



**SUSTAINABILITY  
REPORT 2020**



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# BOARD STATEMENT

MindChamps Preschool Limited ("MindChamps") is pleased to present our Sustainability Report (this "Report") for the financial year ended 31 December 2020 ("FY2020").

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 centres<sup>1</sup>, 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 Environmental, Social and Governance (ESG) factors.

In FY2020, a newly discovered coronavirus emerged and resulted in the formidable COVID-19 outbreak which evolved into a global pandemic. During the COVID-19 pandemic, we stay committed to prioritise the safety of our employees and students. We have implemented the safety protocols and educated our employees on the necessary measures to ensure that they are well-prepared in keeping themselves and our students safe.

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 FY2020.

**The Board of Directors**  
**MindChamps PreSchool Limited**

<sup>1</sup> Based on independent market research as of 15 September 2017.



## ABOUT THIS REPORT

This Report sets out MindChamps' sustainability initiatives and performance for our Singapore and Australian operations during FY2020.

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 Annual Report 2020, this Report aims to provide an overview of MindChamps' overall objectives and performance for our stakeholders.

MindChamps welcomes stakeholders' feedback on its sustainability initiatives. Please send your feedback to us at [sustainability@mindchamps.org](mailto: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 ESG issues

## SUSTAINABILITY TASK FORCE

- Comprises C-suite and senior management
- Drives strategies, develops policies and practices and manages 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 for both MindChamps' business and our stakeholders.

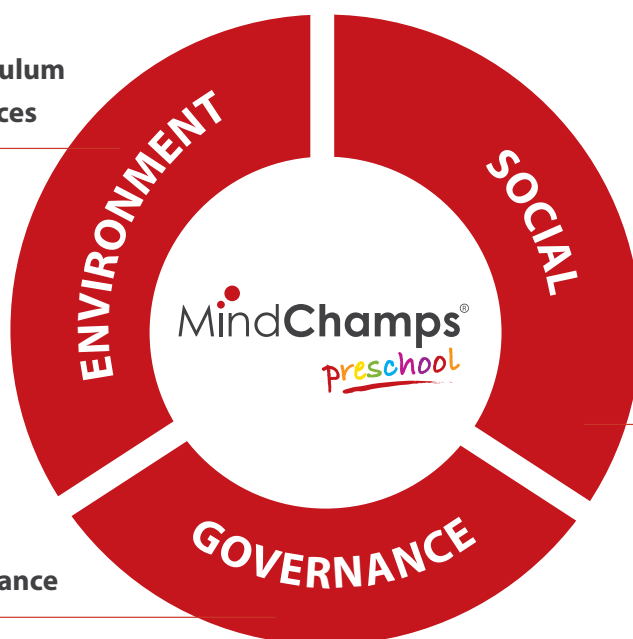
The Working Team facilitated the three-step assessment process which involved identifying, prioritising and validating ESG factors that are material to MindChamps.

The assessment process is summarised in the diagram below.



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

- Sustainability Curriculum
- Sustainability Practices



- Interaction with Stakeholders
- Talent Retention
- Quality of Education System<sup>2</sup>
- Quality of Teachers
- Health and Safety<sup>3</sup>
- Local Communities

- Regulatory Compliance

<sup>2</sup>Quality of Education System includes education innovation and technology.

<sup>3</sup>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 of 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 FY2020, MindChamps accomplished several key milestones and set targets for the coming year to drive continuous improvement in the relevant areas.

## ENVIRONMENT

Working towards a sustainable future

Material Topic	FY2020 Achievement	FY2021 Target
<b>Sustainability Curriculum</b>	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 in our Champs the ideals of environmental protection and conservation from early childhood.
<b>Sustainability Practices</b>	Carried out sustainability practices including recycling and reusing of materials, and reducing paper, water and electricity consumption.	To continue carrying out sustainability practices including recycling and reusing of materials, and reducing paper, water and electricity consumption.



## SOCIAL

### Growing together with our people and the community

Material Topic	FY2020 Achievement	FY2021 Target
<b>Interaction with Stakeholders</b>	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.
<b>Talent Attraction and Retention</b>	Fully implemented enhanced performance appraisal framework to improve the effectiveness of annual performance appraisals.	To enhance recruitment strategy by sharing and inspiring potential candidates with the MindChamps Global Education Movement, Vision and Values.
<b>Quality of Education System</b>	Achieved full implementation of the Enquiry Approach to Teaching and Learning across all MindChamps PreSchool centres.	To continue to ensure that teaching and learning (with Enquiry themes on sustainability and community) are implemented across all MindChamps PreSchool centres together with Integrated Activities (using our unique six Learning Zones) and S.M.I.L.E.S approach.
<b>Quality of Teachers</b>	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.
<b>Health and Safety</b>	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.
<b>Local Communities</b>	Organised various community outreach programmes that positively impacted the lives of local communities throughout the year.	To continue reaching out to the community throughout the year.

## GOVERNANCE

### Building trust and confidence in our preschools

Material Topic	FY2020 Achievement	FY2021 Target
<b>Regulatory Compliance</b>	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 (ChampionGold Standard Quality Assurance) and local licensing requirements.

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



# ENVIRONMENT

Working Towards A  
Sustainable Future

## MINDCHAMPS' APPROACH

MindChamps is committed to nurturing our Champs through a holistic curriculum in a vibrant environment.

## OBJECTIVE

MindChamps' curriculum nurtures our Champs in all aspects of development, preparing them for the future from their early learning years.

## SUSTAINABILITY CURRICULUM

Anchored by MindChamps' philosophy of filling the gaps in education systems worldwide, 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, as well as art exhibitions. MindChamps believes that nurturing and instilling a sense of responsibility should begin from our Champs' early childhood.



*Our Champs learn to care  
for the environment.*







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.



During a class activity, our Champs in Australia learned the craft of making their own recycled papers. This activity taught our Champs one of the many simple methods that they can use to help to save and protect the environment in their own way. They apply what they learn in school and bring the knowledge home to share with their family and friends. Moreover, many of our MindChamps Learning Zone resources are made from sustainable materials and also provide inspiration to Champs to use the resources to engage in activities to do with conservation and environmental awareness.

*Our Champs learn to care for the environment.*





*Our Champs' set up beautiful art galleries using the theme of Our World.*

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. Despite it being a COVID-19 year with several precautionary measures in place, our centres put up centre based showcases that demonstrated their deep understanding of Our World and how we all have a role to play in protecting our environment.

During the centre based K2 graduation ceremonies, many centres put up small concert items that demonstrated the Champs' understanding of environmental protection through song and skit. This was aligned to that Term's theme of Our World.

Also during the year end Art Exhibition, most of the exhibits were made from recycled materials and the works based on the theme of Our World.





## SUSTAINABILITY PRACTICES

MindChamps 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.



*Our Champs learning about recycling.*



*Our Champs' artwork using recycled materials.*

Our Champs in Australia also practise the recycling of food waste. Before they wash their plates after each meal, they empty any food waste into a bucket. The food waste is then taken to a worm farm and recycled as food for the worms.

There are also conscious efforts by employees to reduce paper, water and electricity consumption in our corporate offices. Employees are encouraged and reminded to avoid printing documents where possible, and to switch off lights when they leave their offices



*Our Champs created some pots with used plastic bottles.*





# 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") in Singapore and Australia. 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:

	Singapore	Australia
<b>MindChamps parents responded to the Parents' Survey</b>	88.57%	59.45%*
<b>Respondents rated 'Excellent' or 'Good' on their Champs' overall educational experience and development at MindChamps</b>	96%	94%
<b>Respondents rated 'Excellent' or 'Good' for the bi-annual PTCs</b>	94%	Note 1

\* The completion of the Parents' Survey is optional.

Note 1: This survey question was not covered in the Parents' Survey for our Australian centres.

To facilitate continuous interaction with our customers, we conduct Parent-Teacher Conferences ("PTCs") and also implemented regular communications via the MindChamps Application ("MindChamps App") and similar applications.



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 communication and easily exchange information about their Champs. Our teachers also recognise the importance of personal interaction and carry out good practices, such as 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.

In Singapore and Australia, 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 team works closely with the media to profile MindChamps' Chief Executive Officer ("CEO"), Executives and the World Research, Advisory and Education Team. The Corporate Communications team also works with the media to share the latest developments through print, broadcast and digital media outlets. MindChamps shares corporate announcements and news from our centres on social media platforms such as Facebook, Instagram, LinkedIn, YouTube and blogs.

### **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, the Code of Corporate Governance and its Investor Relations Policy.

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.

MindChamps strongly encourages shareholders to participate in its general meetings. During MindChamps' Annual General Meetings ("AGM") for FY2020 which was conducted live electronically due to COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020, shareholders were provided with updates on business developments, insights into product enhancement initiatives, and an introduction to MindChamps' pedagogy. The responses to the substantial and relevant questions received from shareholders were provided and uploaded onto the SGX's website and Company's website. The minutes of the AGM for FY2020 are published on the SGX's website and Company's website within one month from 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.

MindChamps regularly invites analysts to meetings after our half year and full year financial results announcements. At these meetings, our CEO and Chief Financial Officer share on MindChamps' business performance from the results, 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.

### **Employees**

Being a people-oriented business, our employees are critical to the success and growth of MindChamps' business. Our initiatives relating to our employees are highlighted in the "Talent Attraction and Retention" section below.

## **TALENT ATTRACTION AND RETENTION**

Attracting people who are passionate and share the MindChamps' vision and values are crucial to maintain a healthy talent pipeline. Retaining employees who have been trained in the MindChamps curriculum and culture is of great importance to MindChamps' sustainable growth. Hence, it is MindChamps' aim to attract and retain these talents that would sustain the growth of the MindChamps business.

### **Attraction**

To attract candidates who are in tune with our corporate culture and values, our recruitment strategy is to share with potential candidates the MindChamps story and business as well as our corporate culture and values at the pre-hiring stage. This is to get candidates excited about our corporate culture and values even before they are selected for interviews and to give candidates a better understanding of what MindChamps stand for, what we do, our passion and our unique culture and values. Candidates that are excited about our company and our unique culture and values would be keen to proceed on to the interview stage. Our aim is to increase the quality of recruitment by hiring candidates who have a better understanding of our company.

### **Retention**

MindChamps strives to create a welcoming and engaging culture as part of our talent retention strategy. In FY2020, amidst the pandemic and restrictions on physical gatherings, we have adopted online platforms to engage staff regularly via quarterly staff "Pow Wow" meetings. Team activities and meetings were regularly conducted online to keep employees engaged.

## **EMPLOYEE WELL-BEING DURING THE PANDEMIC**

We appointed safe management champions to ensure safe management practices are adhered to and employees have a safe and hygienic environment to work in.

We also supplied employee care packs with hand sanitisers and lozenges.

Remote working and flexible-working arrangements are in place during and after the circuit breaker phase to meet the goals of a safe workplace.

### Sustainable Practices

To achieve paper reduction, MindChamps HR has embarked on an exercise to convert all employee personnel files to digital versions.

A new Human Resource Information System was also implemented that enables employees to update personal information online, thereby reducing the usage of physical forms.

### Engagement and Culture

Through our enhanced annual performance appraisal system, MindChamps ensures that work performance requirements are met and our employees are given regular feedback on their performance and growth opportunities. MindChamps provides four days of Learning and Development leave annually for employees to attend courses that are relevant to their work. We also embrace continuous learning, upskilling and reskilling our employees through in-house teachers' and leadership training, training programmes by the Early Childhood Development Agency as well as government supported Workforce Skills Qualifications (WSQ) programmes.

As a result of our talent engagement and workplace culture programmes, MindChamps received the HR Excellence Awards Singapore 2020 for Excellence in Workplace Culture (Silver) and the HR Asia Best Companies to Work for in Asia 2020 (Singapore Edition) awards.



*MindChamps has been recognised by HR Asia as one of the Best Companies to Work for in Asia. This award is given to world class corporations with high levels of employee engagement and excellent workplace cultures.*



*MindChamps received the HR Excellence Awards Singapore 2020 for Excellence in Workplace Culture (Silver) awards.*





## QUALITY OF EDUCATION SYSTEM<sup>4</sup>

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 approach was conceived alongside international experts, to nurture the 3-Minds (Champion, Learning and Creative Mind), MindChamps draws from the research of world-renowned neuroscientist, Professor Emeritus Allan Snyder FRS as well as the work of other experts from the domains of Education, Psychology, Neuroscience and Theatre.

### THE 3-MIND EDUCATION MODEL



#### THE CHAMPION MIND

Celebrating the individual's uniqueness, going beyond conventional wisdom and overcoming adversity to achieve success



#### THE LEARNING MIND

Learning "how to learn" strategies that actively assist learners to understand, store, recall and synthesise information and concepts



#### THE CREATIVE MIND

Connecting multiple perspectives and integrating them to generate new, creative ideas

MindChamps delivers, through "S.M.I.L.E.S.", a methodology 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. methodology 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.

<sup>4</sup> Quality of Education System includes education innovation and technology.

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 methodology.

### 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.



### 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.



*Our Champs learning through  
Crafted Play.*





*Our Champs learning to construct and better visualise the Chinese strokes through colourful Lego bricks.*

### **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. Champs are encouraged to reflect on their works and articulate these reflections – to encourage their own voice.

### **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 provide 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 domains of Education, Psychology, Neuroscience 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:

### SINGAPORE

<b>Core Programmes</b>	
Enquiry Teaching & Learning	97%
MindChamps Reading & Writing (Natural Literacy)	96%
Fun with Language	97%
Numeracy Strategies	92%
The Love for Chinese Language	95%
<b>Enrichment Programmes</b>	
Creativity & Theatrical Strategies	93%
Gourmet Moments	92%
Music for the Mind	92%

### AUSTRALIA

<b>Curriculum</b>	
Early Years Learning Framework	95%
Reading Programme	93%
Enquiry Teaching & Learning	93%
School Readiness Programme	93%

### 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.

#### Teaching and Learning

Learning display boards,  
documentation of Champ's  
learning, 6 Learning Zones,  
classroom environment

#### Culture and Relationships

Capacity of teachers, how  
teachers create learning  
environment in classroom,  
communications with teachers  
and staff on procedures

### CHAMPION GOLD STANDARD

#### Leadership

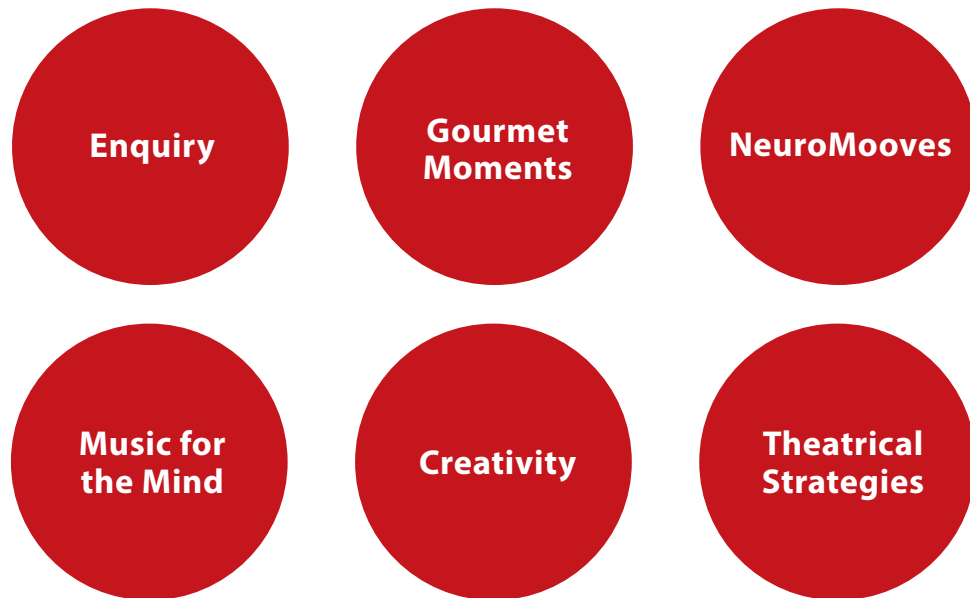
Standard Operating Procedures ("SOP"),  
documentation and licensing, log book  
and incident reporting, ensuring systems  
and structures

# 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 to enhance their skills in areas such as coaching, tools for engagement, positive guidance as well as MindChamps' curriculum within three months of onboarding.

## MINDCHAMPS' CURRICULUM



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
- **Teacher Development and Training ("TDT") Days**
- **Ad-hoc training by MindChamps HQ**

Annually, all our teachers are also required to undergo two full days of TDT organised by MindChamps HQ and one full day of TDT organised by the centres. The TDTs provide a platform to share the best pedagogical practices and to reflect on MindChamps' culture and values, and include training from our CEO and World Research, Advisory and Education Team members.

Due to COVID-19, our March 2020 TDT was converted to a centre based internal training and staff bonding day. This was also to allow for centres to respond adequately to the increasing COVID-19 precautionary measures being put in place.



*Teacher Development and Training held via Zoom in September 2020*

During the MindChamps TDT day in September 2020, we leverage on technology and connect our global community of MindChamps educators from Australia, Singapore, Malaysia, Philippines and Myanmar. We came together on the Zoom platform to celebrate the unique CRAFT of teaching, the MindChamps way. Our Founder CEO, David Chiem set the tone for the session, focusing on the craft of the teacher and Champion Mindset that comes with teaching. We then had 3 very special members from our World Research, Advisory and Education Team – Dr Kathy Hirsh-Pasek, Louise Mulligan-Andrews and Steven Andrews address our teachers. Dr Kathy Hirsh-Pasek shared her research on literacy and brain development while Louise Mulligan-Andrews and Steven Andrews drew on their experience in education to speak on the power of creating a curious classroom for our Champs.

Apart from that the above, all MindChamps PreSchool principals and Centre Directors attend monthly meeting to keep up-to-date with the latest curriculum, policies and training requirements. Once again leveraging technology, we also held multiple online training sessions to raise the craft of teaching within our global community. Some of the pedagogical tools we covered included – the art of puppetry, digital story telling and teacher dress-up for an engaging environment.

Based on our latest Parents' Survey, 98% and 97% of MindChamps parents in Singapore and Australia rated our teachers and educators as 'Excellent' or 'Good'. These high ratings are an affirmation of the quality of MindChamps teachers.

## HEALTH AND SAFETY<sup>5</sup>

MindChamps is responsible for the safety and well-being of thousands of young children and 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><b>Laws and Regulations Singapore</b></p> <ul style="list-style-type: none"> <li>• Employment Act</li> <li>• Employment of Foreign Manpower Act</li> <li>• Fire Safety Act</li> <li>• Work Injury Compensation Act</li> <li>• Workplace Safety and Health Act</li> </ul>	<p><b>Laws and Regulations Singapore</b></p> <ul style="list-style-type: none"> <li>• Building and Construction Authority Regulations</li> <li>• Early Childhood Development Authority Licensing Requirements</li> <li>• Fire Safety and Shelter Department Regulations</li> </ul>
<p><b>Laws and Regulations Australia (NSW)</b></p> <ul style="list-style-type: none"> <li>• Work Health and Safety Act</li> <li>• Work Health and Safety Regulation</li> <li>• Workers Compensation Act</li> </ul>	<p><b>Laws and Regulations Australia (NSW)</b></p> <ul style="list-style-type: none"> <li>• Education and Care Services National Law Act</li> <li>• Children (Education and Care Services National Law Application) Act</li> <li>• Education and Care Services National Regulations</li> </ul>
<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Employee Handbook</li> <li>• Workplace Safety and Health (“WSH”) Policy</li> </ul>	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• MindChamps SOP (see below)</li> </ul>

At MindChamps, the work health and safety of all our stakeholders are of utmost importance. MindChamps is committed to conducting its business in a manner that promotes the work health and safety of its employees, contractors, visitors and clients. In the event of a work-related injury, MindChamps is also committed to ensuring that all injured workers have the opportunity to recover and return to work in a safe and timely manner.

MindChamps HQ has established a health and safety committee in compliance with the relevant laws and regulations, 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. Briefings are also conducted for all centre leaders in Singapore about workplace health and safety in accordance with the Work Injury Compensation Act.

<sup>5</sup> Health and Safety includes employees’ and students’ health and safety.



MindChamps launched a Return to Work programme to promote the importance of safety and well-being of all our employees in Australia, through the development of a health and well-being strategy. The objective of the programme is to outline MindChamps' commitment and approach to the management of the return to work of employees who have suffered workplace injury.

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.

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' fingers.

## 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.

### Addressing the threat from COVID-19

Our employees are our valued assets and are key resources to the long-term viability of our business. We greatly value the diversity in our workforce and ensure that our employees' well-being is well taken care of.

In response to the threat from COVID-19, MindChamps stays committed to prioritise the safety of our employees and also our Champs. MindChamps has implemented various precautionary measures with reference to the guidelines issued by the Ministry of Health and other relevant authorities to address the safety and well-being of our employees and Champs.



*Our Champs sanitise and wash their hands thoroughly.*



*Our Champs learnt about COVID-19 and how they can play a part in practising good hygiene.*



*Safe distancing measures were practised prior to the Circuit Breaker period.*

We established the safety measures and emergency response protocols that communicated among our employees to ensure our operations are conducted in a safe manner and keeping our employees and Champs safe. The safety measures included the following:

- Temperature of all our employees at workplace were taken twice each day and they are advised to consult the doctors and stay at home if they are feeling unwell.
- Implemented SafeEntry digital check-in system in the workplace and classrooms to collect entry data of employees, Champs and visitors for contact tracing purposes.
- All visitors are required to record their temperature and contact details before entering our premises, to ease the contact tracing process.
- Ensure one-meter safe distancing among our employees and Champs in the workplace and classrooms.
- Encourage virtual meetings and minimise the physical meetings at workplace.
- Promote staggered working hours and break time.
- Timely update on general information on prevention spread of COVID-19 virus.
- Face masks and hand sanitisers were made available for all employees and Champs, they were reminded to wear face masks at all times and to apply hand sanitisers regularly.
- Disinfection of common touchpoints within our premises daily

At our preschool centres, good hygiene measures continue to be practised. Our teachers and Champs take temperature thrice a day. The centres are cleaned daily and more frequently throughout the day. Unless necessary, all visitors are not allowed to enter the preschool centres. Visitors are required to record their temperature, provide contact details and complete a declaration form before entering the preschool centres. MindChamps also ensures that it complies with the local regulations.

## MINDCHAMPS PARENTS' SURVEY HIGHLIGHTS

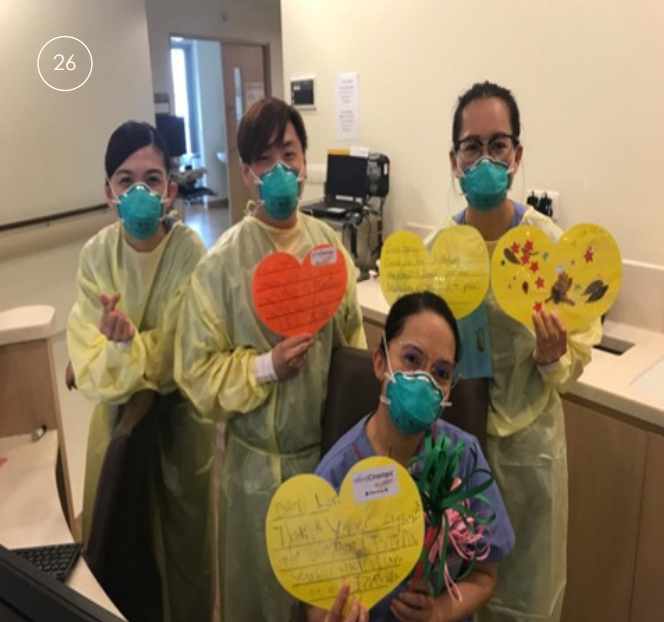
We are pleased that MindChamps parents rated “Excellent” or “Good” as follows, reflecting our robust processes to maintain high standards of health and safety in MindChamps PreSchool centres:

	SINGAPORE	AUSTRALIA
<b>Overall cleanliness of the environment</b>	97%	97%
<b>Safety standards of the centre</b>	98%	98%
<b>Conduciveness to learning of the classroom</b>	97%	97%
<b>Health checks (which are carried out on teachers and Champs before entering the centre and continue through the day)</b>	98%	Note 1
<b>Hygiene practices as observed by our teachers and Champs</b>	97%	Note 1
<b>Procedures put in place to minimise spread of contagious diseases</b>	96%	Note 1

*Note 1: The survey questions were not covered in the Parents' Survey for our Australian centres.*







*Champs of all levels contributed craft work and writing heartfelt appreciation creating a "Love Project" that shows our care and gratitude for our healthcare personnel.*



*Champs from all levels designed and created a thank you card for our heroes at Khoo Teck Puat Hospital.*

## LOCAL COMMUNITIES

MindChamps is committed to investing in local communities to drive positive change and to support communities in need. FY2020 proved to be a challenging year with COVID-19 restrictions curtailing various community involvement and charity plans of our various centres. However, at MindChamps, we embrace Setbacks as Setups and many of our centres found innovative ways to give back to the community while inculcating values of compassion, kindness and generosity in all our Champs.

Another example of turning Setbacks into Setups was how our centres in Australia and Singapore remained committed to using the COVID-19 pandemic as a teaching resource to nurture compassion and community spirit in our Champs. Educators and teachers seized the moment to craft enquiry based teaching where Champs explored the work of frontline and essential workers during this challenging time. Champs wrote notes of gratitude and encouragement and sent them over to the frontline and essential workers in their community. For example, we see Champs here sending notes of appreciation to frontline workers at Khoo Teck Puat Hospital, Tan Tock Seng Hospital, Ng Teng Fong General Hospital and Q&M Medical Centre.





For FY2020, our centres continued to demonstrate examples of strong outreach to the local communities. In January 2020, the Champs and staff at MindChamps PreSchool @ The Brooks II carried out a visit to aged home at the Sree Narayana Mission in Singapore. During the visit, they engaged and entertained the aged and learnt more about the services in this Mission.

In Australia, our centres were also engaged in community work in early 2020 during the period of serious bushfire outbreaks. During this time, Champs learnt about how bushfires affected communities around them and carried out various outreach activities.

Overall, the community spirit, outreach and teaching of MindChamps attributes remained at the forefront of our programming despite the COVID-19 measures. Champs learnt about the pandemic, the contributions of the frontline workers and even developed a stronger appreciation of their families (especially during the time of home based learning).

Globally, as families grappled with home learning as part of COVID-19 precautionary measures, MindChamps responded with a wealth of online resources to support families. We extended our Home Based Learning resources as well as our Champion Mindset Parenting Strategies to families in Singapore and Australia at no cost.

In Australia, MindChamps continued to be of service to the community by extending over 500 hours of free childcare to children who had been turned away by their childcare services due to reduction in staffing.



# 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.

For Australia, all MindChamps Early Learning Centres use the MindChamps policies and protocols as well as the ChampionGold Standards to meet the standards spelt out the National Quality Framework. Our centres are regulated, assessed and rated under this framework. Our centres also conduct self-assessment and make the necessary improvements which are reflected in the Quality Improvement Plan of each centre, on an annual basis.

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 FY2020.

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.

