



# Sustainability Report 2019



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## BOARD STATEMENT

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MindChamps PreSchool Limited (“MindChamps”) is pleased to present our Sustainability Report (this “Report”) for the financial year ended 31 December 2019 (“FY2019”).

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 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 FY2019.

### THE BOARD OF DIRECTORS

MindChamps PreSchool Limited

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

## ABOUT THIS REPORT

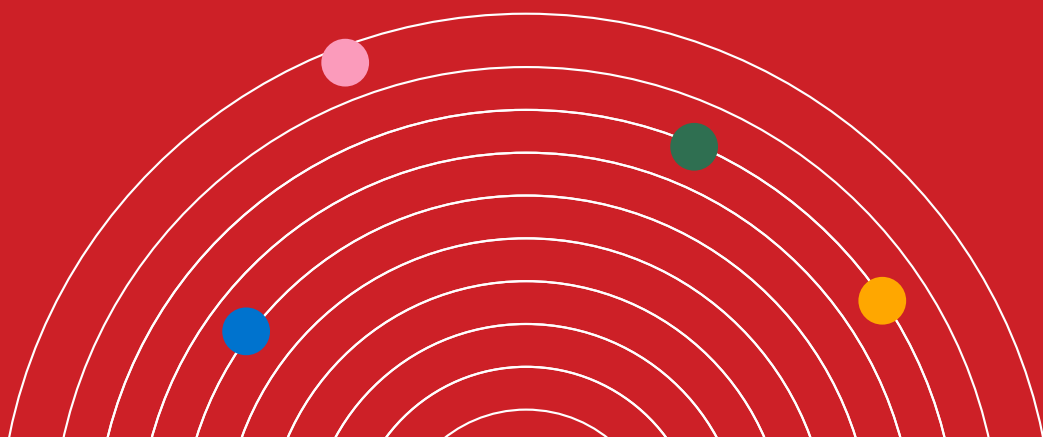
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This Report sets out MindChamps' sustainability initiatives and performance for our Singapore and Australian operations during FY2019.

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 FY2019 Annual Report, 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).



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 Environment/Social/Governance (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

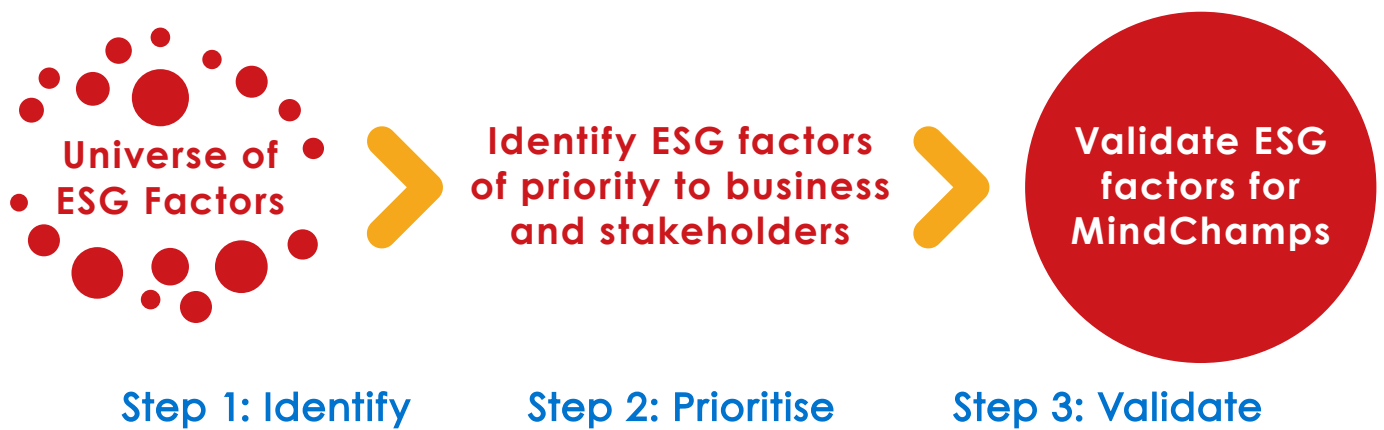
- Participate in MindChamps' sustainability efforts

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:



**Environment**

- Sustainability Curriculum
- Sustainability Practices

**Social**

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

**Governance**

- 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.

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 FY2019, MindChamps accomplished several key milestones and set targets for the coming year to drive continuous improvement in the relevant areas.

<b>ENVIRONMENT</b> Working towards a sustainable future		
<b>MATERIAL TOPIC</b>	<b>FY2019 ACHIEVEMENT</b>	<b>FY2020 TARGET</b>
<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	FY2019 ACHIEVEMENT	FY2020 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 RETENTION</b>	Implemented enhanced performance appraisal framework in order to improve the effectiveness of annual performance appraisals.	To continue implementing enhanced performance appraisal framework in order to improve the effectiveness of annual performance appraisals.
<b>QUALITY OF EDUCATION SYSTEM</b>	Achieved full implementation of the Enquiry Approach to Teaching and Learning across all MindChamps PreSchool centres.	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	FY2019 ACHIEVEMENT	FY2020 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	OBJECTIVE
<p>MindChamps is committed to nurturing our Champs through a holistic curriculum in a vibrant environment.</p>	<p>MindChamps' curriculum nurtures our Champs in all aspects of development, preparing them for the future from their early learning years.</p>

### 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.



Our Champs in Australia learn to care for the environment.

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”.



Our Champs’ artworks using dried leaves on caring for the environment and animals.



Our Champs’ artworks on caring for animals.

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.



Our Champs making their own recycled papers.



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 Musical 2019 where our K2 Champs diligently put up performances on helping to save Our World by venturing into the "sky" and "sea" to spread conservation awareness.



Collection of recycled materials at MindChamps PreSchool centres.



## Sustainability Practices

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



Our Champs' artworks using recycled materials.



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 to decorate MindChamps PreSchool centres.



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.



Our Champs at the food scraping and washing up station.

To step up our sustainability efforts at the corporate level, the Human Resource ("HR") department did a major exercise in FY2019 to digitalise all personnel records and employee performance appraisal forms and processes in Singapore and Australia. The digitalisation of these records greatly reduced the need for the printing of documents.

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.

**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
MindChamps parents responded to the Parents Survey	84%	52%*
Respondents rated 'Excellent' or 'Good' on their Champs' overall educational experience and development at MindChamps	96%	93%
Respondents rated 'Excellent' or 'Good' for the bi-annual PTCs	94%	Note 1

\* The completion of the Parents' Survey is optional. The lower but still substantial response rate in Australia reflects the fact that the majority of the centres in Australia were newly acquired in FY2019 and are carrying out the Parents' Survey for the first time.

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' CEO, Executives and World Advisory Board Members. The 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.



The official launch of *The MindChamps Way: How To Turn An Idea Into A Global Movement* written by #1 New York Times and Wall Street Journal bestselling author, Dr Joseph Michelli. In Singapore and Australia, the media heard from Dr Michelli on how MindChamps is a world-leading educational organisation and an aspirational business.



Interviews with Hollywood award-winning director, Dr Scott Hicks, and acting coach to the stars, Mr Dean Carey, who are members of our World Advisory Board.





## 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"), shareholders are provided with updates on business developments and also insights into product enhancement initiatives. Shareholders are also introduced to MindChamps' pedagogy during the AGM.

MindChamps regularly invites analysts to meetings after our quarterly financial results announcements. At these meetings, our Chief Executive Officer 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.



During MindChamps' AGM on 30 April 2019, an ice-breaking activity was incorporated to facilitate engagement and interaction.

### 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.



Our Founder Chief Executive Officer and Executive Chairman joined the AGM via videoconferencing from MindChamps' office in Australia.

## Employees

MindChamps is in a people-centric industry and regards its employees as a key stakeholder group that drives 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" on the following page.

## 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 objective of retaining talent. 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 HR department with any concerns that they may have regarding HR policies and practices.

#### 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.



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.



Our teams putting up skit performances exemplifying the theme “Excellence” at the POW WOW meeting in December 2019.



Our WOW Award recipients at the POW WOW meeting in December 2019.



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. In 2019, MindChamps HQ organised a 3-day 2-night retreat to Bali for our teachers as well as non-teaching staff.

A group photograph of MindChamps teachers and non-teaching staff after group bonding and development activities during the annual retreat in 2019.



As part of MindChamps’ retention initiatives, the HR department also conducts exit interviews with resignees to understand the reasons behind their resignations. The HR department then looks into the 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 levels. From the FY2019 annual employee survey, both our corporate staff and teachers ranked MindChamps' employee engagement index the same as the national average of 4.69 published by the Singapore Workforce Engagement Study in 2019. As for the survey item "likelihood to recommend MindChamps as employer", MindChamps scored 4.69, which was above the national average of 4.34. 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 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 2019 Influential Brands® Top Employer award for the second year running.

## 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 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 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

#### 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.", 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.

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

## 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.



### 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.



Our Champs learning through crafted play.



Our Champs' works showcasing creativity in their unique voices.



## 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. 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.

## 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.



Our Champs' artworks in the Chinese language.

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 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:

<b>AUSTRALIA</b>	
<b>CURRICULUM</b>	
Early Years Learning Framework	92%
Reading Programme	88%
Inquiry Teaching & Learning	91%
Creativity & Theatrical Strategies Programme	90%
School Readiness Programme	90%

<b>SINGAPORE</b>	
<b>CORE PROGRAMMES</b>	
Enquiry Teaching & Learning	97%
MindChamps Reading & Writing (Natural Literacy)	97%
Fun with Language	97%
Numeracy Strategies	94%
The Love for Chinese Language	97%
<b>ENRICHMENT PROGRAMMES</b>	
Creativity & Theatrical Strategies	95%
Gourmet Moments	96%
Music for the Mind	94%



## 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 a learning environment in the classroom, communications with teachers and staff on procedures

### CHAMPION GOLD STANDARD

### LEADERSHIP

SOPs, documentation and licensing, log book and incident reporting, ensuring systems and structures

Framework governing the audit of MindChamps PreSchool centres.

## 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

- Enquiry
- Gourmet Moments
- NeuroMooves
- Music for the Mind
- Creativity
- Theatrical Strategies

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 required to undergo two full days of TDT organised by MindChamps HQ and one full day of TDT organised by the centres. The TDT provides a platform to share the best pedagogical practices and to reflect on MindChamps' culture and values, and includes training from our CEO and MindChamps World Advisory Board members.

During the MindChamps TDT in March 2019, Dr Scott Hicks, our Senior Fellow, an Academy Award Nominee and Emmy Award-winning Director and Screen Writer, shared his deep insights on how MindChamps teachers could bring out the best in our Champs. Through the right settings in classroom, MindChamps teachers can effectively engage our Champs and build their confidence in learning.

In our September 2019 TDT, our Australian team came over to join us at the Singapore Expo. Our Chief Academic Officer, Mr Steven Andrews, and our Director General of Education, Mrs Louise Mulligan-Andrews, shared with more than 700 of our principals and teachers about ChampionGold Teaching. Through their sharing, MindChamps teachers learnt that they can influence the way our Champs see and feel about themselves. It is our strong belief that teachers not only touch minds, but also hearts and spirits, and they make a positive impact on changing young lives.



Dr Scott Hicks in conversation with our Founder CEO Mr David Chiem at MindChamps TDT in March 2019



Mr Steven Andrews and Mrs Louise Mulligan-Andrews sharing about Champion Gold Teaching at MindChamps TDT in September 2019



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

Based on our latest Parents' Survey, 96% and 95% of MindChamps parents in Singapore and Australia rated our teachers as 'Excellent' or 'Good' respectively. These high ratings are an affirmation of the quality of MindChamps teachers.



More than 700 of MindChamps educators training at the Singapore Expo in September 2019

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

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
<b>LAWS AND REGULATIONS - SINGAPORE</b>	
<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>	<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>
<b>LAWS AND REGULATIONS - AUSTRALIA (NSW)</b>	
<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>	<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>
<b>POLICIES</b>	
<ul style="list-style-type: none"> <li>• Employee Handbook</li> <li>• Workplace Safety and Health ("WSH") Policy</li> </ul>	<ul style="list-style-type: none"> <li>• MindChamps SOP (see below)</li> </ul>

MindChamps considers the work health and safety of all workers, contractors, suppliers, and visitors to MindChamps to be 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.

In FY2019, 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.

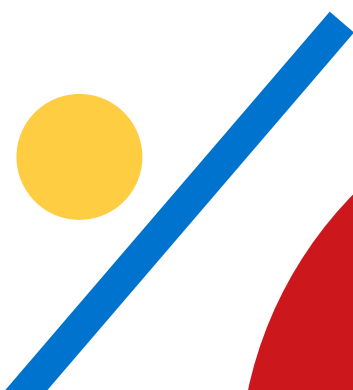
All MindChamps teachers attend child first aid courses and are certified first aiders. They are trained to observe and identify medical conditions in our Champs and to take the necessary actions such as providing first aid and contacting the relevant emergency response teams. It is critical to ensure 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. Due to our robust health and safety processes in place, no serious work-related incidents were recorded in FY2019.

## 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
Overall cleanliness of the environment	97%	94%
Safety standards of the centre	98%	96%
Conduciveness to learning of the classroom	99%	95%
Health checks (which are carried out on teachers and Champs before entering the centre and continue through the day)	99%	Note 1
Hygiene practices as observed by our teachers and Champs	97%	Note 1
Procedures put in place to minimise spread of contagious diseases	94%	Note 1

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

## LOCAL COMMUNITIES

MindChamps is committed to investing in local communities to drive positive change and to support communities in need. In FY2019, MindChamps PreSchool centres in Singapore organised various community engagement programmes that positively impacted the lives of beneficiaries.

Through initiatives to support local communities and guided by the “10 Values of a MindChampion”, our Champs are better able to understand and appreciate the true meaning of the values ‘I am grateful’, ‘I am compassionate’ and ‘I focus on the beauty in others’.

Here are some of the initiatives in FY2019:

### The Meaning of Charity

Our Champs were involved in charity work throughout the year. They donated their toys, food or some of their hong bao money to low income families and spent time with senior citizens.



Champs from MindChamps PreSchool @ Nordcom II getting into the spirit of giving, handing out bread, pudding and drinks to 150 low-income families at Sembawang Crescent.



Champs and parents from MindChamps PreSchool @ Bishan distributing food items to the elderly and low-income families living at Ang Mo Kio Ave 10.



Our Champs from MindChamps Chinese PreSchool @ Tampines Central performed at a charity event organised together with BreadTalk while also spending time with senior citizens and handing out gift bags.



Champs from MindChamps PreSchool @ Yio Chu Kang bringing festive cheer to the residents of Kebun Baru Bestari with an enthusiastic performance.





Parent volunteers from MindChamps PreSchool @ Macpherson preparing food packs to be distributed to the elderly and at a donation drive at the centre.



In Sydney, Australia, children from MindChamps Early Learning @ Hornsby brought some Christmas cheer when they visited Regis Aged Care Hornsby.

## Children Play a Role in Cancer Awareness

Our Champs from MindChamps PreSchool @ Raffles Town Club starred in a music video for the Breast Cancer Foundation's breast cancer awareness month of October 2019. In this partnership with Bridgestone Corporation, the video features our Champs dancing to a song – "Molly Sings and Saves". The video used the song lyrics and dance movements to subtly remind women how to carry out regular breast self-examination, in order to promote early breast cancer detection.

Our amazing Champs rehearsed for two months and debuted their performance at the Pink Ribbon Walk 2019.

Wearing monkey costumes in Singapore's warm weather did not deter our Champs' enthusiasm and like true champions, they gave their best performance, much to the delight of the Pink Ribbon Walk participants, parents and guest-of-honour, Minister of Education, Mr Ong Ye Kung.



Pink Ribbon Walk 2019, Breast Cancer Foundation's signature event where more than 5,000 participants turned up to show their support for a good cause.



MindChamps PreSchool @ Raffles Town Club also organised a Children's Day carnival and raised close to \$4,000 for the Children's Cancer Foundation.

## Putting the Fun in Fundraising

FY2019 saw 18 MindChamps Preschools initiating and organising various charity events for diverse causes.

MindChamps PreSchool @ Bishan, MindChamps PreSchool @ Kinex, MindChamps PreSchool @ Macpherson, MindChamps PreSchool @ Nordcom II, MindChamps Chinese PreSchool @ Tampines Central, and MindChamps PreSchool @ Yio Chu Kang organised food donation drives.

Throughout the year, various charity and fund raising events were organised by MindChamps PreSchool @ Bedok, MindChamps PreSchool @ Buangkok, MindChamps Chinese PreSchool @ Cecil Street, MindChamps PreSchool @ Fusionopolis, MindChamps PreSchool @ Holland Village, MindChamps PreSchool @ JTC Summit, MindChamps PreSchool @ Junction 10, MindChamps PreSchool @ Macpherson, MindChamps PreSchool @ Raffles Town Club, MindChamps Chinese PreSchool @ Thomson, MindChamps PreSchool @ Toa Payoh, and MindChamps PreSchool @ Yishun.

These events raised cash and in-kind donations such as food and even electrical appliances.

The other organisations MindChamps worked with include Assisi Hospice, Cape of Colours, Central Singapore Community Development Council, Children's Cancer Foundation, Mainly I Love Kids (MILK), Ren-Ci Hospital, Society for the Physically Disabled (SPD), Society for the Prevention of Cruelty to Animals (SPCA), TOUCH Community Services, World Wide Fund (WWF) and the beneficiaries in various constituencies islandwide.



All these would not have been possible without the active participation of our MindChamps parents and the collaboration with the various charities. MindChamps is grateful and encouraged by their generosity throughout the entire year.



**MindChamps PreSchool @ Holland Village's fund-raising event where food stalls, games and a garage sale of second hand and new toys were donated by parents. The funds raised were donated to SPCA.**



MindChamps PreSchool @ Buangkok launched "Ang Pow of Love" in partnership with Assisi Hospice. Centre Director Tan Wei Kheng presented the final "Ang Pow of Love" collection to Assisi Hospice.



For Children's Day, our Champs from MindChamps PreSchool @ Toa Payoh reached out to children from lower income families by putting together gift bags for them. Our Champs made a trip to the local bookstore to source for stationery to include in their gift bags.

The gift bags were packed with a hand-written note from our Champs. Our Champs personally delivered the gift bags to Central Singapore Community Development Council (CDC).



# GOVERNANCE

## BUILDING TRUST AND CONFIDENCE IN OUR PRESCHOOLS

MINDCHAMPS' APPROACH	OBJECTIVE
<p>MindChamps' business conduct is underpinned by our robust internal corporate governance practices.</p>	<p>Good corporate governance is the foundation of operational excellence and financial performance, delivering value to all stakeholders.</p>

## 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 FY2019.

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

## CONCLUSION

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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**.