equipped with the right tools.

MindChamps teachers are required to attend training of up to 200 hours to enhance their skills in areas such as coaching, tools for engagement, positive guidance as well as MindChamps’ curriculum within three months of onboarding.



Our teachers are accredited by MindChamps HQ as part of training and must demonstrate learned skills and knowledge through practical exercises.

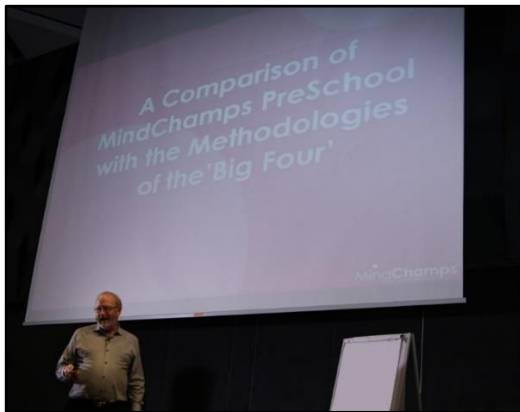
MindChamps’ teacher training includes:

- Three overarching areas
 - MindChamps Way Culture and Pedagogy
 - Specialisation (Core)
 - Enrichment
- Staff Development and Training (“SDT”) Days
- Ad-hoc training by MindChamps HQ

Annually, all our teachers are also required to undergo two full days of SDT organised by MindChamps HQ and one full day of SDT organised by the centres. The SDTs provide a platform to share the best pedagogical practices and to reflect on MindChamps’ culture and values, including training from our CEO and MindChamps World Advisory Board members.

During the MindChamps SDT day in September 2018, Mr Brian Caswell, our Dean of Research, shared his deep insights on MindChamps’ curriculum in comparison to the other great movements in early childhood education. Mr Caswell also highlighted our competitive edge in incorporating innovations in teaching and learning in order to lead to the development of strong foundations for life-long learning and future success.

During that same event, Dr Larry Scripp, our Dean of Music Education, shared about his innovative approach to music education using Music and Music Integration. Through his sharing, MindChamps teachers learnt that music can be used as another curricular language to engage our young learners.



Mr Caswell and Dr Scripp at MindChamps SDT day in September 2018.

Apart from that, all MindChamps PreSchool principals attend monthly meeting at MindChamps HQ to keep up-to-date with the latest curriculum, policies and training requirements.

Based on our latest Parents' Survey, 96% of MindChamps parents rated our teachers as 'Excellent' or 'Good'. These high ratings are an affirmation of the quality of MindChamps teachers.

Health and Safety⁶

MindChamps is responsible for the safety and well-being of thousands of young children. MindChamps is also mindful of the need to create a safe workplace for our employees.

MindChamps undertakes robust measures to ensure the safety of our Champs and employees. In addition to complying with the local laws and regulations, various policies have been established by MindChamps to address both Occupational Health and Safety and Preschool Health and Safety.

Occupational Health and Safety	PreSchool Health and Safety
<p>Laws and Regulations</p> <ul style="list-style-type: none"> • Employment Act • Employment of Foreign Manpower Act • Fire Safety Act • Workplace Safety and Health Act 	<p>Laws and Regulations</p> <ul style="list-style-type: none"> • Building and Construction Authority Regulations • Early Childhood Development Authority Licensing Requirements • Fire Safety and Shelter Department Regulations
<p>Policies</p> <ul style="list-style-type: none"> • Employee Handbook • Workplace Safety and Health (“WSH”) Policy 	<p>Policies</p> <ul style="list-style-type: none"> • MindChamps SOP (see below)

MindChamps HQ has established a health and safety committee in compliance with the Workplace Safety and Health Act and maintains a WSH Policy as guidance in creating a safe environment for our Champs and employees. An SOP on Incident Management and Reporting has been established to ensure prompt reporting and investigation of incidents concerning safety. Regular checks are conducted at MindChamps HQ and PreSchool centres to identify any areas of potential safety risk. Operational risks are also reviewed in an effort to reduce and eliminate risks, where possible. Maintenance is scheduled regularly for properties such as elevators, escalators and stairwells, and hazards identified (if any) which cannot be eliminated are well signposted.

All MindChamps teachers attend child first aid courses and are certified first aiders. They are trained to observe and identify medical conditions in our Champs and to take the necessary actions such as providing first aid and contacting the relevant emergency response teams. It is critical to ensure that our Champs receive the appropriate attention during an emergency. In addition, each centre has a safety team comprising teachers and admin staff who are assigned to ensure that health and safety measures are upheld at the centre, which include periodic checks on the expiry dates and the stock up of first aid kits and fire extinguishers. Each centre also has a fire warden to lead fire-drill exercises and safe evacuations in the event of an actual fire outbreak.

⁶ Health and Safety includes employees’ and students’ health and safety.

Furthermore, MindChamps PreSchools are regularly audited for health and safety to ensure compliance with licensing requirements. To ensure the safety of our Champs, audits are conducted through the MindChamps ChampionGold Standard framework. The MindChamps safety manager conducts bi-annual spot checks, carries out timely investigation and implements preventive and corrective actions when incidents are reported. Preschool equipment such as toys and playgrounds are cleaned daily and maintained and upgraded annually. Our centres also ensure that our Champs of different age groups are provided with age-appropriate toys.

MindChamps takes pride in providing a safe learning environment for our Champs. For example, one of the key safety features that MindChamps upholds strictly is the installation of door guards in all our centres. This minimises the risk of doors accidentally closing on our Champs.

Walking Feet Campaign

Our Champs are reminded to use their 'walking feet' when moving about in MindChamps PreSchool centres and not to run within the premises. MindChamps instils safe behaviours in our Champs and encourages them to be responsible for their own safety as well as the safety of their peers and teachers through positive guidance and fun activities.

Health and safety trainings are provided to both our Champs and employees to educate them on the potential health risks and safety hazards at MindChamps HQ and PreSchool centres, and the proper precautions to take. Additionally, fire evacuation drills are conducted for our Champs and employees at least once every six months to increase their awareness and preparedness in case of an emergency. Due to our robust health and safety processes in place, no serious work-related incidents were recorded in FY2018.

MindChamps Parents' Survey Highlights

We are pleased that MindChamps parents rated "Excellent" or "Good" as follows, reflecting our robust processes to maintain high standards of health and safety in MindChamps PreSchool centres:-

- 97% on overall cleanliness of the environment
- 97% on safety standards of the centre
- 98% on safety standards of the classroom
- 97% on conduciveness to learning of the classroom
- 97% on health checks (which are carried out on teachers and Champs before entering the centre and continue through the day)
- 96% on hygiene practices as observed by our teachers and Champs
- 93% on procedures put in place to minimise spread of contagious diseases

Local Communities

MindChamps is committed to investing in local communities to drive positive change and to support communities in need.

MindChamps' approach to supporting local communities is two-pronged. At the corporate level, MindChamps is committed to creating educational opportunities where they would not otherwise exist. At the level of each MindChamps PreSchool, the initiatives undertaken to support local communities are guided by MindChamps' ten values of a MindChampion that are instilled in our Champs.

In FY2018, MindChamps organised various community engagement programmes that positively impacted the lives of the beneficiaries throughout the year. The table below highlights some of our programmes conducted during the year.



Showing Compassion through Adoption of Endangered Tree Kangaroos

Our Champs raised S\$30,000 to adopt two rare and endangered Goodfellow's tree kangaroos – Makaia and Nupela. This act of kindness from our Champs is reflective of the "I am Compassionate" value nurtured in our Champs.



Donation of 250 'The Magic Coin Purse' Books

MindChamps gifted 250 books titled 'The Magic Coin Purse' to the children at the South Central Community Family Service Centre in conjunction with Christmas 2018.



MindChamps Participated in the Community Chest Heartstrings Walk

MindChamps, together with our Champs and their parents, took part in a 4km fun walk at the Community Chest Heartstrings Walk in conjunction with its 35th anniversary celebrations.



MindChamps Spreads Joy at Senior Activity Centres

Our Champs joined seniors in activity centres at Redhill, Taman Jurong, Bukit Merah and Lengkok Bahru to spread cheer and joy. Our Champs worked on arts and craft together with the seniors, that were then put up for sale to raise funds for NTUC Health SilverACE. Our Champs also put up performances for the seniors, much to their delight.

Governance
Building trust and confidence in our preschools

MindChamps' Approach	Objective
MindChamps' business conduct is underpinned by our robust internal corporate governance practices.	Good corporate governance is the foundation of operational excellence and financial performance, delivering value to all stakeholders.

Regulatory Compliance

Good corporate governance is essential to operate in the regulated preschool sector as it safeguards MindChamps from risk and reputational damage. It is also key to building customer confidence, loyalty and trust.

In view of the various regulations that govern preschools, MindChamps institutes policies to guide its operations. MindChamps also regularly reviews these policies to ensure that they are kept up to date.

In addition to having policies as overarching governance, MindChamps PreSchool centre leaders conduct self-assessment in compliance with the Early Childhood Development Agency's ("ECDA") licensing requirements. A compliance audit is carried out by MindChamps HQ one month prior to the ECDA licensing officer's renewal assessment visit. Meetings are regularly held with business leaders to communicate and align ECDA's licensing requirements and Code of Practice with centre operations and practices.

MindChamps also takes a serious stance on ensuring that our franchisees comply with regulations and uphold our values, so that our brand and curriculum are not compromised. MindChamps has in place a robust compliance audit framework for our franchisees. An annual compliance audit is carried out on every franchisee by an independent service provider. Through the audit process, issues are identified and follow up actions are reported to MindChamps HQ and the franchisee. Our teams work closely with franchisees to resolve any issues identified and constantly improve on operations. Due to the framework in place and annual checks on our franchisees, no significant issues were reported in FY2018.

MindChamps endeavours to continue to operate to the highest standards in compliance with the relevant laws and regulations.

Conclusion

Going forward, MindChamps is committed to deepening our sustainability approach with the aim of creating long-term value for all our stakeholders. We will continue to revolutionise education and deliver tangible benefits to our Champs, our teachers, MindChamps parents, the communities and investors.