

Ready for the Future



Social Responsibility
Report 2022

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Any reference in this document to parents is deemed to include a reference to caregivers.

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Read the report online at
www.partou-indemaatschappij.nl/en
or scan the QR code

Message from the Management Board

Ready for the Future

Children shape the world of tomorrow: Childcare continues to grow

At Partou, we believe that all children have the right to develop their full potential in childcare. Children shape the world of tomorrow. That is why our mission is to prepare every child for the future through play. Through play-based activities and free play, the children at our settings in the Netherlands, the United Kingdom, and Germany learn early on to interact with and respect each other with empathy and tolerance. These skills are critical to promoting well-rounded development in children. Hence our belief that this developmental right applies not only to children of working parents, but to children of all parents. Accessible, high-quality childcare, everywhere and for all children, promotes equity and a resilient society.

A developmental right for all children calls for universal access to childcare. With the collapse of the Dutch government, the implementation date of the proposed system reform that would help achieve this will likely be pushed back even further. However, the current generation of children does not have the luxury of time to wait that long. They are already entitled to the best

possible child development through accessible childcare. And it can be done!

It is clear to Partou what we need at this time: make childcare gradually more accessible for all children, regardless of the working status of the parents. Start off by making it significantly more affordable for parents of children at risk of language delay or with a social medical referral and for parents working in essential jobs, such as social workers, emergency responders, educators, nurses, or plumbers.

The UK Government has already announced a number of reforms that will extend free childcare to very young children. The first measures are set to take effect as early as September 2023.

Partou is co-initiator of the Childcare Quality Code

Every day, our employees work hard to provide the best possible childcare in the Netherlands, the UK,



and Germany. To further improve the quality of childcare, Partou Netherlands and five other Dutch childcare organisations have taken the initiative to establish the Childcare Quality Code, which sets out clear rules for the future. The Code sets the bar high in terms of quality assurance, accountability and (financial) transparency. This Partou Annual Social Responsibility Report is a good example of this.

Currently the Code is under further development in partnership with as many childcare organisations as possible in order to enable a collective effort to move the Dutch childcare sector to its next phase of professionalism. The Code serves as a blueprint, which our childcare settings in England and Germany can also benefit from.

Partou was also committed and sustainable in 2022

The year 2022 kicked off on a very positive note as the pandemic receded more and more into the background. Unfortunately, this was quickly overshadowed by news of the war in Ukraine and the earthquakes in Turkey and Syria. The generous involvement and sorrow of employees with family and friends in the affected countries touched us deeply. Thanks to the donations for the people of Ukraine, Turkey and Syria, we were able to make a small contribution.

As in previous years, much of our efforts in 2022 were focused on the issues of work pressure and happiness at work. The tight labour market and high absenteeism levels put undue stress on our teams. Our annual employee engagement survey in the Netherlands shows higher satisfaction levels and a significant reduction in the perception of work pressure. But we're not there yet! Increasing our employees' happiness at work remains high on our agenda. We apply the lessons learned in the Netherlands at other settings in the United Kingdom and Germany, and vice versa.

Last year, we also took an important step in the area of sustainability. Since August 2022, Partou has been part of a so-called sustainability fund (ESG Article 8 fund managed by Waterland Private Equity), which requires that Partou include sustainability considerations in every investment decision. It is an important step that underscores our commitment to and recognition of the importance of transparency and good governance (Governance), our social impact (Social) and the climate (Environment). Partou is and remains a leader in providing evidence-based and measurable quality in childcare. We will cover this at length in this report, using examples and figures to illustrate the findings.

Preparing every child for the future through play

In conclusion, I would like to thank our employees, parents and partners for their continued support and commitment to our mission to provide high-quality childcare and prepare every child for the future through play. At Partou, we are committed to maintaining our status as the leader of quality in the industry and ensuring that every child receives the care and attention they deserve. There is nothing more important than guiding children in their early years to learn together in a social, inclusive environment in order to enable them to grow up into more well-rounded citizens.

I am proud to share our Annual Social Responsibility Report 2022, which highlights our accomplishments, challenges, and initiatives.

Thank you for your continued confidence in our service.

Jeanine Lemmens

CEO of Partou Group

Our Group

Partou stands for professional, safe, and inclusive childcare that contributes to the development of children. We offer day nursery, preschool and out-of-school clubs in the Netherlands, United Kingdom and Germany.





Revenue (€ million)

572.6

2021: 495



Settings

859

2021: 779



Child places

58,461

2021: 53,098



Children

80,260

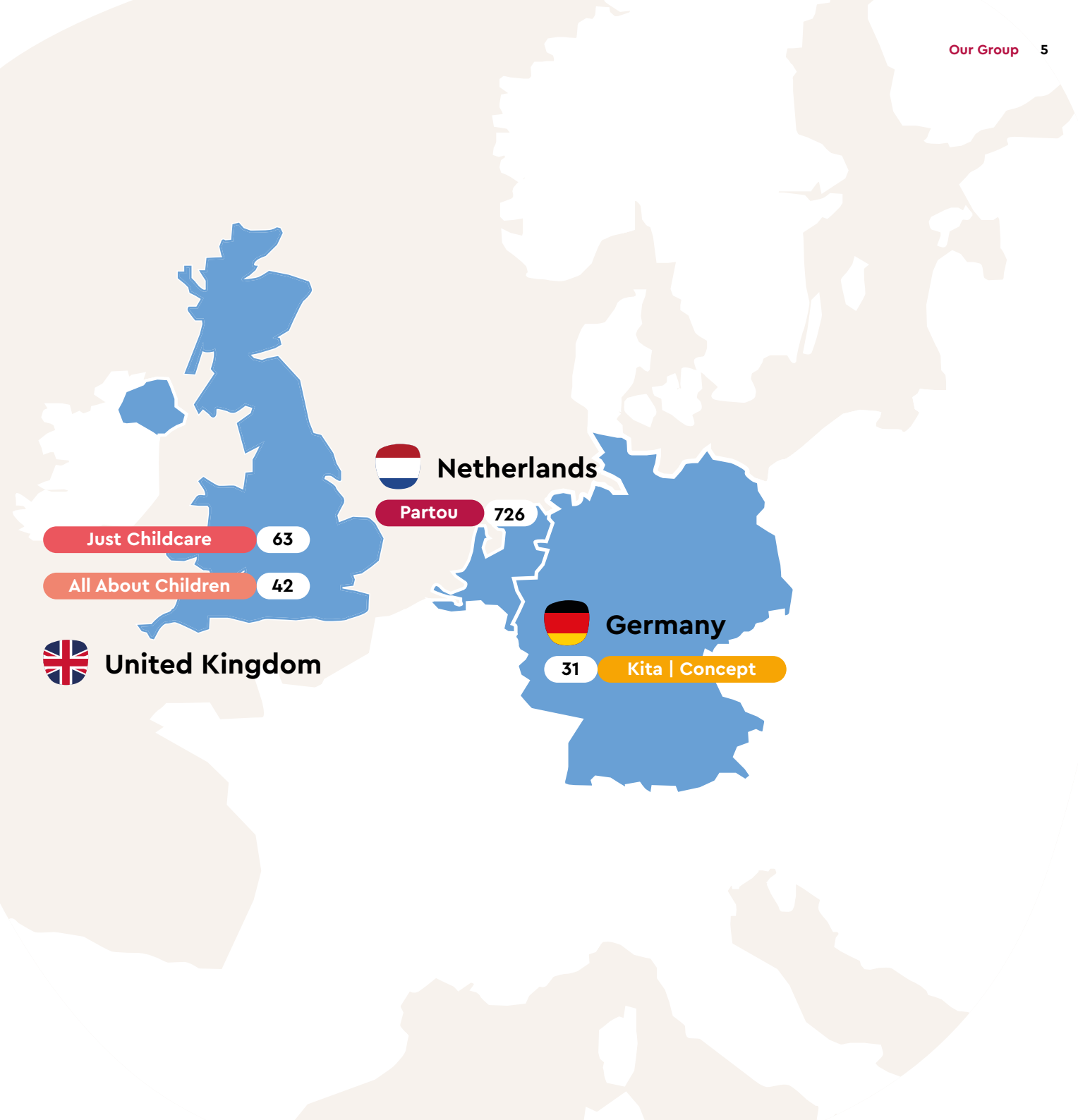
2021: 72,729



Employees

11,738

2021: 10,095



Just Childcare 63

All About Children 42

 Netherlands

Partou 726

 United Kingdom

 Germany

31 Kita | Concept



Netherlands

Partou

Partou offers day nursery (including preschool) for children ages 0–4 and out-of-school clubs for children ages 4–13 at over 700 settings. In 2022, over 70,000 children attended one of our childcare centres or out-of-school club settings.

Partou's childcare settings are located in large cities and small population centres and in low- and high-income communities across the Netherlands. We have small and large settings; settings where only nursery or out-of-school care is provided and hybrid settings where both are provided. We live and work alongside education partners in hybrid children's centres, but also operate independently in the community. We provide age-appropriate activities at all settings and for all types of childcare. We provide needs-based childcare to as many children as possible, including children that need additional support. Partou is there for all children.

Partou, in its present form, was created through the merger between KidsFoundation and Partou in January 2020. Since then, two large Dutch childcare providers, Smallsteps and Partou, have merged into a single organisation under the name Partou. Besides Partou, parent company KidsFoundation also has an independently operating organisation in the Netherlands, Koningskinderen, which operates seven high-quality childcare settings in 't Gooi.



65 North

84 Noord-Holland

80 Amsterdam

97 The Hague-Leiden

87 Utrecht & GUA

80 Rotterdam & GRA

101 East

132 South

Key figures – Partou Netherlands



516.8

Revenue
(€ million)

2021: 469



726

Settings

2021: 714



49,405

Child places

2021: 48,162



70,381

Children

2021: 66,508



9,275

Employees

2021: 8,765



United Kingdom

Just Childcare

Partou acquired Just Childcare, one of the best-in-class childcare providers in England, in June 2021. Just Childcare has 63 settings spread across the North West, Yorkshire and South West.

It was originally set up to give families in the North West access to exceptional nurseries they could trust. Since its inception, Just Childcare has invested significantly in the quality of care, child development, provision of services to parents, continuous professional development of staff, and increasing the number of child places. Despite this growth, Just Childcare remains a local and trusted childcare establishment. All Just Childcare nurseries are unique in their own way, but are united by our goal: *to nurture, inspire and have fun every day!*

Based on more than 2,700 independent parent reviews in late 2022, Just Childcare has a 9.4 review score on [daynurseries.co.uk](https://www.daynurseries.co.uk), the UK's leading review site for nurseries and nursery schools.



Key figures – Just Childcare



44.5

Revenue
(€ million)



63

Settings



4,789

Child places



5,692

Children



1,071

Employees


United Kingdom

All About Children

All About Children joined the Partou family of childcare providers in September 2022. For over a decade, All About Children has been providing the highest quality childcare to families and local communities across the South East of the UK.

It has over 40 nurseries and preschools, where children learn and develop in an environment that fuels the imagination, stimulates the senses and provides challenges. The nurseries are designed to offer a safe and secure environment to allow each child to develop at their own pace and in their own way.

In 2021, All About Children was once again recognised as one of the top recommended nursery groups across the UK for the sixth year running and has been given the Top 20 Recommended Large Nursery Group award. This recognition is based on independent parent reviews submitted to daynurseries.co.uk, the leading review website for nurseries in the UK.

All About Children has a 9.6 review score based on more than 2,800 reviews garnered in late 2022.



Key figures – All About Children



34.8*
Revenue
(€ million)



42
Settings



2,872
Child places



± 3,000
Children



1,010
Employees

* Annual basis, revenue since acquisition € 7.8 million.



Germany

Kita | Concept

The German Kita|Concept has been part of the Partou family since the autumn of 2022. Founded in 2006, Kita|Concept has 31 settings in Nordrhein Westfalen, Hesse and Niedersachsen (Lower Saxony), Germany.

Kita|Concept sets up childcare settings both at the request of municipalities and specifically for businesses. It provides companies and organisations with step-by-step guidance on the implementation of their childcare centre concepts – from the initial idea to the opening of their own childcare centre. Establishing a close and transparent collaboration based on mutual trust is particularly important to Kita|Concept in this respect. The childcare centre concepts designed by Kita|Concept are bespoke to the individual needs and resources of the respective company and its employees, with the focus set squarely on children and their needs.

The early years concept is based on three principles: emotional safety, participation and inclusion. Children develop at their pace with expert guidance and support from the early years professionals.



Key figures – Kita|Concept



21.8*
Revenue
(€ million)



31
Settings



1,395
Child places



1,187
Children

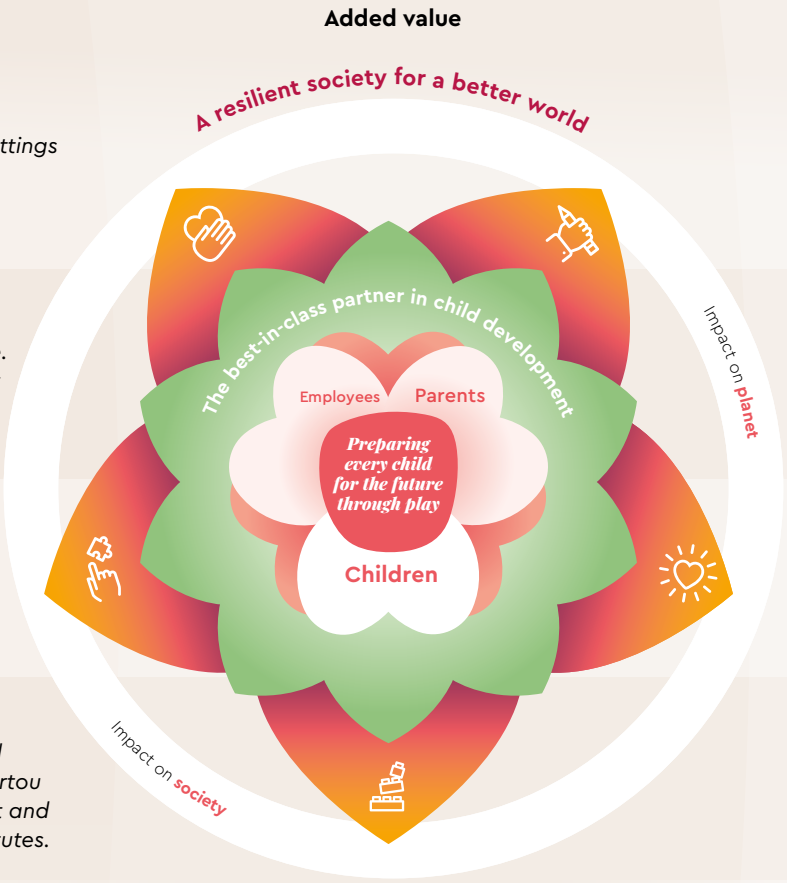


382
Employees

* Annual basis,
revenue since
acquisition
€ 4.0 million.

Value Creation Model

- Capital goods**
 - Service**
 We offer high-quality professional childcare at approximately 860 settings across 3 countries and in different communities.
 - Social**
 Our childcare is there for everyone. We offer a specific programme for children who need it.
 - Human**
 With over 11,000 engaged and vital employees, we prepare generations for the world of tomorrow.
 - Intellectual**
 We are constantly developing and professionalising, thanks to our Partou Academy, our science department and partnerships with knowledge institutes.
 - Natural**
 Care for the climate has a permanent place within our organisation and child development.
 - Financial**
 Our organisation has a solid financial foundation, allowing us to continuously invest in quality and in the expansion of our professional programmes and services.



- Core activities**
- Caring for and contributing to the development of children
 - Providing support to parents

Result	Effect
- # Children - % Low-income communities - Quality score - Customer satisfaction score	Quality childcare and child development accessible to all
- # Provisions for target group children - # Target group children	Equal opportunity and an inclusive generation
- Employee survey score (satisfaction, work pressure) - # Net recruitment - % Turnover - % Absenteeism	Engaged, vital and resilient employees who give their best
- # (Scientific) research projects	Knowledge institute in childcare
- CO ₂ e emissions scope 1, 2 and 3 (GHG Protocol) - CO ₂ e emissions per child place	Climate-conscious new generation and organisation
- Revenue - Solvency	Trusted organisation Continuous investments

Impact

Environmental

A sustainable world for climate-conscious generations.

Social

An inclusive, tolerant, and resilient society.

Governance

A reliable and transparent organisation with high quality standards as a benchmark for child development.

A Better Future

Purpose

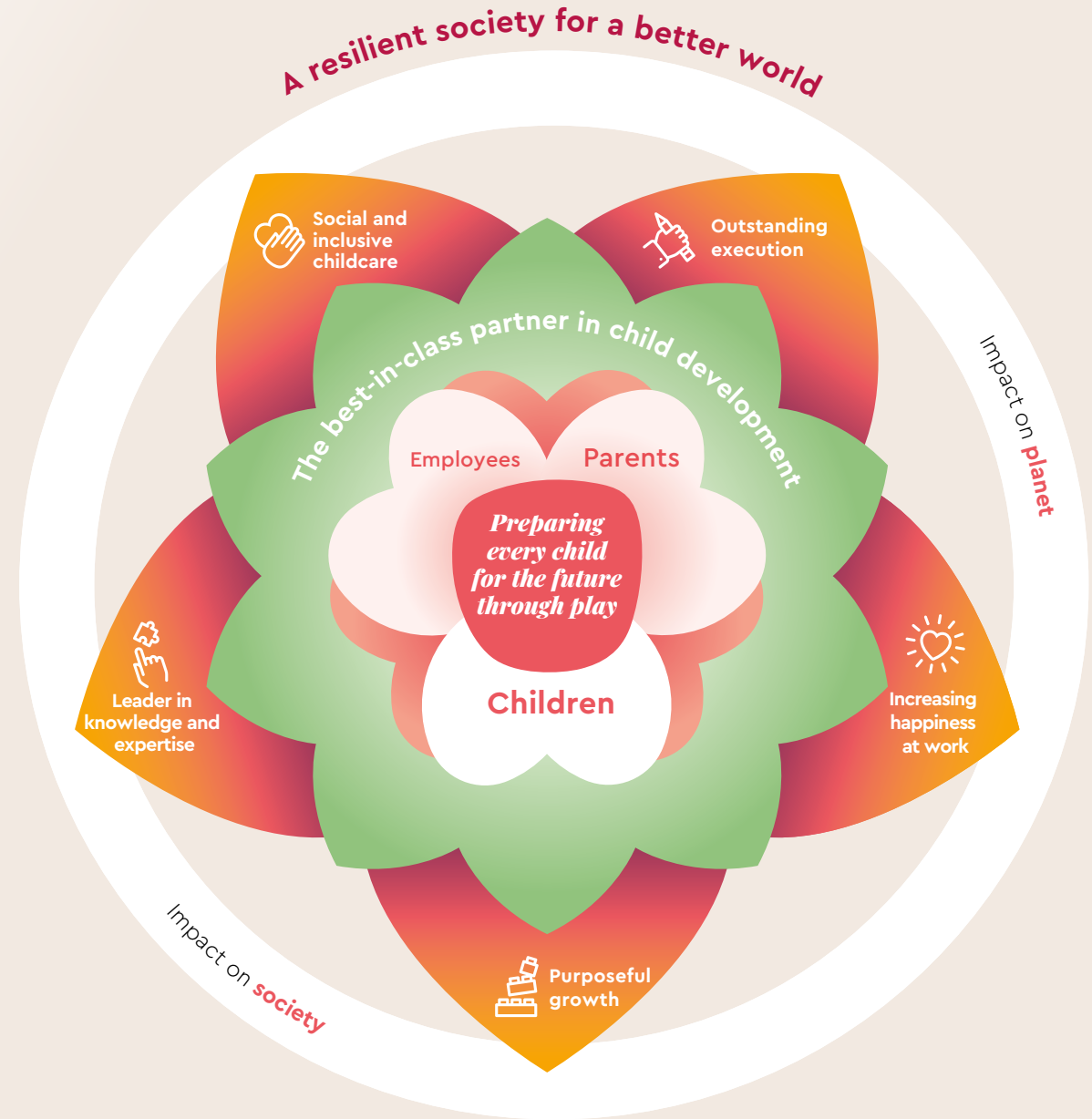
A resilient society for a better world

With the right foundation, a generation has the ability to create a future-proof society.

Vision

Children shape the world of tomorrow

Our childcare settings are like a mini society where children discover the world in a fun, safe and trusted environment. Together with peers, they develop important skills for their role in the world of tomorrow. This is how we lay the foundation today for a society where equal opportunity, social cohesion and sustainability are the norm.





Mission

Preparing every child for the future through play

During the critical years of childhood (0–12 years), we give children the best possible start in life. We encourage children to develop and discover their talents. To care for themselves, each other, and the world around them. Every child at their own pace and in their own way. Partou children participate and let their voices be heard in a respectful, empathetic, and inclusive way.



Ambition

The best-in-class partner in child development

Partou aims to be the best-in-class partner in child development, for children, parents, staff, partners and other stakeholders. We work hard every day to make our childcare more valuable. We do this for and with our colleagues, the children, their parents, schools, local authorities and our partners, and by encouraging each other, learning from each other and sharing insights with each other.



Strategy

Focus on today with tomorrow in mind

Our strategic pillars help us achieve our purpose, mission and ambition. In our daily work, we focus on what we can do today to make the most of this day and create a better tomorrow:



Increasing happiness at work – when our employees feel good, they are able to better contribute to the development of children and equip a generation for the world of tomorrow.



Social and inclusive childcare – our childcare services are available everywhere and for all children. Every child has the right to the best possible start in life. We are cognisant of our socio-economic impact and are always looking for opportunities to increase it.



Leader in knowledge and expertise – we increase our contribution to child development by continually building on our knowledge and expertise and expanding the knowledge base available.



Outstanding execution – we continue to invest in and professionalise our services so that we can give children the best possible start in life.



Purposeful growth – we want to reach as many children as possible through our child development programmes and offer continuity for the future.



Core values

Our core values guide us in everything we do. They enable us to build a bridge from our mission to our conduct.

- **Engaged & caring:** Make a positive contribution in your work, to your team and society, and care for yourself, each other and the world around you.
- **Development-driven & knowledgeable:** Continue to develop and learn and help others flourish. Nurture your passion for your profession and share it with others.
- **Sincere & strong-willed:** Trust your own insights and creativity, and appreciate that individuality in others. Approach situations and people around you with positive intentions.

Our Domain

Helping Children Develop and Providing Support to Parents

Partou provides professional, safe and inclusive childcare services that contribute to children's development and support parents' ability to participate in society.



Caring for and contributing to the development of children

Our main activity involves caring for and contributing to the development of children. At our group settings, our early years professionals help tens of thousands of children develop their motor, social, emotional, and cognitive skills from the first year of life, each according to his or her ability. Not every organisation can claim that they lay the foundation for the development of so many people.

We work closely with a host of schools to support a continuous development pathway between childcare and education in order to prepare preschoolers for the transition to primary school. Our out-of-school clubs are usually located in or near a school. The most extensive form of collaboration with educational establishments takes place in our integrated children's centres (ICCs), where the childcare centre, out-of-school club and the educational establishment are housed under one roof and offer an integrated programme.

We offer age-appropriate activities at all settings and for all types of childcare. Our early years educators foster independence in children, allowing them to participate in and make decisions about what they want to do as much as possible, while also teaching them to be social and sensitive to others' needs and feelings. We also promote a healthy, active lifestyle. Healthy eating and regular physical activity are good for everyone. This is how we prepare children for the future through play.

Partou is there for everyone, including children that need additional support. We offer needs-based childcare for children with – or at risk of developing – language and learning difficulties, children that need additional support and children of newcomers, for example.



We provide parents peace of mind by giving their children a safe place where they can play with friends and experience new challenges.



Providing support to parents

Partou's second important core activity involves providing support to parents.

We support parents by offering childcare services that enable them to work or study with peace of mind, knowing that their children are well cared for in a safe, nurturing environment where they can grow and develop. A place that meets all relevant laws and regulations and offers children that little bit more: friends, unique experiences, and new challenges.

We also support parents by offering childcare packages with different day nursery and out-of-school club hours they can choose from. We provide services that may vary from setting to setting, such as hot meals, swimming lessons, tutoring, sports, music lessons, haircuts, and transport to and from schools. The setting-specific package is based on the local needs of parents. In Germany, we design the packages at the behest of companies.

Our early years professionals are always there to help parents when they need advice and parenting tips that will help support their child's development.

In that sense, Partou is a parenting partner for many families. That is our foundation and our raison d'être.



Our Strategy

Focus on Today with Tomorrow in Mind

At Partou, we prepare children for the future through play. Our strategic pillars help us achieve our mission and ambition to be the best-in-class partner in child development. They give us focus in everything we do today we prepare for tomorrow.



Increasing happiness at work

In childcare, employees are critical to the quality of services and child care.

Without them, we would not be able to fulfil our ambition. Each individual employee contributes to our collective success. We believe it is important to retain the best early years professionals for the long term. We believe that our employees demonstrate a stronger sense of engagement and drive when they enjoy their work.

Partou seeks to actively distinguish itself as an employer in this respect by making every effort to offer each and every one of our employees the opportunity to develop and use their talents and expertise to the full.



Social and inclusive childcare

The provision of childcare is an important social service. That is why our childcare services are available everywhere and for all children. Partou strives to create a range of programmes and services that are designed to meet the individual needs of the children and families using it. We wish to offer needs-based childcare for different target groups. Thus, we set high standards for the settings, the approach to children by our early years educators and the range of activities we provide.

To this end, we invest in providing straightforward information and clear concepts to help parents in their selection process. A core tenant of our early years policy is the belief in the potential of every child. We approach learning through play-based activities that encourage children to learn at their own pace and ability. Our childcare settings are mini societies where children can practice and develop the skills they need to live in a resilient society. We pride ourselves on creating an environment that feels like home.





Leader in knowledge and expertise

If you want to be a learning organisation for children, you must also be one for your employees. Developing knowledge of the profession and transferring this knowledge to employees is crucial. The childcare profession and childcare staff are continually evolving. Partou wishes to contribute to further development of the profession. To this end, we not only have a large team of early years professionals, but also a department that is dedicated to independent monitoring and science. Partou initiates scientific research and is a major facilitator of projects compared to other childcare providers. We do this in collaboration with leading universities and other knowledge institutes that conduct childcare or child development studies, and share the knowledge gained with our staff in order to improve our services.



Outstanding execution

We strive to work efficiently and always go the extra mile to make a difference. We are a learning organisation that is committed to continuous improvement. That is why we assess our performance. For example, the figures regarding customer satisfaction, employee engagement, quality and safety show quickly and clearly where opportunities exist to improve our services at the setting, local, regional and organisational levels. The Monitoring, Science and Quality department conducts these assessments regularly.



Purposeful growth

Partou is always looking for opportunities to create value. We also do this through growth. Through the acquisition of (smaller) providers, we bring in new qualities that we integrate with our own. This enables us to provide high-quality childcare to even more children.

Purposeful growth also contributes to further increasing the resilience of our company. A large organisation offers more opportunities for developing additional expertise and policy and thus reducing the pressure on the settings. Offering training and employee growth opportunities is within a large organisation. This contributes to being an attractive employer.



The provision of childcare is an important social service.

Our Impact

Building *a Better World*

For Partou, preparing every child for the future through play also means that our choices and actions contribute positively to this future. We do this by making informed choices and policies that contribute to the development of children now and to a better world in the future. We are cognisant of our social impact on society and the climate.

With over 11,000 employees and 850 settings in three countries, where tens of thousands of children are cared for every day, we can make a significant contribution to a generation that is capable of creating a future-proof society. The size of our organisation provides opportunities and resources that enable us to join forces with parents, partners and suppliers to make a difference and create a positive ripple effect.

ESG and SDGs

Since August 2022, Partou is owned by a so-called ESG Article 8 fund, which promotes sustainability on environmental and social aspects with the prerequisite of good governance. The term ESG refers to 'Environmental, Social, and Governance' and is used globally to evaluate the degree to which an organisation has embedded environmental, social, and governance standards in its business strategy to make the world a better place by balancing financial economic performance, transparency, social concerns and climate.

In 2015, the United Nations set 17 global Sustainable Development Goals and 169 associated targets. All 193 UN member states have committed themselves to these Sustainable Development Goals (SDGs), with the aim of creating a more sustainable and future-proof world within 15 years. The SDGs will guide the global effort in ending extreme poverty, inequality and injustice in the world and making basic needs, such as healthcare, clean water and affordable energy, more accessible across the world. Partou sees it as part of its mission to contribute to these goals. Our ESG ambitions and contributions to the SDGs have a permanent place in our value creation model.



Our impact has been formulated based on our ESG ambitions and contributions to the SDGs.

Environmental

Contributing to a sustainable world for climate-conscious generations.



SDG 12: Ensure sustainable consumption and production patterns

Target 12.5: By 2030, significantly reduce waste generation through prevention, reduction, recycling and reuse

Target 12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature



SDG 13: Take urgent action to combat climate change and its impacts

Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

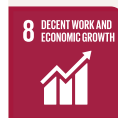
Social

Achieve an inclusive, tolerant, and resilient society.



SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Target 4.2: By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education



SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value



SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

Governance

Be a reliable and transparent organisation with high quality standards as a measure of child development.



SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Target 16.6: Develop effective, accountable and transparent institutions at all levels

Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels



SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

The World Around Us

At the Heart of Society

Partou is at the heart of society. Childcare is more than a service that supports working families, it contributes to child development and equity. Our services are essential to the world in which we work and live. A world that is constantly changing and affecting us.

The first two months of 2022 were marked by the fifth wave of the COVID-19 crisis, ushering in the last wave of measures with stringent restrictions, and a glimpse of the 'new normal' just around the corner. But during the same period, Russian President Vladimir Putin decided to invade neighbouring Ukraine. A decision that would dominate and seriously impact global economic and political relations for the rest of the year, putting pressure on energy supplies and triggering dramatic price increases and high inflation.

Our services are essential to the world in which we work and live.



Demographic trends vary from country to country. On balance, the demand for childcare is increasing.



Demographic trends

The demand for childcare is determined, among other things, by the number of children born.

In the Netherlands, around 170,000 children have been born every year since 2013. Following a peak in 2021, the number of births in 2022 levelled off to pre-2021 levels at 168,000. However, the numbers are expected to increase in the coming years: Statistics Netherlands (CBS) projects up to 208,000 live births per year by 2035.

The United Kingdom has seen a decline in the number of children between 0 and 4 years. However, in the North West, Yorkshire and especially the South West, this decline is smaller than the national average. Moreover, the pandemic spurred an exodus from London to other regions of England and an impromptu global shift to remote work, particularly among the 30–39 year-old, the group most likely to need childcare².

Germany has seen growth in the youngest group of children since 2010. In the longer term (2032), Destatis expects a slight decline in the number of children under 6 (up to 1%). However, Germany has been facing excess demand for childcare for years. Thus, a slight decrease in the number of children will not have an immediate impact on childcare providers.

Economic developments

Following a significant slowdown in the second half of 2022, economic growth in the Eurozone came to a virtual standstill in the final quarter of the year³. The ECB expects a very modest growth of just 0.3% in 2023.

The growth rate of the Dutch economy in 2022, at 4.5%, was higher than in neighbouring countries and also higher than the EU average (3.6%). Growth in the UK was also relatively high at 4%. Germany lagged behind in 2022, with a growth rate of just 1.8%⁴. Inflation is expected to have peaked in 2022. In 2022, the Netherlands, UK and Germany all experienced high inflation rates of 9.6%, 9.2% and 8.1%, respectively⁵.

This is mainly due to the unprecedented high energy prices over the past year. The UK is additionally contending with the effects of Brexit, which has made importing goods more expensive and forced key companies to relocate to the European Union. Their products now have to be imported as well. The economic impact of Brexit in the medium and long term is still unclear.

The labour markets in the Netherlands, UK and Germany still remain extremely tight⁶, leading to continued demand for childcare amid an ongoing staff shortage crisis in the sector. A consequence of this is a higher use of temporary workers and independent contractors in the sector.

There is increasing focus on social themes such as diversity, inclusion, vitality, and civic education.



Political developments and public policy

Childcare is a regulated market in the Netherlands, UK and Germany. Public policy and laws and regulations affect both the supply and demand sides to varying degrees. At the time of publication of this report, there is uncertainty about the announced childcare system reform in the Netherlands and an unexpected system reform in the UK. Only Germany has not announced public policy changes.

In the Netherlands, however, a system review has been announced in response to the childcare benefits scandal. The coalition agreement of 2021 includes the introduction of a 95% non means-tested benefit for working parents, combined with direct funding to childcare organisations as of 2025. The benefits rate was adjusted to 96% in 2022.

The higher government contribution is expected to lead to a 30% demand increase in a market that is already fraught with labour and space shortages⁷.

With 2023 in its early days, there are still many uncertainties and legal complexities surrounding the establishment and provision of direct funding to childcare providers through an entirely new implementing organisation to be set up. In late April 2023, the minister announced that the proposed system reform has been postponed until 2027. However, the collapse of the government in July has raised uncertainties about the plans set out in the coalition agreement.

A reform of the English system was unexpectedly announced in 2023, extending the already existing free childcare to the youngest children. The initial measures will take effect in September 2023.

The government establishes the national quality standards for childcare. Statutory quality standards have a positive impact on quality. The higher standards stipulated in the laws and regulations create higher barriers to market entry: suitable settings and staff are in short supply and high investments are usually required for entry. We expect that the increasing requirements in laws and regulations will lead to necessary scale-up by providers.



Sustainability and the reduction of our ecological footprint are prevalent themes.

Socio-economic developments

The socio-economic importance of childcare and its role in child development and equity has garnered increasing recognition in recent years. There is increasing focus on social themes in child development, such as diversity, inclusion, vitality and civic education, where child development is prioritised more than ever before.

New work and family structures place different demands on childcare providers. Hybrid working, independent contractors and varying family structures require different childcare solutions. We live in a network society where working with partners is essential to making progress. Collaboration among childcare providers, education institutes, municipalities and care providers is a continuing imperative.

Ecological developments

Sustainability and the reduction of our ecological footprint are prevalent themes. At the November 2022 UN Climate Change Conference in Sharm-El-Sheikh, member countries reaffirmed their commitment to pursue efforts to cap global warming at 1.5°C, as previously established in the Paris Accord (2015, COP25) and the Glasgow Climate Pact (2021, COP26).

More and more companies have placed sustainability and contributing to a cleaner, better world high on their agenda, with many using the GHG (Greenhouse Gas) Protocol as a guideline for CO₂ accounting. Regulatory

frameworks and reporting obligations continue to evolve. With the entry into force of the European Corporate Sustainability Reporting Directive (CSRD), sustainability is no longer optional for large companies. In 2025, Partou will be required to report for the first time as per this Directive.

Technological developments

Technological developments are emerging at an ever increasing speed. Parents have become so accustomed to conducting their personal business online, that they continuously receive information and photos, and are involved in or have a say over the childcare they receive. This is making increasing demands on the way we communicate with and serve parents, and on the systems we use for this purpose. The same applies to our (potential) employees. They, too, are used to having 24/7 access to opportunities to work and develop through online training programmes, for examples.

Thanks to technological developments, an ever-increasing amount of data is always available. Smart analysis and integration of all this data leads to new insights and better information for the development of new products and services and optimisation of processes. The increase in cyber-crime requires continued vigilance to ensure effective data and network security, both in a technical sense and in the provision of information to employees.

The Government as Market Regulator

Hybrid System: the Market Organises, the Government Regulates

There is a large difference in how the Dutch, English and German childcare systems are organised and funded. The common denominator in all three countries is that private organisations provide childcare and the government – central or local – acts, in varying degrees, as the market regulator.



The Dutch childcare system

Since 2005, the Netherlands has had a hybrid childcare system where private organisations offer childcare for children aged 0–13 years. However, a distinction is made between day nursery (0–4 years) and out-of-school club (4–13 years) and between children's centres and childminders.

The use of childcare has increased significantly over the past 15 years. In the Netherlands, over 50% of children aged 0–4 attend a day nursery and roughly 30% of children aged 4–13 attend an out-of-school club⁸. This accounts for a total of 871,000 children⁹. Use of childcare increases as household income levels rise¹⁰.

A highly regulated sector

The childcare industry is a highly regulated sector. The government is responsible for the childcare system as a whole. It enacts laws and regulations that pertain to payment of childcare benefits to help families with the cost of childcare, and statutory requirements and quality standards aimed at ensuring quality. This involves requirements regarding the use and qualifications of personnel as well as requirements regarding buildings, indoor and outdoor environment, interior set-up, and the policy of childcare organisations.

There are several ministries involved in some aspect of childcare. The Ministry of Social Affairs and Employment (SZW), for example, is entrusted with management and policy-making. The Ministry of Finance is responsible for



Studies show that good childcare has a positive impact on children's development.



payment of the childcare benefits; The Inspectorate of Education, which falls under the purview of the Ministry of Education, Culture and Science (OCW), maintains oversight of the quality of oversight and enforcement. Municipalities are tasked with regulatory oversight and enforcement of quality standards at childcare centres, and commission the Municipal Health Service (GGD) to conduct the relevant inspections.

The Municipal Health Services fall under the purview of the Ministry of Health, Welfare and Sport (VWS). And the Ministry of Security and Justice (JenV) performs the government-mandated employee screening.

Products and services

Children's centres or childminders offer half- and full-day childcare for children from birth to 4 years of age and out-of-school club for school children aged 4–13 years. Many children's centres also offer preschool care and/or preschool education aimed at promoting school-readiness through play-based learning and preventing and addressing developmental delays.

The landscape of childcare providers, formally referred to as operators, is very diverse. The current market consists of a large number of small operators and a small number of (very) large operators. The large operators account for much of the capacity (child places), and its expansion since 2005.

This also applies to the specific provision of preschool education services for children with, or at risk of, educational disadvantage. Large operators offer preschool education more often than small operators.

There has been more consolidation taking place in the market in recent years, indicating that more and more childcare organisations are merging. The total number of operators is declining while the number of (very) large operators is increasing. This scale increase appears to be related to tightened quality regulations. Scale offers opportunities for investment in knowledge, expertise, and innovation. Research also shows that scale benefits the quality of childcare.

Financial

The cost of childcare is shared among the central government, parents, and employers at an approximate ratio of 40%-30%-30%.

Parents can receive childcare benefits from the government. Working or studying parents pay the childcare organisation directly and receive government-funded, means-tested childcare benefits through the Tax and Customs Administration for the hours of childcare used. The cost of preschool care or preschool education for eligible children of parents not eligible for childcare benefits is subsidised by the municipality.

Quality

Studies show that good childcare has a positive impact on children's development. According to national quality surveys, the quality of day nurseries in the Netherlands is generally good. The Netherlands is also doing well from a global perspective. The quality of day nurseries in the Netherlands is higher than those in other EU and non-EU countries¹¹, whereas the quality of out-of-school clubs tends to be lower.



The municipalities' role as oversight body is fulfilled through inspections by the Municipal Health Service. The Services have increasingly found fewer non-compliances in children's centres. The number of cases where inspections have resulted in an enforcement action recommendation by the Municipal Health Service to the municipality has also dropped. There is, however, a difference between the settings of large and small operators; the number of non-compliances found at settings of small operators, resulting in enforcement action recommendations, is relatively higher than that of large operators.

Overall, parents are satisfied with the quality of the day nursery their children attend¹⁰.

Labour market

Childcare providers are finding it increasingly difficult to hire new staff due, in part, to the tighter labour market and the higher quality requirements for staff. This problem is particularly prevalent in metropolitan areas. These staff shortages pose significant challenges.

In the Netherlands, women with a median age of 36 years account for 94% of the childcare workforce. Most (94%) usually work a fixed number of hours per week, averaging 25.4 hours per week¹². A fair proportion of childcare workers in the Netherlands suffer from work-related stress due to high work pressure: 67% of employees find the work pressure too high, 60% are satisfied with their work and 59% feel fit and strong during their work¹³.

All childcare workers are covered by the collective agreement for childcare.

Announced childcare system reform

The Dutch childcare system is on the precipice of a major reform. In wake of the childcare benefits scandal, the government plans to introduce non-means-tested benefits of 96% for working parents by 2025 in conjunction with direct funding to childcare providers. This aims to increase the affordability and accessibility of childcare, and simplify its use for parents. Exactly what the new system will look like is not yet known. In late April 2023, the minister announced that the proposed system reform has been postponed until 2027. However, due to the recent collapse of the Dutch government in July 2023, it is unclear whether the plans for the proposed system reform will actually come to any fruition.



The English childcare system

The United Kingdom also has a hybrid childcare system. The sector is heavily dependent on the government; almost 50% of private childcare providers' income comes from the *Free Early Education Entitlement Scheme (childcare funding)*.

England has the following schemes in place to help families with the cost of childcare:

- Two year-olds can get free childcare if they are looked after by a local authority or their parents receive income support. This affects about 40% of children growing up in disadvantaged households.

- All 3 and 4-year-olds in England are entitled to 15 hours of free childcare per week for 38 weeks a year. All 3 to 4-year-olds in England can get 570 free hours of childcare per year. It is usually taken as 15 hours a week for 38 weeks of the year, but parents can choose to take fewer hours over more weeks, for example.
- In addition to the above, 3 and 4-year-olds may also be eligible for an additional 15 hours of free childcare if parents meet certain income and work criteria: Both parents work and neither earns more than £100,000 a year. By establishing 30 hours of free childcare for this group, the government wants to encourage more parents to work.

There are different schemes in place in Scotland, Wales, and Northern Ireland.

The reform to the English system was announced in 2023, extending free childcare to the youngest children. The initial measures will take effect in September 2023. It should be noted that the term 'free childcare' is somewhat misleading, as, legally in the UK, all expenses not related to care, such as meals, and childcare products, such as nappies, are charged to parents. Very few private providers offer 'free childcare' at no additional cost.

The UK government childcare funding is allocated to the local government in the form of an hourly funding rate. Municipalities in turn make adjustments. Higher rates are often allocated to childcare centres in low-income communities at the expense of other providers.

The lack of adequate funding is a growing problem for the sector. Even at an occupancy rate of 75%, the average provider faces a 20% funding shortfall. Pre-pandemic, funding increases rose 2% every three years. In 2021, a one-off COVID-19 relief measure was adopted with a 1% increase. How childcare funding will increase in coming years will depend heavily on which party is in power at that time.

Responsibility for oversight of the childcare sector in the UK rests with Ofsted, the *Office for Standards in Education, Children's Services and Skills*. Registration is mandatory for all childcare providers that supervise children up to 5 years old. Ofsted conducts inspections of these organisations' settings approximately every five years. Exceptions are granted to providers affiliated with a religious institution. Childcare providers affiliated with schools are usually registered and assessed through the school.

Ofsted requires all registered providers to comply with the *Early Years Foundation Stage (EYFS)*, the educational framework that sets the standards for communication and language, physical, personal, social and emotional development of children.

Ofsted currently gives an overall effectiveness 'grade' based on the inspections it conducts. Settings receiving the 'requires improvement' or 'inadequate' qualification receive a re-inspection. Settings with two 'inadequate' grades are generally removed from the register.

Ofsted grades are not only important from a regulatory perspective, but are also easily accessible to parents and thus serve as an important choice factor.

In the UK, ratings based on inspections are an important choice factor for parents.





The German childcare system

On average, children in Germany attend childcare until the age of six, at which time they transition to full-time primary school. Within childcare, a distinction is made between *Kinder-Krippe* (day nursery) from birth to three years of age and *Kindergärten* (kindergarten) from the age of three to the start of primary school. The age at which children start primary school is determined by the state and can vary between ages five and seven years.

Kinder-Krippen and *Kindergärten* are the key segments of the formal childcare market, serving 29% of children under three years and up to 90% of children aged three to six years across Germany. Since 1999, children between the ages of three and six years are legally entitled to a "guaranteed" place in the *Kindergärten*.

The participation rate of children under three years is higher in East German states than in West German states.

German childcare has been covered by the so-called *Gute-KiTa-Gesetz* (Good Day Care Act) since 2019. This regulatory framework was launched to improve the quality of childcare and address the problem of childcare deserts. The implementation of the *Gute-KiTa-Gesetz* resulted in the allocation of € 5.5 billion for major improvement actions in the German childcare system, such as new guidelines for staff-to-child ratios, the requirements to be met by management and the childcare settings, measures that promote healthy nutrition, language and education, and cultural and quality requirements.



Despite the overarching framework of the *Gute-KiTa-Gesetz*, the German childcare market is highly fragmented and varies considerably from one state to another and even from one municipality to another. Germany has 16 states and thus 16 different laws on national childcare. Each state has specific qualification and experience levels for childcare workers and individual monitoring systems for measuring performance against KPIs. Depending on the state, there are certain agreements on topics such as language and cultural requirements, meals programmes and sports. Moreover, Germany has some 10,000 municipalities where these laws are subsequently 'implemented' and applied in different ways. Inspections are rarely conducted in Germany.

Wages in German childcare are regulated by the *TVöD*, a collective agreement for public services that clearly defines wage levels based on qualification levels, experience and working hours.

The German market is a largely subsidised market where private providers receive subsidies from the state and the municipality. Some states officially prohibit for-profit providers to participate in the subsidy scheme. Each state has a different subsidy model. Sometimes basic funding is provided through subsidies, sometimes through subsidies and tax credits.

Besides the subsidy to childcare organisations, a universal childcare benefit has been in place since 1936, which has since evolved. Since 2016, parents can receive € 190 per month for each of the first two children, € 196 for the third child and € 221 for each subsequent child.

Germany also has a corporate market; some companies offer childcare for their employees. This is a small segment of the market, mainly concentrated around a few larger states. There are childcare settings that offer an exclusive service to a company (*Betriebskindergarten*) (company kindergarten), settings where a few companies jointly purchase childcare (*Verbund-kindertagesstätte*) (integrated childcare centres) and Mini-Krippen (day nurseries) with a special service for small and medium-sized (SME) clients with small groups. Large companies generally have an exclusive *Betriebskindergarten*.

*The way in which
childcare is regulated in
Germany varies by state
and even by municipality.*



What We Want for the Sector

The Best Possible Development for All Children

High-quality and accessible childcare helps build social and confident children. Every child has a right to good, quality childcare that is focused on development.

High-quality childcare is good for children; they have a right to the best possible development. But it is also good for parents: good; accessible childcare offers freedom of choice and the opportunity to participate in the workforce.

What we want

Future-proof childcare where:

- every child has access and right to quality education that caters to their developmental needs;
- the focus is on continuous quality improvement and professionalisation;
- the range of services provided is and continues to be diverse and accessible to all parents.

Access and development rights for every child

Every child up to the age of 13 has a right to childcare so that they can benefit from the contribution that childcare makes to their development, regardless of their home situation or family income.

Focus on quality and continuous professionalisation

Childcare providers should have the ability to focus on continuous quality improvement and not be distracted by peripheral issues. Peace and stability are needed for continued delivery of high quality. Partou sees three key elements for further professionalisation:

- the development of a sector-wide quality standard per country;
- continuous knowledge and staff development (ongoing education);
- regulations where the well-being of the child is the priority, not the system.

Maintaining the diverse range of programmes and services

There is a great deal of innovation, entrepreneurship, diversity and flexibility within childcare.

Parents have the freedom to choose the childcare organisation that is right for their child. This is the result of the hybrid systems where the government establishes frameworks and private childcare organisations are challenged to differentiate themselves in terms of quality and (innovative) programmes and services. The current mix of different organisations creates differentiation in the sector.

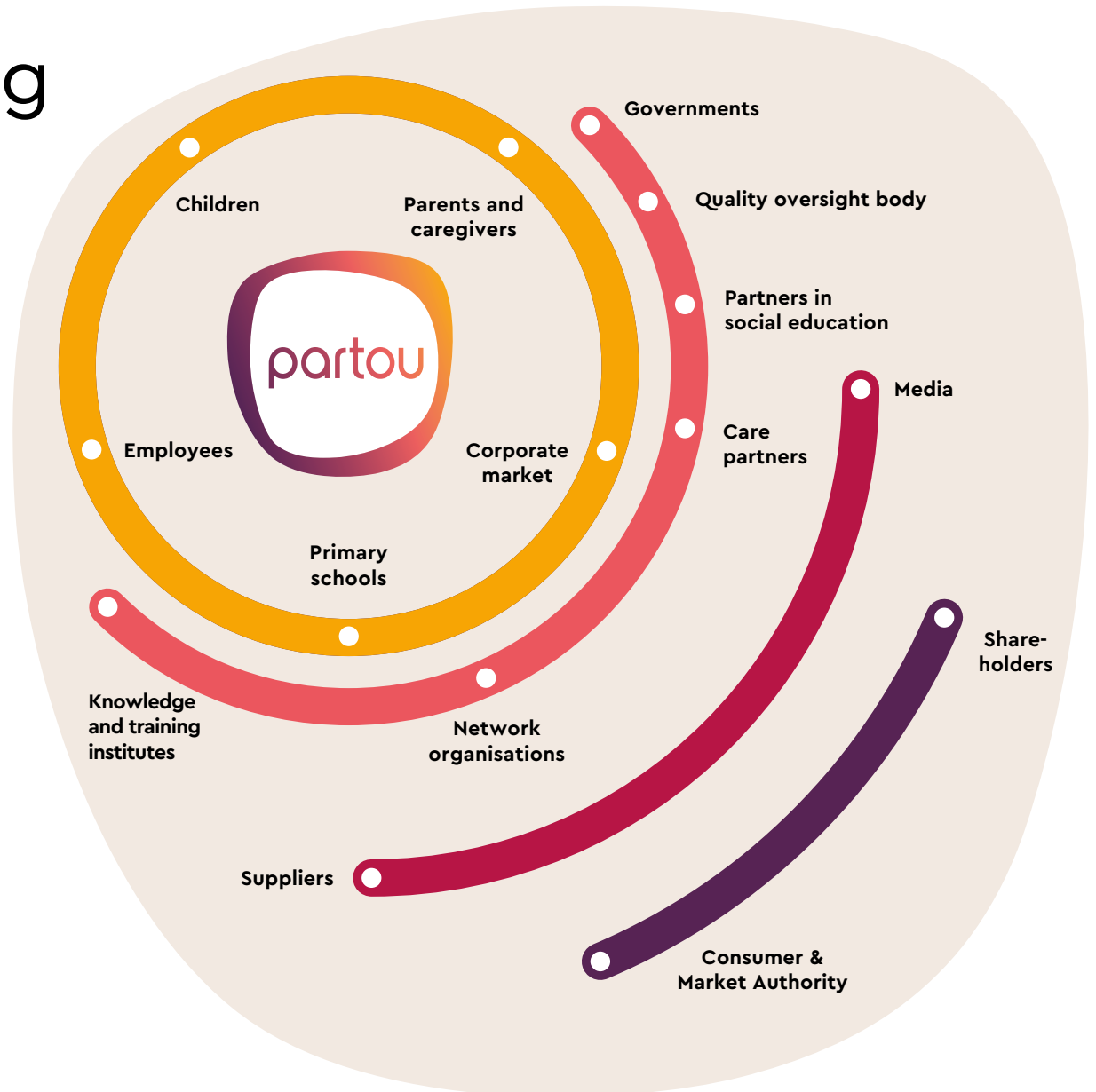


Our Stakeholders

Engaging in Ongoing Dialogue

We foster ongoing relationships with our stakeholders, and work together with our staff, the children and parents, businesses, schools, governments and partners to make childcare more valuable. Each utilising their knowledge, expertise, and ingenuity. We do this by encouraging each other, learning from each other and sharing with each other.

We seek dialogue and are cognisant of our impact. We consider the demands, needs and views of our stakeholders. We see this as part of the social service we provide. This is how we define the themes that are most relevant to our organisation and through which we create quality and value for our stakeholders.



Employees

Our employees are our most valuable asset. Our setting managers, early years professionals and interns at the settings are critical to the quality of services. Thanks to the support from our service office colleagues, they can focus on their primary task: the care for and development of children.

Our employees are highly dedicated and caring, and meet high standards of knowledge and expertise.

Children

For us, everything revolves around the child and his or her development. Our goal is to encourage the tens of thousands of children we care for to grow and evolve into a resilient generation that is ready for tomorrow's world. This task is central to the fulfilment of our social mission. We offer the children a safe, trusted environment where they can make friends and enjoy new and unique experiences. The same also applies to children who require additional support or are demonstrate promising talent.

Parents and caregivers

Parents and caregivers entrust their most precious possession to our care at one of our settings. Their wishes and needs can change at any time due to social developments, personal factors or changes in the home situation.

This requires diversity in the range of programmes and services, which Partou continuously and meticulously tailors to the different wishes and needs of parents. Good contact with parents is essential – together, we are partners in raising the children.

Corporate market

Companies in the German corporate market are our primary customers. We help them develop and implement childcare concepts that cater to their employees, within the quality frameworks and standards of Partou.

Primary schools

Primary schools are important partners for us. On the one hand, because Dutch schools are required by law to organise out-of-school care and, on the other hand, because good collaboration with schools contributes to the continued development of the children. That is why nearly half of all children's centres in the Netherlands are located in or next to a school.

Partou actively pursues collaboration with schools and believes strongly in the importance of a full and 'positive' transition from childcare to school as it ensures seamless connectivity between development and learning pathways. We currently have various forms of partnerships between schools and hundreds of settings, ranging from presence at sites next to one or more primary schools to settings within primary schools, and settings that are part of 'community schools' or integrated children's centres.

Care partners

As part of inclusive childcare, we increasingly work with care partners to make childcare accessible to children who require that little bit more support.

Partners in social education

Social education is important for early years development. That is why we work with a wide range of social partners. Together, we offer a large variety of activities based on social issues.

Governments

Childcare is a strongly regulated sector in the Netherlands, the UK and Germany. The central and local governments have a different role to play in each country. This is explained in the section 'The Government as Market Regulator'.

Contact with governments is important for Partou as it allows us to provide the very best childcare and child development in partnership with stakeholders at municipal and national levels. Where the Netherlands is specifically concerned, establishing partnerships with municipalities is very important for our range of programmes and services for target groups, such as preschool education (PE). Municipalities determine which children are eligible for PE and set subsidy criteria.

Quality oversight body

In the Netherlands, the local Municipal Health Service conducts inspections at childcare settings to determine whether they comply with the (quality) requirements of the Childcare Act.

The Service also advises the municipality on enforcement actions in respect of childcare settings that do not comply with laws and regulations and quality frameworks. In the United Kingdom, Ofsted is tasked with similar oversight powers by the central government. In Germany, reporting on quality is regulated by the states.

Network organisations

Partou maintains active contact with a wide range of network organisations: from industry organisations and interest groups to trade unions and the pension funds. We adhere to the views of, and developments at, these organisations, and are interlocutors on various dossiers.

Knowledge and training institutes

Knowledge development is one of Partou's top priorities. For us, research-based knowledge serves as an important tool for continuously improving the quality of our (early years education) services. That is why we provide financial support to the First Chair in Childcare at the University of Amsterdam and the Expertise Centre for Early Childhood Education Quality. There is also very close collaboration with knowledge institutes and many Partou settings participate in research projects.

Media

The media play an important part in the how our sector and Partou are perceived. Partou is committed to transparency and believes that it is important to provide the media with accurate information about our organisation. As a leader in the sector, we are often asked by national and regional media about our approach and vision on a variety of topics. Local media regularly report on activities at our settings, from visits to nursing homes to campaigns for charities.

Suppliers

Our suppliers play a key role in our commitment to provide good services and optimal care for children. That is why we value good relationships with our consumables suppliers, food suppliers, ICT service providers, and training, and course providers, among others. We strive to work with regular suppliers with whom we have a long-standing relationship. Procurement is largely centralised.

We have agreements with our key partners in which we set out terms and conditions with respect to health, safety, environmental requirements, and sustainability, as well as on working conditions for the production of specific items.

Besides centralised procurement, we choose to work with local suppliers in the immediate vicinity of our settings, such as taxi companies, workshop providers, music schools and sports clubs.

Shareholders

Since August 2022, Partou has been owned by an ESG Article 8 fund managed by Dutch investment company Waterland. Management maintains constructive contact with the shareholders, whose interest lies in adding value to the organisation. The shareholder contributes capital, knowledge and expertise, and helps Partou invest in continuous quality improvement. No interim dividend is paid to the shareholders.

Consumer & Market Authority

The Dutch Consumer & Market Authority (ACM) is also an important stakeholder for Partou in the context of market forces and sector scale-ups. In December 2019, for example, the ACM approved the merger of Partou and KidsFoundation, provided that Partou sell three settings in a disadvantaged community in Amsterdam (due to a low SES-WOA score (socio-economic status based on income, education and occupation), as per Statistics Netherlands (CBS) so as to prevent undue dominance of the local market share and the risk of leaving parents with little choice in terms of childcare providers.



Partou NL

The following pages illustrate the value creation and results of Partou Netherlands.



Highlights of 2022

Activities legend

- Childcare centre
- OSC
- Childcare centre, preschools and OSC



7 – 18 March

The sweet potato
Taste Safari

14 – 25 March

Recycling weeks

Acquisition
De Klompjes
Oosterhout

DOL FIJN
Barneveld region



25 May
Interns Day



30 May – 10 June

Friends week

27 June – 1 July

Mud week

01

02

03

04

05

06

24 January – 5 February

National Reading Days

24 January – 4 February

Media and technology weeks



Spring break

The Mystery of the Ice Palace
The OSC is turned into an ice palace! For some mysterious reason, the toys have transformed into toys of the past. And it's ice cold, to boot. The children must figure out why a spell the OSC was put under a spell years ago and how they can break it.

Nature Bus

In collaboration with Staatsbosbeheer (the Forestry Commission), the OSC children embark on an adventure in nature under the guidance of a forest ranger!



May break

Mario's wild pizza adventure in Italy

Due to a fierce volcano eruption, Mario the pizza baker has lost all his ingredients. The OSC children get to help Mario find the ingredients and, in the process, take an adventurous trip through all the famous cities and sights in Italy. The children have to complete a task in each city in order to earn an ingredient.

Nature bus

The nature bus is on the road again!



Children's power weeks

Until the summer break, it's all about letting children's voices be heard. They get to talk about, choose, decide, give their opinions about and vote on future activities. And most importantly.... the adults listen!





Acquisition
Eigen Wijs
Sliedrecht



15 September
Early years educators' day



3 – 7 October
Week against loneliness

Acquisition
Kindervilla Wereld

't Goudvisje
Den Bosch region



14 – 25 November

Stage and music weeks



Christmas break

Bella's adventurous trip to the Alps

Bella, a Saint Bernard pup, is in Lapland where she ends up in a pack of puppies at a Husky School for sled dogs. Not the best place to be for this huge pup! She longs to go back to the Alps, to her home where she can do what she does best: rescue people stranded in the mountains. So Bella has to set out on an arduous trek through rain, sleet and snow.

07

08

09

10

11

12

Summer break

Fun on the world globe!
Join us on a trip around the world! Visit a different continent each week and collect the flags of the countries you've visited.

Nature bus
The nature bus is on the road again!



19 – 30 September

Exercise weeks

Sports and battle weeks



Autumn break

Hollywood at the OSC
In the run-up to the Children's Rights Film Festival, we turn the OSC into a real film set and have all kinds of fun activities with and around films. Children in group 8 and higher are given additional activities to create a film script.

Nature bus
The nature bus is on the road again!

24 October – 4 November

Pumpkin Taste Safari

24 November

Leadership day

24 November

Best website of the year 2022 in the category 'Working in environments'.





Value of Our Services

Personal, Familiar *and Close By*

Our services are centred around caring for and contributing to the development of children and providing support to parents. We do this from our network of over 700 settings across the country.



Key figures 2022

70,381

Number of children

2021: 66,508

23%

Presence in
disadvantaged
communities

Sector 2022: 23%

87%

Inspections with
no identified
non-compliances

2021: 88%
Sector 2022: 80%

8.1

Parent satisfaction
with childcare
centres

2021: 8.0

7.5

Parent satisfaction
with out-of-school
clubs

2021: 7.6



Settings and child places

In late 2022, Partou had 726 settings: 212 childcare centres (including day nursery preschool), 231 out-of-school club settings and 283 integrated childcare centre/nursery/preschool/out-of-school club settings. This is a slight growth compared to 2021. In 2022, Partou acquired six smaller childcare organisations with a total of 32 settings. In addition, some settings are opened or closed each year. Closure is usually due to the merging of settings or termination of the lease by the landlord.

In 2022, 70,381 children attended a Partou setting, resulting in nearly 4,000 more children being reached than in 2021. Partou has settings in cities and small towns and in low and high income communities across the country. We are present in 176 different municipalities, with 23% of our children's centres located in a disadvantaged community with a (very) low SES-WOA score, as per Statistics Netherlands (CBS)¹⁴. This is in line with the national average.

Our network of settings and scale allow us to contribute to the development of tens of thousands of children and invest in professionalisation, quality, training and innovation. At the same time, our settings are personal and familiar and part of the local network.

Our settings offer a warm, safe environment, and are our calling card in the local communities where parents and children live. All our settings are subject to centrally defined minimum measures that are taken to ensure a safe and healthy environment at each setting. These include both physical measures, such as a good fire alarm system, and instructions for employees, such as hygiene measures to be taken after assisting children with toileting or changing nappies. Every year, and during setting renovations and relocations, a risk assessment is conducted at each setting to identify the greatest risks to safety, health and aggressive behaviour. Among other things, we assess the use of the four-eye principle at the relevant setting.

The condition and interior set-up of our buildings are regularly assessed against applicable laws and regulations. Partou has a comprehensive multi-year maintenance plan in place for the maintenance of the buildings, grounds and installations.

Our network and scale allow us to contribute to the development of tens of thousands of children.





Programme of activities

Ensuring a welcoming environment at the settings is very important, both for the children and parents as well as for our childcare professionals. Maintaining a consistent structure throughout the day helps children feel emotionally secure. At the same time, our daily programme is varied, interesting and balanced: it offers the perfect blend of development and fun. The programme is age-appropriate and packed with

activities that tap into the children's interests as much as possible. There is a balance between rest and activities, indoor and outdoor play, and individual and group play. Children are encouraged to play together and make friends.

The additional activities we do with the children are always enriching and 'Partou-proof': they are fun, safe, development-oriented and always designed to encourage the little ones to discover new things. It is always about the process and not necessarily the end result. Exploring, discovering and learning through play are integral to children's development, in much the same way that their imagination and creativity are. Our staff follow children-led initiatives and intervene where necessary. We regularly share children's experiences and activities programmes with parents over the parent app.

The most memorable activities of 2022 are included in the annual overview, Highlights of 2022, on pages 36 and 37. Aside from the general activities programme, each setting also carried out their own activities.

Parental rating

Our parent satisfaction survey offers an insight into parents' level of satisfaction with our services and identifies areas where Partou can improve on. Parent satisfaction with childcare remains as high as ever. On average, parents give us a 7.9 score, slightly higher than in 2021 (which averaged 7.8). In 2022, the ratings for the childcare centre and preschool increased to an average rating of 8.1 and 8.6, respectively. Out-of-school club still lags slightly behind, dropping slightly to an average rating of 7.5.

Parents have a positive perception of Partou's childcare settings and express great appreciation for the staff. Staff are increasingly perceived as outstanding, and communication about child development has also seen a strong increase. Parents are also decidedly positive about the outdoor space, play equipment and atmosphere.



Parent satisfaction with childcare remains as high as ever at 7.9.



Where all childcare types are concerned as a whole, the provision of childcare outside the fixed contract and the price-quality ratio of childcare are viewed as the areas in need of most improvement, while the OSC could stand improvement, the contribution of childcare to the child's overall development is added.

Quality

Quality is an umbrella term that covers many different facets of childcare, from child development to interaction between early years professionals and children, from safety to hygiene and from child health to staff commitment. These are monitored not only during the external inspections by the Municipal Health Service (GGD), but also by our quality managers, among others.

Our quality score, based on the Municipal Health Service inspections, holds steady above the national average. In 2022, no non-compliance issues were raised in 87% of the inspections conducted at our settings compared to 80% at national level. However, not all settings were inspected in 2022. An assessment of the results of the most recent inspection by the Municipal Health Service shows no non-compliance issues were found in 90% of all our settings.

No non-compliance issues were identified at 87% of our settings during the Municipal Health Service inspections.





Complaints

Partou is committed to a transparent complaints process and proper follow-up of complaints. It believes that raising and discussing complaints openly contribute to the improvement of our services. That is why our service office has responsibility for the oversight and monitoring of the complaints process.

In 2022, there were 639 complaints reported across all settings. A third of the complaints received related to the inability to use credits, which reached a peak at the beginning of the year, when we urged parents to refrain from requesting swap days or extra days until further notice in order to reduce the work pressure for our staff.

Overall, the number of reported complaints remains very low, especially considering the total number of children we care for. We will continue to pay attention to the reporting of complaints by, and solicit feedback from, parents.

Over the course of 2022, six disputes were lodged with the external Childcare Disputes Committee.

Two of the disputes were resolved, one was deemed unfounded, while the other three disputes were resolved in favour of the complainant, with no further consequences for Partou.

Incidents involving children

Partou maintains records of, and has a follow-up system for, all incidents involving children. Incidents vary from sustaining scrapes during outdoor play to a necessary visit to the emergency room, for example due to a suspected fracture or concussion resulting from collision between children or a fall. Unsafe situations are also recorded as incidents.

In 2022, 1,104 incidents involving children were recorded, including nearly 400 (398 to be exact) reports of unsafe situations. External medical assistance was sought in 556 incidents, where 90% of the cases involved a visit to a general practitioner or dentist. It is usually parents who decide to have their child checked out after an incident. There were a total of 38 visits to the emergency room. On average, 0 to 2 incidents are recorded per setting per year. There are no settings with relatively high numbers of incidents.



The number of reported complaints remains very low, especially considering the total number of children we care for.



Facts 2022: Service

Size/reach

Settings	726
DN	212
OSC	231
Integrated DN/OSC	283

Registered children's centres	1,012
DN (including preschool)	495
OSC	517

Child places (at year-end)	49,609
DN	23,319
OSC	26,290
Market share	7.6%

Child places (average)	46,162
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Spread/"Everywhere"

Provinces	10
Places	176
Present in small population centres < 5,000 residents	35
Number of children's centres in small population centres	75
Presence in disadvantaged communities with (very) low SES-WOA score	23%

Acquisitions

Childcare organisations	6
Settings	32
Centres with PE	13
Child places	2,559

Quality

Municipal Health Service inspections	1,015
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Municipal Health Service inspections with no identified non-compliances	87%
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Number of settings with no non-compliances identified in most recent inspection	90%
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Parent satisfaction (score)	7.9
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DN	8.1
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Preschool	8.6
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OSC	7.5
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NPS *(score)	23
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DN	36
----	----

Preschool	51
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OSC	2
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Complaints	639
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Disputes lodged with external disputes committee	6
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Incidents involving children**	1,104
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* The NPS is a score that measures customer loyalty based on a single question: how likely are you to recommend us to a friend or colleague? To answer, the respondent can fill in a score from 0 to 10. The scores are divided into three groups:

- Promoters: respondents who have given a score of 9 or 10.
- Neutrals: respondents who have given a score of 7 or 8.
- Critics: respondents who have given a score of 0 to 6.

The score is calculated as follows: NPS = % promoters – % critics.

** As defined by Partou: unsafe situations (falls/collisions between children/impact with objects/equipment or a situation that could have led to such an accident), accidents requiring external medical treatment, aggressive behaviour between children and emergencies (requiring police or fire brigade response or evacuation).





Fouad Parent
Activity Coordinator



Interview

The Right Balance in the Activities Programme

Creating a challenging and varied activities programme for the children we care for is one of the responsibilities of the activity coordinators across the country. Fouad Parent is responsible for this programme for the Partou settings in Utrecht and the greater Utrecht area. He tries to strike the right balance by creating a programme that includes sports, games and development.

Fouad Parent has been part of the Partou family for eight years and has held various positions: from team planner to setting manager. He can put all this knowledge to excellent use in coordinating children's activities in Utrecht and the greater Utrecht area, a responsibility he has been fulfilling for the past 18 months. He coordinates and oversees the programmes for some hundred Partou settings.

"There are teams that can flesh out and implement the activities programmes for the children with little to no effort," he explains. "But we also have settings with a lot of new colleagues or temporary workers who are less experienced and adept at this. Or who don't really know how to communicate certain things to parents. We try to help by equipping them with certain skills."

The activities that children carry out at Partou's childcare settings are divided into six themes. Each theme helps a child develop in a certain area. The early years staff try to ensure that all children learn and develop by exploring the themes, Fouad says: "A tool we offer in this respect is the digital platform DoenKids, an online database packed with guidelines and ideas for activities the staff can do with the children throughout the week."

Development in various areas

The 'fantasy & crafting' theme, for example, is designed to stimulate and develop children's creativity and imagination through the art of crafting with construction materials. "The message we try to give the children is that the process is always more important than the end result," Fouad explains. Another theme is 'stage & expression.' Children are encouraged to express themselves through dance and theatre: "This theme helps promote language development. But it's also a great way of spreading the message that everyone is different, and that it's okay to be who you are."

Ball games generally fall under the 'together & play' theme, which focuses on making friends. In the 'point & discover' theme, everything is centred around technology, science and media: "We teach children that it's fun to explore things on their own and to be open to new knowledge and experiences."

The 'green & healthy' theme teaches children more about nature and healthy eating. "This theme also covers the popular 'Taste Safari'," Fouad explains enthusiastically. "It allows you to teach children that eating vegetables is good and healthy for them. But for the little ones, i.e. for kids between ages 0 and 2, this can be a way to learn different colours."

The final theme is 'sports & physical activity'. "We want to teach children that sports and physical activity are healthy. But these activities also help children develop their motor skills."

'Each theme helps a child develop in a certain area'

Mixing things up

Staff at childcare settings are free to implement the various themes as they see fit, Fouad stresses. "But the idea is to introduce variation in what children do," he explains. "Which can be a bigger puzzle than people might expect," the coordinator adds. "But few children attend the out-of-school club or the centre every day. So, sometimes it can be a challenge to introduce all the themes to a kid who's only with us two days a week, for example."

Always try

"Besides," Fouad says as he laughs, "you notice that the older the children are, the less likely they are to be satisfied. Especially when they reach 10 or 11, they sometimes become more recalcitrant. It takes more effort to get them excited about certain activities." The early years staff have to do their best to motivate these teenagers to join a game: "Come on, just give it a try, you'll never know if you like something unless you try! The children are always free to say no, obviously, but once they've chosen something, they have to see it through. If we're counting on you to be here, then you have to participate."

Fouad also tries to coordinate activities that reflect current issues and trends in society. "The theme 'media' has become much more important in recent years because issues like fake news have also started to play a bigger role in society," he explains. Incidentally, the coordinator also has to deal with regulatory restrictions. "We would like to organise more activities for the older children that involve certain social media. But we have to abide by the rules of the GDPR and the potential privacy risks that this may entail. Yes, sports and games have taken on a very different meaning than when I used to play hide-and-seek as a boy!"



Social Value

Empowering a Resilient and Tolerant New Generation to *Do, Share, and Think for Themselves*

We create our social value by making a significant contribution to the development of social and self-confident children. We do this through interaction with our community.



Key figures 2022

186

Number of PE
settings
2021: 180

7,173

Number of PE child
places
2021: 6,790

59

Number of PE
municipalities
2021: 55



Contributing to the development of children is part of our core mission. Our early years professionals guide and encourage children to do, share, and think for themselves. We want to teach children to be social and understanding of others.

Becoming together, friendship and child empowerment

Our guiding motto for child development is 'becoming together'. Our settings are a place where we nurture together, play together, and grow together. The childcare setting is like a mini society where children learn and practice how to become active members of society. We teach children to be friendly and respectful of everyone's customs, character traits, wishes, preferences, and circumstances. To talk with each other instead of about each other. In this way, we help children make our diverse world their own.

Practice listening, give your opinion, deal with resistance, different ideas, learn how to solve problems, work together and make choices. At the OSCs, children have an important say in what activities they would like to do throughout the day. Many of our OSCs have a children's council that focuses on issues pertaining to the setting. This is how we teach children to do, share and think for themselves.

Every year, we emphasise the importance of 'together' and 'having fun together' during our Friends Week. During this week, we organise all kinds of fun activities



centred around friendship. Friends help us feel self-confident, we experience more happiness *and* we have more fun when we're with friends. And that's why we think friendship is so important. This is especially true for children. However, not every child has a friend. That's why we help children interact with each other and make friends.

The Friends Weeks are also the starting point for the OSC to get children involved in discussions about future activities they would like to do. Using various forms of work, children can help think about the layout of the rooms in the setting, what they thought of the Friends Weeks and what other themes they would like to see reflected in the holiday programmes, for example. We collect input from all OSCs and incorporate it into the next year's plans.



At our childcare centres, every child has the right to develop their full potential.



Equal opportunity

At our childcare centres, every child has the right to develop their full potential. This also applies to children with a PE referral, children with an SMR, children that require additional support and children of newcomers. That is how we contribute to equal opportunity.

Preschool education

At the behest of some 60 municipalities, we offer high-quality preschool education (PE) at 186 of our childcare centres for children with or at risk of language and learning delays. In our preschool groups, more than 630 PE-certified employees use special programmes to give children a good start in primary school. They are supported by nearly 50 PE supervisors, including tutors, early years educators, PE trainers, parent consultants and care coordinators.

We want to continue making a constructive contribution to reducing (the risk of) educational delays among children in the years ahead. We will therefore continue to invest in the necessary preschool education certification of early years educators and further determine how to provide and coordinate the required care. Partou has 5% of all PE places in the Netherlands, making us the largest PE provider nationwide.

Social medical referral

For municipalities, we also provide childcare for children with a social medical referral (SMR). This referral allows children to attend the centre several days per week, even though their parents are not entitled to childcare benefits. An SMR is issued when there are serious psychological, social or physical problems within a family, which affects the parents' ability to care for their children and, in turn, impacts the development opportunities for their children. Sending a child to the day nursery a few days a week helps reduce the burden on parents and gives the child the opportunity to develop their potential despite a challenging home situation.

Children requiring additional support

Children requiring additional support for learning benefit from specific attention. Besides children with a PE referral or an SMR, this may include children with special needs and vulnerable children with development delays due, among other things, to a disability or behavioural or attachment problems. However, children that need more challenges or gifted children also fall into this group. In 2020, Partou began identifying and monitoring special needs children and the background of their care needs in order to arrange the necessary care with the help of the appropriate contact in the network of municipalities and care partners. In several municipalities, we offer so-called



OSC+ settings, where children receive additional care, guidance and support in small groups. We do this in cooperation with municipalities and care partners.

Children of newcomers

Children of newcomers are children from a non-Dutch background, such as expat children, children of refugees and children of asylum status holders.

We are proud of our four so-called IND settings where we provide childcare to children of refugees while they wait for their asylum applications to be processed by the Immigration and Naturalisation Service (IND). For refugee families, this is mostly the initial contact in the Netherlands. The cooperation between the IND and Partou was further extended for several years last year.

Expat children or other foreign-speaking children can also receive extra help for learning Dutch at Partou. We usually combine this with the language programmes at a PE setting.

Collaboration with education partners

The education sector is a key partner for Partou. Schools are required by law to provide some form of after-school care. By working closely with schools, we strengthen the connection between childcare and education, and promote the continuity of child development.

This partnership with schools takes various forms. Partou works with 90 school boards and provides preschool (with or without PE) and out-of-school care in a school at almost 250 settings.

Partou strives to ensure the best continuous development pathway for children. Linking learning and development pathways and personal collaboration with education partners contribute to the optimal development of children. When there is extensive collaboration with education partners, and a seamless transition between childcare and education, are defined as integrated children's centres (ICCs). Partou is a partner in dozens of ICCs.





Together with our education partners, we develop a joint vision and policy for each children's centre. Today, this increasingly involves early years content: the child's development is more central than ever. With each new partnership, the parties involved – schools, childcare organisations and municipalities – choose the form of partnership that suits them best. Partou is an expert in aligning its curriculum with school curricula.

Healthy lifestyle

At Partou, we encourage a healthy, active lifestyle. We provide healthy food, plenty of physical activity, and bring the children outdoors, no matter the weather.

Our nutrition policy sets out how we provide a healthy, no-sugar-added, low-salt, diet at our settings for the different age groups. The products we offer are in line with the guidelines of the Dutch Nutrition Centre. In anticipation of the government initiative to provide free breakfasts at primary schools in disadvantaged communities, Partou, in November 2022, launched an

initiative of its own to offer free breakfasts at our childcare centres in the immediate vicinity of the 500 primary schools targeted by the government initiative. Because not only is every child who comes to school with an empty stomach one too many, this also applies to children who come to childcare centres.

Every day we make sure that the children get enough physical activity by playing outside. In addition, our activities programme includes a variety of physical and outdoor activities and activities in nature. Physical activity is not only good for health, muscle development and agility, it also helps brain cells connect faster. And balancing and equilibrium stimulate both sides of the brain. At Partou, we usually engage in play-based physical activities, which helps children develop their social-emotional skills. We put greater focus on this during the sports and exercise weeks.

Children who attend our settings eat healthier and exercise more than the average child in the Netherlands. This is how we contribute to their health and teach them how to live a healthy lifestyle.

In anticipation of the government initiative, Partou launched an initiative of its own to provide free breakfasts at childcare centres in disadvantaged communities.





As with education or sports facilities, childcare centres contribute to the quality of life in a community.

Programme of socially responsible activities

Where our core activities are concerned, we work with partners and local organisations to provide other forms of social contribution as well. Examples of such activities include nature projects with Staatsbosbeheer (the Forestry Commission), Nederland Schoon (Clean Netherlands) and the Instituut voor Natuureducatie en Duurzaamheid (Institute for Nature Education and Sustainability). We are the only childcare organisation whose OSCs participate in the annual UNICEF Children's Rights Film Festival.

We are also participants in the National Coalition Against Loneliness. Businesses, social service organisations and government agencies join forces with the National Coalition Against to reduce loneliness among the elderly.

For example, several childcare centres and out-of-school clubs organise various activities to help reduce loneliness among the elderly. Children engage actively in this effort as they bring a smile to the faces of the elderly whilst learning about respect, empathy, and diversity.

We work together with Stichting Lezen (Reading Foundation) to provide children a broad foundation in development. We also work with NOC*NSF (Dutch Olympic Committee*Dutch Sports Federation) to promote sports and exercise, and participate in CareLyn's 'Think sunscreen' programme to prevent sunburn.

Local network

We are a familiar presence in many communities. As with education or sports facilities, childcare centres contribute to the quality of life in a community. We fulfil our role in the local social network in various ways.

Our settings regularly organise local outings for the children, for example, to the petting zoo or the library. We also have regular contact with nursing homes, to which the children not only send cards but also occasionally visit.



*Many settings
organise fundraising
events or activities
for national or
local causes.*

Society and the economy

We contribute to society and the economy through our contribution to child development, workforce participation and job opportunities. The scale of our organisation enables us to make a difference. As a large childcare organisation, we contribute to the development of tens of thousands of children into a social, self-confident and inclusive new generation and help promote equity.

While their children are in our care, tens of thousands of parents have the opportunity to work or study. Our team of over 9,000 employees makes this possible. We are the largest employer in the Dutch childcare industry and among the major employers.





Charities

Every year, we support a number of charities through different activities. Many of our settings organise fundraising events or activities for national or local causes. Many of the settings, for example, launched a number of initiatives for the Giro 555 campaign for Ukraine. The Partou organisation also participated in these initiatives by donating € 2.50 on behalf of each employee, which resulted in a donation of € 25,000 for Ukraine. We also donated € 50,000 in groceries and toys for the reception of Ukrainian refugees.

It is our organisations practice to make a donation for every completed employee engagement survey (EES), which resulted in raising € 30,000 for UNICEF. Just before the presentation of the cheque, however, we were hit by the news of the earthquakes in Turkey and Syria. Thus, in consultation with UNICEF, two-thirds of the raised amount was transferred to Giro 555 for the earthquake victims and the rest was invested in Plastic Bricks, a UNICEF project in Ivory Coast, where mothers earn an income by collecting plastic waste, which is turned into plastic building blocks at a local plant. The blocks are used to build clean, safe and sustainable schools.

Every three months, we donate the Air Miles we have saved to the social and/or green causes we support. In 2022, we donated to the National Children’s Aid Fund and War Child, amongst others.

Facts 2022: Social value

Preschool education programmes	
PE settings (centres)	186
Municipalities	59
Childcare centres with PE	37.6%
Market share of child places	5%
PE staff	
Active, certified early years educators	632
PE supervisors	49
Target group reach	
Children with PE referral	1,993
IND settings	4
Collaboration with education partners	
School boards	90
Settings in schools (preschool and/or OSC)	246



Charities	
Donations	€ 105,000
Ukraine (Giro 555)	€ 25,000
Ukraine (groceries and toys)	€ 50,000
Turkey and Syria (Giro 555 via UNICEF)	€ 20,000
Plastic Bricks (UNICEF)	€ 10,000
Donations via Air Miles (social causes)	
A carefree day in the Beekse Bergen for children growing up in poverty courtesy of the National Children’s Aid Fund (number of children)	149
A safe place with education and psychosocial support for war-affected children courtesy of War Child (number of children)	200





Interview

Key Player in the Communities

Besides being a vital link in the lives of children and parents, Partou's childcare settings are usually an important player in the communities due to their close contact with schools and the municipality. Marjolein Lops-Fredriks is the setting manager of two Partou childcare settings in Spijkenisse, where many children require additional support. As of recently, the staff at this setting offer healthy, nutritious breakfasts as an extra service.

The locations of the settings in Spijkenisse, where Marjolein Lops-Fredriks works as manager, are sometimes referred to as 'disadvantaged communities'. She prefers to call them 'dynamic environments'. Part of her responsibilities involves maintaining contact, on behalf of her team of nearly 40 employees, with the schools, the municipality and public health services in the region. In her case, this means more work than at other settings, she readily acknowledges. "But that's okay," she adds immediately. "You do this work because you want to help children and people. And we get to do that every day."

The community is home to many low-income families. It is very culturally diverse – for example, Partou also accommodates children of refugees who have been granted asylum in the Netherlands. "You don't get a say in where you're born," Marjolein emphasises. "This applies to the children we care for just as much as it does to their parents. Each family has a unique story to tell."



Marjolein Lops-Fredriks
Setting Manager in the Rotterdam region

‘The increasing number of vulnerable children is a national trend’

Be even more alert

At the out-of-school club and the childcare centre in Spijkenisse, for example, the team cares for refugee children who suffer from the trauma they have experienced in their short lives. "We are even more alert to what we see in these children," explains the setting manager. "How are they behaving, are they more quiet, for example? Or are they developing more slowly than the other children? When you notice such things, you reach out to agencies that might be able to help. We may feel, for example, that a child needs more care than our team can provide in regular childcare."

Spijkenisse is no exception in this, by the way, Marjolein stresses. "Sadly, the increasing number of vulnerable children is a national trend," she explains. "Life has become tougher for many in the Netherlands in recent years. You see middle-income families struggling to make ends meet, and you notice the impact this has on the children." Partou employees have a strong sense of responsibility, she finds. "You do what you can with what you have. We are trained in pedagogy and see the children almost every day: our employees usually notice behavioural issues before parents do."

Healthy breakfast

Sometimes Marjolein finds that a child needs more support than what the staff can provide: "In such instances, our care coordinator observes the child, and if they notice anything concerning, they will contact the municipality's Jeugdondersteuningsteam (the children and youth services department), which may assign a coach from Coachpoint, if required."

But sometimes even a small adjustment to the daily programme at the childcare centre can make a big difference. Last year, for instance, the childcare centre in Spijkenisse took part in a pilot to offer children a healthy breakfast. The results were so positive that the initiative is now part of the staff's regular daily routine.

"It is proving difficult for more and more parents to offer their child a nutritious meal at the start of the day," Marjolein notes. "The importance of a good breakfast cannot be underestimated. Kids that have not eaten a proper breakfast are noticeably restless and unfocused throughout the day." That is why Partou's early years staff now give the kids asking for something to eat a healthy sandwich between 7:30 and 8:30 a.m. "This obviously means more work for the staff, but everyone agreed that we are happy to go that extra mile for the children." Between five and 10 children now make use of the service every day.

Aggression training

The setting manager makes no claims that her team has a tougher time in the disadvantaged communities than their colleagues in more affluent communities. "But you have to be cut from the right cloth to work here," she says, nodding. "Children with problems require additional support, and, in some cases, so do their parents." In March, the entire OSC team received aggression training to better equip them to deal with difficult situations involving threats and aggression from parents: "The team has learned to express their limits in such situations and are now better equipped to de-escalate a situation as quickly as possible."



Human Value

Room for *Talent, Expertise and Participation*

At Partou, our employees stand with the child. Our employees are our first priority; they are our most valuable asset. They constitute our human value and create a safe and inspiring development environment for children.



Key figures 2022

7.7

Employee satisfaction
2021: 7.4

51%

Positive work balance - % manageable work pressure
2021: 34%
Sector 2022: 39%
(Statistic Netherlands, Q2)

383

Net recruitment
2021: -35

22%

Turnover
2021: 18%
Sector 2022: 25%
(Statistic Netherlands, Q2)

9.7%

Average absenteeism rate
2021: 8.0%
Sector 2022: 8.3%
(Kinderopvang-werkt!)



Dedicated employees

Our dedicated employees collectively contribute to the success of preparing a generation for the future. They are a reflection of society and, that alone, contributes to children's development in the broadest sense of the word. The early years professionals create a safe, familiar and stimulating environment for children, and contribute to child development by guiding free play and development-oriented activities: from the child's first steps until they are ready for primary school and throughout primary school.

In late 2022, Partou Netherlands had 9,275 employees (including 350 student trainees (BBL) and excluding 587 interns). Women account for the vast majority of our staff who work as early years professionals. Women also hold the majority of executive and management positions.

The average age of employee is 37.4 years, with an average service period of 7.2 years.

We believe in retaining and building lasting relationships with employees. We offer permanent employment as soon as we can. Of our employees, 94% have fixed hour contracts. Three in four employees have open-ended contracts. This includes student trainees (BBL), who typically have a temporary contract due to their study agreement. Many of our staff work part-time; the part-time factor is 0.68.

Our employees are a reflection of society.





Lifelong learning and development

Partou has a culture of learning and development. For the child, but also certainly for our staff. Learning and development do not stop at qualification. We believe in lifelong learning. That is why we are committed to the continued development of our staff.

The Partou conversation

Since 2022, every employee has what is internally referred to as the 'Partou conversation' with their manager. This is not a progress or performance review, but a conversation about the employee's well-being and happiness at work. What makes them happy, what do they worry about, in their work or personal life? What would they still like to learn in their lives, what do they consider important within Partou? This conversation usually takes place during a one-on-one lunch or a walk, rather than at the childcare setting or office. The informal setting helps to facilitate a different kind of conversation than one would normally have on an average working day.

The conversations give Partou good insight into what concerns its employees and what Partou can do to increase their happiness at work. In turn, the employees can receive support in professional or personal development or with their work-life balance. This will kill two birds with one stone.



We believe in lifelong learning. That is why we are committed to the continued development of our staff.



Team development and leadership

Not only do we believe that it is important for our employees to develop individually, but team development was also high on our agenda in 2022. Team meetings are held regularly to discuss how to move from dealing with work pressure to happiness at work. Partou launched a 'leading happiness at work' course for setting managers, which gives them and their teams the tools and techniques they need to achieve this transition. In addition, there were 16 so-called 'Tours of the region' sessions last year; days on which managers from different settings came together to share their experiences. These sessions were found to be particularly inspiring and led to new in-depth training sessions for managers to develop the most relevant themes that were discussed in the open conversations that took place. For the first time since the pandemic, all managers from across the country came together again in November for the Partou leadership day to talk about their work and their role within the team.

Growing with the Partou Academy

Our Partou Academy offers all employees an extensive range of training programmes that are designed to inspire and help them develop on a personal and professional level. The Academy consists of an online learning environment and our training centre in Almere.

Partou Academy's range of training programmes are extensive and diverse, varying from accessible podcasts, e-learning courses and inspirational sessions to short training courses and (long-term) training programmes. Thus, there is something for everyone. The online Partou Academy gives our employees access to over one-hundred e-learning modules, webinars and training courses. Employees can annually complete four hours of a paid home-study course at their discretion.

A warm welcome

All new employees are required to participate in a comprehensive and interactive onboarding programme, aka an induction programme. A warm welcome with proper onboarding will help you feel right at home in next to no time. During onboarding, new colleagues have a chance to get a feel for Partou. One of the ways we do this typically occurs on the first working day, where we talk about our organisation, mission, and values and how you can contribute to them.

This also ensures engagement and fosters a positive impression of Partou as an employer. Proper onboarding empowers new employees to contribute to the organisation more quickly, promotes higher employee satisfaction, and reduces the likelihood of turnover. That is why we think it is important to invest in new employees from day one.





We are increasingly committed to creating career growth opportunities for current and new employees.

Room for talent

We believe in the power of every employee. The size of our organisation offers many opportunities for sustainable employability. That is why we are increasingly committed to creating career growth opportunities for current and new employees. To this end, a department to promote internal mobility (advancement) was established in 2021.

Partou's training programme includes no fewer than seven training programmes that help employees move up the career ladder. A popular training programme for early years educators is the assistant setting manager. The programme attracted 42 early years educators in 2022. The level 4 early years specialist training programme is also very popular.

Accredited learning organisation

Partou is an accredited learning organisation. We believe it is important to contribute to the development of young talent. That is why no fewer than 587 interns were active at our settings by late 2022.

Every six months, Partou sets up on-the-job training classes (BBL) in partnership with ROCs (regional vocational training centres) to ensure the recruitment of high-quality personnel. These are placements for on-the-job training for secondary vocational students (MBO-PW3) who attend a work/study programme. In 2022, 348 student trainees were enrolled across 28 classes. These were all lateral recruits. We work together with ROC Midden Nederland, Variva and Scheidegger, among others.

Attracting employees

The childcare job market has faced headwinds for years. Staff shortages in the sector continued to increase in 2022, partly due to high absenteeism rates in the wake of the COVID-19 pandemic. This was also true for our organisation. But our recruitment department is not sitting on its hands. We have the highest number of early years educators ever employed, marking a great milestone for us.

At 22%, the turnover rate in 2022 was much higher than we would have liked. The net recruitment was fortunately positive, with 383 new colleagues. This does not include interns.



Employee engagement

Our main strategic pillar is to increase happiness at work. We aim to be the best-in-class partner in child development and the employer of choice for childcare professionals. To achieve this, it is important to receive input from employees and to identify what is working and what needs to be improved.

Employee participation is a big contributor to happiness at work. Involving employees in projects and engaging with them about their ideas or critical feedback makes them feel heard and leads to better results. We always try to create opportunities for employee participation. In 2022, a number of thematic meetings were again held for this purpose.

Every year, we conduct a comprehensive employee engagement survey (EES), a valuable tool for gathering feedback to gain a better understanding of the effectiveness of our main strategic pillar: increasing happiness at work.

In 2022, 68% of employees participated in the EES, an even higher percentage than in 2021 (60%).

This is a great score as it suggests that more and more employees feel engaged and want their voices to be heard.

We are proud of the results of our employee engagement survey as it affirms that we have made great strides compared to 2021. Employees are more satisfied, experience less work-related stress and are more positive about Partou as an employer.

Our Employee Net Promoter Score (eNPS), a widely used international standard used to measure employee satisfaction and loyalty, increased from -16 to -2. Despite this big step forward, there is still much room for improvement. We will continue to do the things that are working well and work to improve on the things we can do better.

Partou employees gave their work an average score of 7.7, which is up from 7.4 in 2021. The highest scores are given to direct management, emotional safety, cooperation and future prospects. The main areas for improvement are the levels of fulfilment and enjoyment that employees get from work in relation to work pressure. In 2022, the percentage of employees experiencing (very) high work pressure dropped from 66% to 49%. Work pressure has therefore decreased, however, it is and remains an ongoing concern.

An engaged employer

In 2022, we invested heavily to increase our employees' happiness at work and reduce the work pressure. We believe it is important that our employees feel valued and supported by Partou as an employer. To reduce work pressure, we closed earlier for the holidays, placed a temporary hold on the use of swap credits, announced study days and put greater focus on work happiness in team meetings and leadership training.





Employee empowerment

Building Partou together is important to us. That is why we believe it is important for our employees to participate directly and indirectly in helping build, think about and make decisions regarding the organisation. We have organised this in formal and informal ways. Formal employee empowerment at Partou is currently fulfilled through representation by a Temporary Works Council (TWC).

The TWC was established in March 2020 and consists of the works councils of merging parties Partou and Smallsteps (total of 30 members). The main focus of the TWC in 2022 was to fulfil its role in harmonising policy in the wake of the merger in 2020. In late December, the TWC began the preparations for elections for a (definitive) Works Council for the new Partou organisation in 2023.

Early years educator assistant

The arrival of an early years educator assistant at many of the settings has also had a positive impact on work pressure. The assistant helps the early years educators in carrying out light housekeeping tasks, performing general caregiving tasks and providing additional supervision, among other things. Many early years educator assistants also aspire to grow professionally at Partou.

Employment terms


Virtually all employees (> 99%) are covered by the collective agreement for childcare, which also covers interns. Partou also has additional employment terms and various other schemes in place. All employees participate in the Zorg en Welzijn Pensioenfond, the Dutch pension fund for the healthcare and welfare sector. We also offer staff discounts in the form of a staff discount store and discounts on insurance, childcare for staff, a gym membership or a bicycle.

Vitality

Partou is committed to fostering a healthy and vital working environment. We invest in the well-being and vitality of employees, for example, by facilitating the affordable purchase of a bicycle or discounted gym memberships, discounts for cultural activities and a vitality programme.

In addition to supporting each other and feeling part of a close-knit team, a healthy and safe working environment and good working conditions also play a significant role in employee vitality. That is why in 2022, Partou introduced two new roles – an occupational health and safety coordinator and a prevention adviser – which will serve as information resource personnel for early years staff and setting managers. The prevention adviser is an expert on working conditions. In 2022, Partou had nine prevention advisers across the country who visited the settings on request.

In addition, Partou offers support in the form of a safety net – such as budget coaching or mental health support – for employees who are going through a rough patch in their personal lives.



The arrival of an early years educator assistant at many of the settings has also had a positive impact on work pressure.



Financially fit

Partou also sees being financially fit as an important part of its employees' vitality. But with the ever-rising cost of living in 2022, getting a handle on finances is becoming increasingly challenging for many employees. Therefore, in cooperation with PGGM&CO (Dutch member association supporting healthcare professionals to become and stay mentally, physically and financially healthy), we offer our employees completely anonymous support in the form of a budget coach or a 'money buddy' if they need it.

To thank them for their continued hard work, Partou gave all employees a gross year-end bonus of €500, in proportion to their length of service with Partou. This additional bonus was paid out on top of the year-end bonus that employees had already received under the collective agreement. The additional amount was paid out in autumn to help alleviate some of the inflation-induced stress that many of the employees were feeling.

Absenteeism

Absenteeism in 2022 averaged 9.7%. This high absenteeism rate was partly due to the extremely high pandemic-related absences in the 1st quarter of 2022. This was a national trend. The overall absenteeism rate dropped in the following months, however, the effects of the pandemic, high staff pressure and high staff shortages, still have a significant impact on absenteeism. The differences between the regions are large, with urban regions experiencing higher absenteeism rates. In addition, we see a higher absenteeism rate in day nurseries than in out-of-school clubs or preschool.

Facts 2022: Human value

Our employees (excluding interns)

Employees	9,275
Employees (FTE)	6,266
Part-time factor	68%
Early years educators (including student trainees)	7,981
Percentage of early years professionals	86%
Percentage of female staff	96%
Average age	37.4
Average age (excluding student trainees)	38.0
Average length of service	7.2
Average length of service (excluding student trainees)	7.5
Fixed hour contract	94%
Employees with open-ended contracts	74%

Training

Vocational interns (BOL)	587
Student trainee classes	28
Net recruitment of student trainees	348
Training for prospective setting manager	42
FAFS/First Aid	2,695
Baby specialist	708
3F language test (qualification of all staff in 2021-2024)	83



Employee satisfaction

Employee engagement survey response	68%
Employee satisfaction (score)	7.7
eNPS* (score)	-2
Positive work balance – % manageable work pressure	51%

Recruitment and attrition (excluding interns)

Staff recruitment	2,430
Staff attrition	2,047
Net recruitment	383
Turnover	22%

Vitality/other

Average absenteeism rate	9.7%
Incidents involving employees	73

* The NPS is a score that measures customer loyalty based on a single question: how likely are you to recommend us to a friend or colleague? To answer, the respondent can fill in a score from 0 to 10. The scores are divided into three groups:

- Promoters: respondents who have given a score of 9 or 10.
- Neutrals: respondents who have given a score of 7 or 8.
- Critics: respondents who have given a score of 0 to 6.

The score is calculated as follows:
NPS = % promoters – % critics.



Interview

Empathising with *Every Step the Children Take*

Employees are Partou's greatest asset. Every day, they create an inspiring environment where children feel safe and encouraged to learn and grow. Senaska Seloska, an early years educator at Partou De Globetrotters in Nootdorp, works with children aged from birth to two-years-old. She empathises with every step the children take, literally and figuratively.

Her intention was to work a few years in childcare and then see what else the world had to offer. But Senaska Seloska has been a fixture in the Nootdorp team over the past fifteen years. As an early years educator, she works daily with children from birth to two years. "I've always said, I'll quit this job when I stop enjoying it," she says, laughing. "But that time has never come. Obviously, every day has its challenges, but it's also a party."

Senaska is often asked by friends and acquaintances whether working in childcare isn't tough. "That's rarely been my experience," she insists. "In fact, parents entrusting their children to you every day feels like an honour and a great responsibility. Our work allows us to make a substantial contribution to children's development. It's not a run-of-the-mill job, which I think is great."



Senaska Seloska

Early years educator in Nootdorp

Keep observing

As an early years educator, she's also a daily witness to special moments in the lives of the children she cares for. "Babies usually tend to take their first steps at the nursery," she gives as an example. "Those kind of moments never get old, no matter how many times you see something like that."

The 40-year-old and three of her colleagues are in charge of a group of 12 children. "We set up the day first thing in the morning," Senaska explains enthusiastically. "We do a handover with the parents: they tell us about their kid's weekend and if there's anything we need to pay extra attention to. After that, the children are usually free to play whatever they want, like in the sandbox or to paint together. Then they're given healthy food *with* fresh fruit. And the little ones are put down for naps twice a day. You're constantly observing, you cannot allow yourself to get distracted for a single second."

Taste Safari

Partou's early years educators also try to make subtle contributions to the development of the very little ones. "We do this in small steps, we never force anything on the children," explains the supervisor. "The goal might be to learn to drink from a sippy cup, or eat fruit with a small knife instead of their hands. She also mentions the Taste Safari, where children are introduced to a vegetable and experience it in a variety of ways; e.g. the carrot: from raw to cooked and finally as a carrot cake. "Or we teach children new colours using vegetables," she continues. "We tailor all the activities to the children's learning level."

'We tailor all the activities to the children's learning level'

The childcare setting where Senaska works was added to the Partou family several years ago. This meant, among other things, that she and her colleagues were suddenly faced with more rules, also on how to interact with the children. "It felt so strange at first to no longer be allowed to give an instinctive reaction. But I'm okay with it now. Of course I understand that there are rules."

Campaign for Turkey

Partou also offers great development opportunities for employees, Senaska believes. "For example, we now have the opportunity to take courses," she explains. "I now know everything there's to know about how to apply first aid and how to supervise interns better. I took an interesting course on the special attention you can give to children with developmental problems."

Partou also allows settings to put their own stamp on their work or to develop their own initiatives. "I'm someone who wants to help people less fortunate than myself," says Senaska. After the earthquakes in Turkey and Syria, she immediately kicked off a fundraising campaign for families in the affected areas. "We asked parents if they'd like to donate baby clothes. Partou embraced the campaign wholeheartedly and even donated €30,000 to UNICEF, which we've been working with for a while now. I thought that was amazing: the moment we handed over the cheque, I started crying like a baby."



[Read the article](#)



Intellectual Value

Continuous *Development* of Knowledge and Expertise

Quality is our top priority. That is why we continuously invest in developing the knowledge and expertise of the sector and our staff. This knowledge and expertise contribute to the quality we offer and constitute our intellectual value.



Our science department has extensive knowledge about the quality of early years education in childcare.



Key figures 2022

9

Number of (scientific)
research projects

2021: 9

8

Number of
graduate theses

2021: 4

3

Number of
research pilots

2021: 3



Research and science

We believe that it is important to continue expanding our knowledge and expertise for the optimal development and well-being of children at our childcare centres. Both for the sector and for Partou itself. New insights serve as input for the further development of our (early years) policy and the activities programme we offer. That is why we initiate research projects and pilots, and contribute to (scientific) research. We do this through independent research and through collaboration with knowledge institutes that conduct their research projects at our settings. In addition, Partou provides financial support to the First Chair in Childcare at the University of Amsterdam and the Expertise Centre for Early Childhood Education Quality.

Our science department has specific expertise in (measuring) the quality of early years education in childcare (NCKO, the Netherlands Consortium for Research in Childcare) and delivers national and international guest lectures and training workshops on the subject. We also have scientific expertise on the adaptive behaviour of babies in a childcare setting. In addition, Partou conducts research on specific topics in collaboration with knowledge institutes. In 2022, we participated in sixteen different (scientific) research projects: nine research projects by different knowledge institutes/universities, and no fewer than eight graduation research projects. Partou is the only Dutch childcare organisation that is actively involved on this scale in scientific research. Many of the research projects take place over several years. An overview of the projects is provided on the next page.

For the University of Amsterdam, we facilitated a study into the effects of childcare in which 25 of our childcare groups participated. This study has now been completed. The research by the Vrije Universiteit Amsterdam into the professionalisation of guided play through interactive dialogue between children and early years professionals also was completed year. Partou also facilitated this research project and both projects will result in a scientific PhD in 2023. We also collaborated in studies conducted by Leiden University into the adaptive behaviour of babies in a childcare setting and the effects of the pandemic upon return to the childcare setting. These studies were completed in 2022 with a scientific PhD.

Our standing policy is to collaborate in relevant external studies initiated by universities, universities of applied sciences, municipalities or the central government. A concrete example of this is the National Childcare Quality Monitor by the Utrecht University that was commissioned by the Ministry of Social Affairs and Employment (SZW). We participate in these quality measurements with a number of selected settings. For these national quality measurements, our science department provides training for observers who are required to provide a reliable assessment of the quality of interactions between early years staff and children based on video clips. We provide similar training for the University of Copenhagen.

Quality childcare contributes to children's social, emotional and overall development. Research focuses primarily on the day nursery.

Relatively little is known about the OSC. To find out more about a good OSC programme, its use and quality, we are launching, in collaboration with Utrecht University, a four-year scientific study into OSCs.

Thanks to the size and scale of our organisation, we have a significant amount of data at our disposal, including data from national quality measurements, which at the time were conducted by the NCKO at many of our settings¹⁵. The analysis of the data shows that there are improvement opportunities for the presence and availability of materials, the quality of life in the settings, the quality in the baby groups, and the quality of interactions between early years staff and children during lunchtime situations. That is why in 2022 Partou initiated the development of an improvement process for the interior and play equipment focused on important developmental domains for children (fine motor skills, fantasy, role play, nature and technology) at a number of PE groups in the Amsterdam and East regions. The results will be available in June 2023 and will provide starting points for improvement programmes for all childcare groups.



Studies Partou contributed to in 2022

Name of study	Start date	Duration	Implementing knowledge institute
Effects of Childcare: Do children benefit to different degrees?	Jan '18	42 months	University of Amsterdam*
Play-based dialogue: Professionalising guided play	Jan '18	42 months	Vrije Universiteit*
OK Healthy! Stimulating vitality – engaging parents with low SES	Jan '21	24 months	Amsterdam University of Applied Sciences
Returning to childcare after the pandemic (part 2)	Jan '21	12 months	Leiden University*
Development First/Ages & Stages: new development monitoring system	June '20	ongoing	Utrecht University
What works for the youth: children with SMR	Jan '19	36 months	Utrecht University*
At home in childcare: adaptive behaviour of babies	Sept '20	24 months	Leiden University*
Healthy tasting weeks	May '22	Aug '22	Spoony/Louis Bolk Insituut/ Jong Leren Eten (Learning to eat at an early age)
Development of PhD programme			
More challenge in the OSC	Mar '21	Nov '22	Partou in collaboration with Utrecht University
Student theses			
Exercise policy	spring 2022	autumn 2022	Utrecht University
Risky outdoor play	spring 2022	autumn 2022	NTI
Effectiveness of exercise juggernaut	spring 2022	autumn 2022	University of Amsterdam
Multilingualism in the group	spring 2022	autumn 2022	Amsterdam University of Applied Sciences
'Green' rating for OSC settings	spring 2022	autumn 2022	Erasmus University Rotterdam
Quality of interactions at OSC	spring 2022	autumn 2022	Utrecht University
Children's difficult behaviour	spring 2022	autumn 2022	NTI
Identifying child abuse	spring 2022	autumn 2022	Amsterdam University of Applied Sciences
Pilots			
Exercise juggernaut	Jan '20	ongoing	Partou
PiB 2021-measuring quality in the group	Sept '20	ongoing	NJI/Expertisecentrum/Leiden University
Suitcase of happiness for children/happiness at work for staff	Mar '21	2022	Suitcase of happiness

* Subsidised through ZonMw research programme (organisation for Health Research and Care Innovation).



Employee knowledge development

The training and substantive guidance of our early years professionals and policy staff are crucial to the delivery of quality and to inspiring staff to create a safe and stimulating environment for children to develop. Partou has a Learning & Development department, which provides a range of training programmes that is continuously developed, our Partou Academy.

The Partou Academy offers both in-person and online training courses, training programmes and inspirational sessions. During the lockdowns and forced closures of our settings due to the pandemic, the range of online training products provided many development opportunities for our staff, and additional inspirational sessions were organised online every two weeks.

Our early years educators help improve the educational quality of our work and the professional development of our early years educators.

Knowledge sharing

We are happy to share our knowledge. We do this through guest lectures and training as well as lectures at conferences and publications. Within and outside the sector. Since partnering with Parents of Now (Ouders van Nu) in 2019, we consistently provide insight into the different aspects of childcare under the title 'Growing Together' and regularly post blogs on social media. Insights from the various studies we have conducted in collaboration with knowledge institutes are shared through publications in trade journals, our website and social media channels.

Facts 2022: Intellectual value



Number of (scientific) research projects	9
Number of graduation research projects	8
Number of research pilots	3
Collaboration with universities	6
Collaboration with universities of applied sciences	1
Collaboration with knowledge institutes	3





Interview

Research within *Childcare*

Partou has its own monitoring, science and advisory department, which oversees external research projects and conducts internal pilot studies on a variety of topics that are important for (the development of) the children we care for every day. Sanne de Vet (30) has been working in this department for a year now and enthusiastically talks about what she does from day to day.

"I studied pedagogy and education sciences and came into contact with Partou a few years ago as I was looking for organisations to collaborate with on my PhD research into the adjustment of babies to childcare. I did this at several settings of the then-Smallsteps, among others." This research, which took four years to complete, revealed that putting a baby in childcare can be a stressful time for parents. Sanne: "That stress affects the baby, which, in turn, affects the parents. It is therefore important to give both parents and children a warm and welcoming start at the childcare. I shared this and other pieces of advice with the staff of the participating childcare organisations, including the quality department staff at Partou. And fortunately, at Partou we already do a lot to give parents and children a warm welcome, including giving them the new Baby Time magazine."

Sanne de Vet

Monitoring, Science and Advisory
Department Employee



By the time Sanne's PhD research had reached its final stages, her university mentor tipped her off about the vacancy for research & analysis specialist at Partou. "The job interview turned out to be quite enjoyable... for both sides. Shortly after, I started working at Partou." Besides Sanne, the monitoring, science and advisory department consists of two other colleagues. They are the contacts for various ongoing studies conducted by universities and universities of applied sciences at Partou, such as monitoring child development, sleep, exercise and health. "We carefully choose the studies we are asked to participate in. Besides the fact that the results must generate added value for our organisation, we also consider the workload pressure on the settings where the studies are conducted."

'Research at preschool settings that provide preschool education: how the layout and arrangement of the interior space of the groups can be improved and the play equipment more varied and available'

Pilot studies on interior space, play equipment and potty training

"We also conduct in-house pilot studies," says Sanne. "For example, a study is currently underway at some preschool settings that provide preschool education to determine how the layout and arrangement of the interior space of the groups can be improved and make the play equipment more varied and available to the children, as we're well aware that this can affect their development. The settings were given the necessary tools to implement the improvements and we're currently in the process of evaluating whether the improvement process has borne fruit and if it was also feasible. If so, we will roll it out further where possible."

Another example of an internal pilot is the study on potty training at a younger age. Sanne: "With the ever-improving quality of nappies, children feel less inclined to use the potty for their toilet needs rather than their nappies. While several studies actually show that early potty training can ensure better health and fewer infections, and it's obviously better for the environment. That is why we are looking into the possibility of working closely with parents to teach children to use the potty at a younger age before transitioning them to the toilet. Parents will get access to a potty training app that will guide them through the process of potty training their child over the course of ten weeks. The app provides tips and feedback from experts and tracks the child's potty training development over these ten weeks. I'm very interested in seeing what will come out of this."

Monitoring

In addition to child development studies, the department where Sanne works also monitors the quality of childcare at Partou. This ranges from evaluating the legally required training programme 'Babies in childcare' for all early years staff working with newborns, and an inventory study on how staff implements Partou's revised Early Years Policy, to monitoring Municipal Health Service reports, incidents involving children and complaints from parents. Sanne on this issue: "The monitoring aspect is also an important part of our work. Where the baby training is concerned, for example, we evaluated whether it had any measurable impact on improving the knowledge of early years staff. Because even though the training is required by law, our main objective is to ensure that the staff, who put so much time and effort into this, actually learn something from it. We are happy to report that this is the case."

In follow-up, a survey of the early years quality in baby groups will start in January 2024. Sanne: "Very interesting, also given the changes to be implemented under the Innovation and Quality of Childcare Act (Wet IKK), to gain insight into quality improvements at these groups."

'Even though training is required by law, our main objective is to ensure that the staff, who put so much time and effort into this, actually learn something from it'





Graduation at Partou

Sanne and her colleagues also mentor students conducting graduation research projects at Partou. This involves research on a variety of topics, such as multilingualism in childcare, the importance of more physical activity and its long-term positive effects, risky play with toddlers in childcare and how important parents think a green out-of-school club is. Sanne: "Each and every one of these research topics is interesting and we actively publicise them within the organisation. By showing what research is taking place, both in partnership with universities and universities of applied sciences and by Partou itself, we want to make the work of our department more visible and concrete, so that our colleagues see the added value for (the quality of) our childcare."

The Monitoring, Science & Advisory Department will soon be welcoming a fourth colleague, who, in collaboration with Utrecht University, will conduct a four-year research project at the out-of-school club to evaluate talent and interest development and how children can have more fun during the process. Obviously, interesting interim results will be published, both within the organisation and to the general public.

Sanne: "I think the amount of effort and commitment Partou invests in research on childcare is just remarkable. That there is a department that devotes itself full time to this and looks for a scientific basis for what we do and don't do. There are few other childcare organisations that approach this so professionally, even though it is very important. This enables us to gain knowledge and experience, which our colleagues in the field, the early years staff, can use to continually improve the quality of the daily care and support they provide to children and give them a solid foundation they can build upon from birth through adolescence."



Natural Value

Focus on *Climate*

We create our natural value by contributing to a new generation of climate-conscious children and by using natural resources judiciously.

*Promoting contact
between children
and nature is part
of our everyday
routine.*



Key figures 2022

35,042

CO₂e footprint (in metric
tonnes of CO₂e,
Scopes 1, 2 and 3)
2021: 29,510

759

Intensity of emissions
(kg of CO₂e/
child place)
2021: 650





Climate-conscious new generation

Taking good care of yourself and the world around you starts at an early age. Bringing children in contact with nature early in life helps foster a positive relationship with the environment as they grow older. It leads to more climate-conscious behaviour and the children learn to take care of our planet in a sustainable way. Promoting contact between children and nature is part of our everyday routine. This can be done, for example, by setting up an autumn-themed table in the group, throwing a spring party, providing the opportunity to play with sand and water and art and craft with autumn leaves, twigs and shells.

We have the Nature Bus as a result of our partnership with the Forestry Commission. During the May, summer or autumn breaks, the Nature Bus picks up the OSC children from their settings and brings them to a nearby playground, where they are welcomed by a Forestry Commission forest ranger or volunteer who takes them along on an adventure-packed day of discovery in nature.



We teach children about sustainable practices such as turning off the light when they leave a room or turning off the tap water when they wash their hands. We participate in national campaigns. Almost all our OSCs have the Nederland Schoon 'Afvalkoffer' (waste box) which contains all kinds of fun and practical (crafting) assignments, puzzles, games and more about waste prevention and recycling. And, of course, we always explain why this or that is important. We do fun crafting activities using packing materials and ask children to bring them from home. There's more focus on this during recycling weeks.



Climate-conscious organisation

Partou is committed to fostering a climate-conscious organisation. We pay attention to resource consumption, climate adaptation and our carbon footprint.

Resource consumption involves responsible use of natural resources, preventing overconsumption and waste and promoting reuse (e.g. boxes for crafting or annually themed decorations). On our internal digital marketplace, settings offer furniture they no longer need so it can be used at another setting. And repurpose or rehome furniture we no longer use. In 2022, we donated used furniture to Ukraine. This way, we ensure that quality furniture is reused.

In late 2022, Partou launched a project where the facility services department can remotely monitor the energy consumption of our settings. The results give us insight into outliers and identify non-sustainable buildings with high energy consumption, allowing us to take actionable measures to address the issues.

All our buildings are leased. As a result, we do not have full control over making them more sustainable. However, we constantly discuss energy-saving and water management measures with our landlords.

As of 2023, all the buildings that we lease from municipalities will be required to have energy label B or higher. This involves a significant number of our buildings.

Climate adaptation refers to actions we can take to help us adjust better to the inevitable consequences of climate change. For example, our new schedule of requirements for our gardens is climate-adaptive because the emphasis is on less paving and more natural shade. We also choose native plantings that are resistant to the changing climate and we are more conscious about drainage. We are also looking into ways we can keep the heat out of remodelled, renovated or new buildings, both in terms of our behaviour and through additional measures, such as using the appropriate types of blinds.

Moreover, in 2022, we donated Air Miles to Justdiggit and Priceless Planet Coalition. Both organisations are committed to fighting global warming. Justdiggit does this by turning dry, degraded lands in Africa into green landscapes to help cool the planet. Thanks to the Air Miles we donated in 2022, an area of no less than nine football fields could be turned into green landscapes. The Priceless Planet Coalition restores (tropical) forests by planting trees. The Coalition was able to plant 1,750 trees using the donation we made in 2022. Forests regulate the air we breathe and are highly effective in moderating greenhouse gas emissions.



Our carbon footprint

At Partou, we are increasingly aware of the carbon footprint we are leaving behind as a company. In 2022, we put in place a carbon accounting system that generates quarterly reports about how much greenhouse gas we emit according to the globally used GHG protocol¹⁶. Energy consumption, food and hygiene products, and commuting are the categories that have the largest impact on our carbon footprint.

Our ambition is to reduce our emissions by 2030 in line with European agreements, or the 1.5°C cap set by the Paris Agreement in 2015. We aim to be a carbon-neutral organisation by 2035, and have developed a roadmap to achieve this goal. In setting the priorities, we consider both the impact on our emissions and the visibility and feasibility of the measures. Visibility contributes to a large extent to climate awareness among staff, children and parents alike.

The first roadmap measures were either implemented or initiated in 2002. The exact impact of these measures on our footprint will be visible from 2023 onwards.

The measures with the greatest impact are:

- Green electricity at all settings where we purchase electricity;
- All-electric lease scheme;
- Plastic-free wipes;
- Meatless days;
- Replacing fossil-fuelled vans with electric OSC buses.



Thanks to our CO₂e records, we have quarterly insight into our emissions.

Sustainability goals – for social and environmental outcomes – play an important role in choosing suppliers. We have agreements with our main suppliers where we set conditions for health, safety and environmental requirements. We have also set working conditions for item production and have established a code of conduct for this. We incorporate these in new agreements and ask our existing suppliers to commit to them.

Our CO₂e emissions were higher in 2022 than in 2021. However, the two years are not comparable. Due to the

pandemic restrictions put in place in 2021, far fewer children attended our settings (16.1% fewer hours), resulting far fewer activities. We also made more investments in furniture, interior design and buildings in 2022. The impact of measures taken to reduce emissions will not be apparent until 2023.

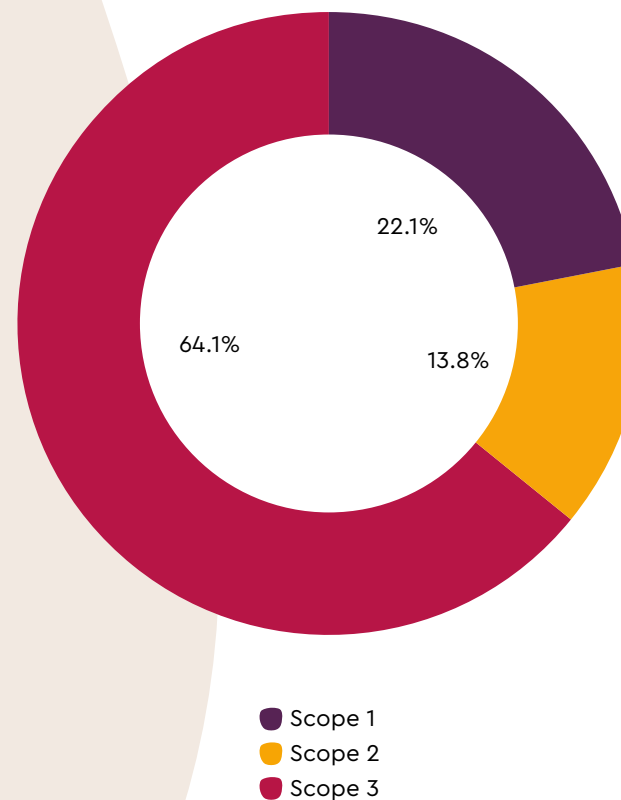
An overview of our Scope 1, Scope 2 and Scope 3 emissions in 2022, according to the GHG protocol, is included on the following pages. For an explanation and definitions of the scopes, please see the appendix.



Partou's footprint in 2022 (in metric tonnes of CO₂e)

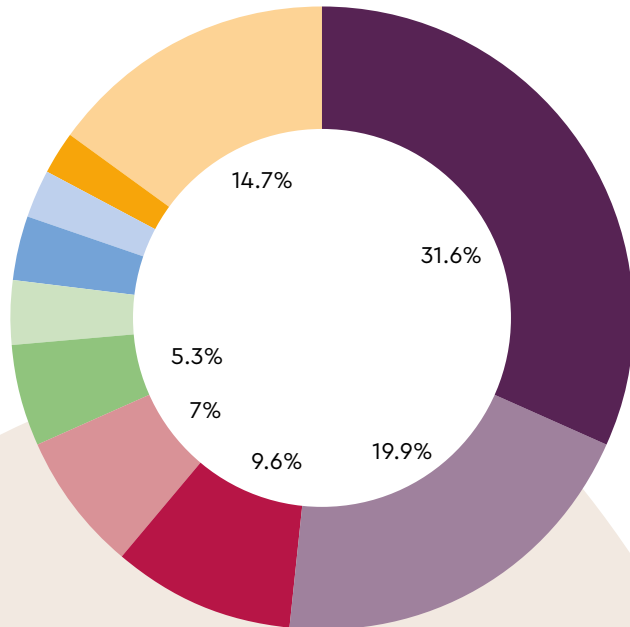
	2022
Emissions from direct operations (Scope 1)	7,743
Stationary combustion	6,959
Mobile combustion	785
Emissions from purchased energy (Scope 2)	4,841
Purchased electricity via the grid	4,743
Purchased heat	99
Emissions from indirect sources (Scope 3)	22,458
Purchased goods (including food and child care products) and services	8,644
Capital goods	3,520
Fuel- and energy-related activities	2,223
Transportation & distribution	82
Waste generated in operations	257
Business travel	253
Employee commuting	2,473
Leased operating assets	5,006
Partou's total footprint	35,042

Emissions by scope (2022)





Total emissions by type of activity (2022)



- Energy
- Electricity
- Road travel
- Food/beverages
- Construction
- Recreation and culture
- Furnishing and household
- Housing (2.4%)
- Paper (2.3%)
- Other



Facts 2022: Natural value



Carbon footprint (in tonnes CO ₂ e)	35,042
Carbon footprint, Scope 1	7,743
Carbon footprint, Scope 2	4,841
Carbon footprint, Scope 3	22,458
CO ₂ e/child place (kg)	759

Consumption

Gas (in million m ³)	5.19
Electricity (in million kWh)	15.42
Waste collected (in tonnes)	1,845
Savings on plastic with wipes (number of PET bottles)	120,000

Donations via Air Miles (green causes)

Trees planted through Princess Planet Coalition	1,750
Greening of land via Justdiggitt (number of football fields)	9



Ursula Kamsteeg
Sustainability Project Manager



Interview

At Partou, We Work Actively *with an Eye to the Future*

Ursula Kamsteeg (28), Sustainability Project Manager, found a part-time job at Partou four years ago during her graduate year. She has since worked her way up within the organisation and is exactly where she wants to be. "I am as lucky as can be"

"I'd spent a few months in Cape Town before graduating and had blown through my savings," she laughs. "So I called a temping agency and landed a job with the facilities service desk at Partou. Our work was as demanding as it was fun." Ursula had little affinity with the childcare industry and knew next to nothing about it. "But I quickly realised that I really liked the sector, which is so much more complex than I had thought. Partou also turned out to be a great company with very open and kind people."

With two masters in Communication Sciences and a master's in International Development Studies under her belt, she was eventually asked if she would like to stay on at Partou. Ursula: "I was told that there were plenty of growth opportunities within the organisation, but I couldn't really see myself working here for the long term I wanted to do something with my education and I couldn't see that happening anytime soon at Partou."



'I felt right at home at Partou from day one'

Sustainable transition

At the Procurement Department, where she could and was allowed to showcase her abilities under the guidance of her manager, she was eventually offered the opportunity to become the Sustainability Project Manager, an area in which Partou was looking to make serious strides. "It was an awesome opportunity since it tied right in with my last degree. I find sustainability really interesting," says Ursula. "I've always been given the space to say what I thought and felt, so my manager and director were well aware of my ambitions. But I still had internal debates about whether I could pursue them at Partou. So, I feel incredibly grateful they thought of me for this new role."

Officially, Ursula is responsible for initiating, coordinating and evaluating Partou's sustainability projects. "This basically means that the CSR Director, Real Estate & Facility Service Director and I have developed a strategy for sustainable transition, which Partou wants to implement," she explains, adding, "This will undoubtedly open the door to a host of new projects. And I get to decide how and when we do them, and, of course, make sure we do them well. To ensure that, I am in regular contact with other departments such as Procurement, Communications and Quality & Early Years Education. I learn tremendously from that."

Reusable nappies

Ursula's main responsibility lies in the day-to-day management of issues such as waste separation, energy conservation and the insulating of our buildings. "But what's so cool about all of this is that I get to decide how we do things. In The Hague, for example, we launched a pilot project for reusable nappies. In collaboration with

a reusable nappy brand, our early years staff from three baby and toddler groups test whether we can make reusable nappies suitable for the settings. The enormous volume of disposable nappies Partou uses every year obviously has a significant environmental impact. I believe it can be done differently and so I get the freedom to figure out how, which is awesome."

Ursula gets the most energy from these kinds of projects. "How great is it that we get to be involved in the re-invention of such a nappy? That we can make a real impact if it succeeds. And that we give such a relatively small nappy brand, with good intentions and ideas, the opportunity to see whether it can work on a large scale."

Future music

For the future of Partou and the childcare industry, Ursula wants us to teach our children to be kind to each other and to the planet. "A lot of children spend a great deal of time with us. We can use that opportunity to teach them something valuable," she says. "Taking good care of the world should be the standard for children. Because if you look around, you see that things are just not working."

"This obviously needs to be done together with parents," she continues. "So, I also like to look at how we can motivate parents to change things up, do them differently. Like the reusable nappies, for example: we involve them and educate them about it in case they want to give it a try at home. I think that's what I like best: at Partou, we work actively with an eye to the future."



Financial Value

Foundation for *Continuity* and *Quality* Service

A financially solid position is essential to the continuity and quality of our services. It allows for continued investment in knowledge, expertise, innovation, and the expansion of child places.



Key figures 2022

516.8

Revenue
(€ million)
2021: 469

45%

Solvency
2021: 23%

0

Profit distribution (€)
2021: 0

47.0

Cash-positive
year-end (€ million)
2021: 48.8



Childcare revenue constitutes our main financial value. In 2022, we generated € 573 million in revenue, which includes revenue from Just Childcare (UK), All About Children (UK) and Kita I Concept (DEU). In the Netherlands, Partou generated € 517 million in revenue last year.

We invest a significant portion of this revenue in further improving the quality of our services and in operating costs, such as staff salary and development, lease, maintenance and furnishing of settings, and the use of our IT systems and IT infrastructure. We also invest in safety and further improvement of the well-being of both children and parents. Moreover, we fulfil other financial obligations, such as tax payments.

By far, the largest portion of revenue, 70.5%, goes towards staff remuneration (especially salary payments). In 2022, we additionally spent € 3.9 million on staff appreciation bonuses.

And as in previous years, no profits were distributed to shareholders in 2022. Our shareholders focus on long-term value creation.

Partou closely monitors the development of the cash flow position so that we can meet our financial obligations at all times. Our cash position on 31 December 2022 stood at € 47.0 million, with the solvency ratio at 45% as at 31 December 2022, and the debt-to-equity ratio at 0.55. Both ratios show that Partou has a financially healthy foundation and can meet its long-term obligations.






Pricing model and rates

Partou uses a tiered pricing model that takes into account various factors for each setting. The location, housing costs, and the specific services offered at a setting affect the rate. But the choice of the parent(s) for more or less flexibility is also an influencing factor: if, for example, they purchase a set number of specific days per year (52 weeks), the rate is lower than a variable purchase and/or fewer weeks

Partou does not charge a standard hourly rate for all settings. There are settings where the standard hourly rate is equal to the maximum rate over which the government pays childcare benefits, and settings where the hourly rate is higher. The rates for each setting are established annually and submitted to the Parents Committee of the respective setting in accordance with the laws and regulations in effect.



***The location, housing costs,
and the specific services
offered at a setting
affect the rate.***



Partou always bases the average price increase on the projected average cost increase. According to the 2022 cost forecast, which is annually published for the industry by AYIT Consultancy, the costs for childcare organisations are set to increase by 2.3% to 2.9% in 2022¹⁷. The government has raised the maximum hourly rates for the 2022 childcare benefits by 0.51% as a result of indexation. It has also increased the means-tested childcare benefits of the various income groups by 1.39%.

Thus, the increase by the government was lower than the expected increase in childcare costs. The actual costs were also considerably higher due to the unexpectedly high inflation rate in 2022.

In 2022, Partou had a price indexation of 2.78% for standard hourly rates. The rates per setting are available on our website.

Facts 2022: Financial value



Partou Group revenue	€ 572.6 mil
Partou NL revenue	€ 516.8 mil
Solvency	45%
Debt-to-equity ratio	0.55
Cash position	€ 47.0 mil
Revenue by staff remuneration	70.5%
Employee appreciation bonus	€ 3.9 mil
Partou's standard hourly rate increase	2.78%



Download the financial statement at www.partou-indemaatschappij.nl/en or scan the QR code





Samantha Keijser and Lisette Bar
Setting Manager and HR Programme
Manager



Interview

Sometimes Small Steps can make a *World of Difference*

In recent years, Partou has invested increasingly more in its employees' happiness at work. It is important for the early years staff at the settings, who are the organisation's ambassadors, continue to find the right balance between work pressure and rest and recreation. HR programme manager Lisette Bar and setting manager Samantha Keijser explain how they try to find this balance every day.

Working in childcare brings a great deal of satisfaction and responsibility. Employees are integral to children's development; they are 'on' throughout the day, actively supervising what children are doing and what they need.

Balance

This places great demands on employees, making the work pressure high at times, Lisette Bar acknowledges. "This is also the feedback we have increasingly received from evaluations in recent years," she explains. Important factors that play into this are staff shortages in the sector, but also the pandemic; a tough period that placed great demands on everyone and led to higher absenteeism rates. Partly because employees were hit by COVID, and partly because of the pandemic restrictions, which required employees to stay home, even if they experienced minor symptoms indicative of the infection.

"Some work pressure, in itself, not a disaster," Lisette believes. "But that feeling of pressure must remain in balance with the feeling of happiness at work and rest and recreation. Within HR, we believe that our employees can only harness their talents and energy to give children the best start if they are 'happy at work'. That is why increasing work happiness is a strategic pillar within our organisation."

Go the extra mile

Within the service office, Lisette is responsible for the Lekker Werken programme, a collection of initiatives that promote happiness at work. These initiatives include training courses, happiness at work/work arrangements, a good number of workshops and e-learning courses through the Partou Academy aimed at developing new skills and enhancing existing ones, and the Leadership Day. She believes that managers play a key role in making these initiatives a success. They are free to decide how they want to go the extra mile for their staff.

Samantha Keijser, who manages settings in Zwolle and Lemelerveld, is happy to take advantage of this. "Sometimes it's about a small gesture," she says. "A few weeks ago, I surprised our staff at the settings in our region with some home-made broccoli soup and salmon and brie sandwiches to show my appreciation for everything they do for and mean to Partou. They're our stars and it's only right for them to feel that way every now and then."

Memorable one-on-ones

One of the central initiatives is the annual Partou conversation. "It's premised around the idea that it's important to focus on what you believe is important and what makes you happy. That is why we think it's important for our employees to talk to their manager about how they feel and what keeps them up at night," says Lisette.

Samantha likes that approach: "I put the employee at the centre of the that one-on-one. So, they get to decide where we meet up or what we do. The one-on-one can take place while we walk, or we go swimming or skiing, anything is possible! I ask people to show me what they enjoy doing and how they want to share that with me."

This has brought her many memorable one-on-ones over the past year: "One of our people took me on a bike tour of Lemelerveld, something she enjoys doing in the area. During a one-on-one with another colleague who lives at a cow farm, we painted candle holders. And with a third colleague, I made Christmas accessories, something she likes to do in her spare time."

Personal interests and needs

Partou employees always put the interests of the children and parents first, Lisette notes. As a result, they sometimes lose sight of their own interests and needs. "If you're always focused on providing the best care possible, you can easily forget to take a step back and think about yourself," she explains. "But taking care of yourself is just as important as taking care of others. Caring and perfectionism are good, but they shouldn't come at the expense of your health or your happiness at work. Doing something you enjoy, which fills you with energy after a busy day at work, will go a long way in contributing to this."

"Colleagues can motivate and inspire each other," she continues, adding, "I've heard examples of people setting up a 'talent wall', a 'positive gossip session', or a 'happiness jar' during a teambuilding night. Sometimes small steps can make a world of difference."

Every day is a joy

It helps to face everyday challenges with a positive attitude. "It's a certain mindset that one has in life," Samantha says, laughing. "Personally, I think going to work every day is a joy and I want my team to experience that feeling in some way. I've learned that paying attention to employees always pays off, even in a commercial context. When they feel appreciated, they convey that feeling to children and parents."

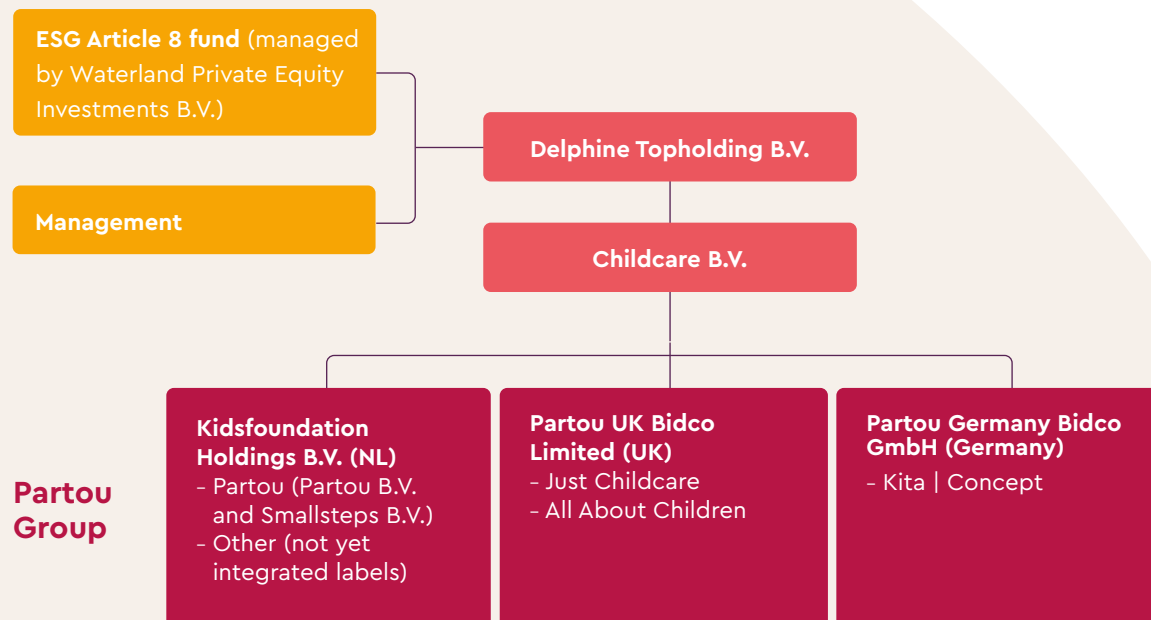
Governance and Compliance

Organisational Structure and *Good Governance*



Shareholder structure

(simplified view)



Shareholder structure

Partou is the brand under which the two largest companies of the Dutch KidsFoundation Holdings B.V. – Smallsteps B.V. and Partou B.V. – operate. KidsFoundation Holdings B.V. also includes a number of smaller childcare organisations acquired, which until the integration with Partou, will continue to operate under their own names. We use the term Partou Group to refer to all the childcare entities in the Netherlands, United Kingdom and Germany that fall under Childcare B.V.

ESG Fund

Since 2 August 2022*, Partou has been part of an ESG Article 8 fund, a fund that promotes sustainability on environmental and social aspects, provided good governance practices are implemented. An Article 8 fund is required to provide information on Environmental, Social and Governance (ESG) risks and the impact they have on people and society. Our shareholders adhere to the ESG principles in respect of socially responsible investing.

The fund is managed by the Dutch company Waterland Private Equity B.V. and has been set up specifically for the Partou Group. A small portion of the shares are held by the management of the Partou Group.

Objective

The main objective of the shareholders for the Management Board is to fulfil the organisation's ambition to become the best-in-class partner in child development according to ESG principles. This is enshrined in the Articles of Association of the Partou Group.

* Canadian firm Onex and Dutch firm Waterland were shareholders until August 2022.

Management Board structure

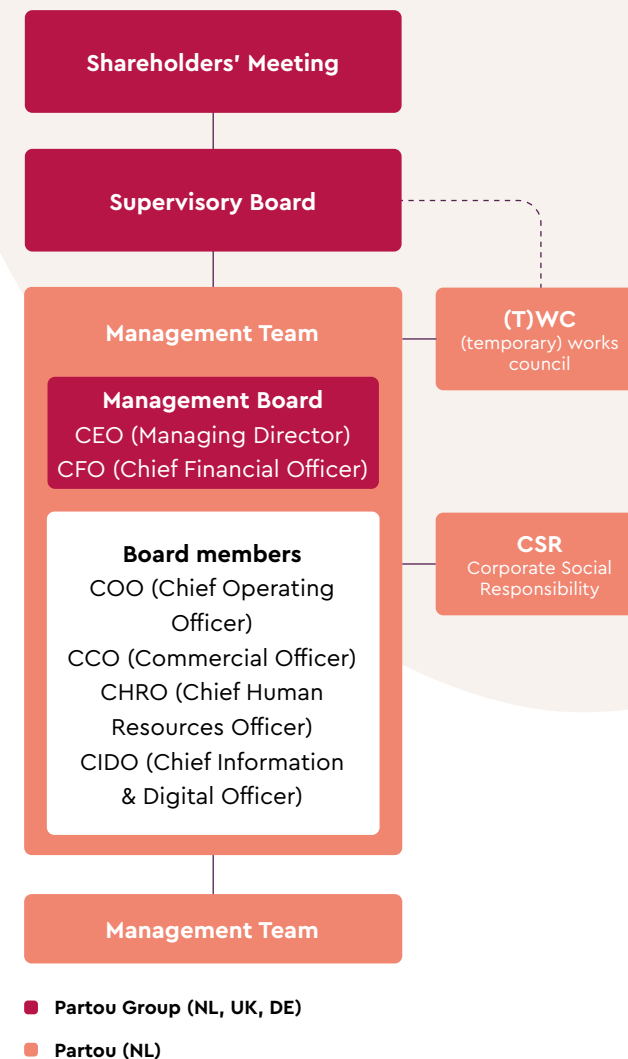
The Partou Group is governed by a Management Board that is supervised by the Supervisory Board. This is a dual board model, referred to internationally as a *two-tier board*.

The Partou Group complies with the statutory requirements regarding the two-tier board system. Partou operates according to the guidelines established by the Dutch Childcare Governance Code for sound governance of childcare organisations.

Supervisory Board

The Supervisory Board consists of six members: four Waterland shareholder members and two independent supervisory directors. The supervisory directors are appointed by the General Meeting, which also determines the remuneration (compensation). A supervisory director is appointed for four years, in accordance with the legal frameworks for the two-tier board system. As part of the two-tier board system, the Works Council has a so-called enhanced right of recommendation with respect to one-third of the number of supervisory directors. This means that the works council may nominate (recommend) supervisory directors.

Board structure



Environmental, Social and Governance topics receive specific attention from our shareholder. This is enshrined in the Articles of Association.

The Supervisory Board may only object to the recommendation if, based on the nomination, the nominated person lacks experience within the Supervisory Board or if a nominated person is demonstrably unfit to fulfil the role of supervisory director. The two independent two supervisory directors are appointed on the basis of positive recommendation by the Works Council.

The Supervisory Board will provide the Management Board with advice. In performing their duties, the members of the Supervisory Board must serve the interests of the company and its business as a whole. The Supervisory Board meets at least once every three months or whenever a supervisory director or the management board deems it necessary. The meetings of the Supervisory Board are presided over by the chair or, in the chair's absence, by the vice chair. Minutes are taken of the meetings of the supervisory board. Each supervisory director has one vote at the meeting.

All resolutions of the Supervisory Board are adopted by majority of the votes cast. Resolutions of the Supervisory Board may also be adopted outside the meeting, provided that the proposal in question has been submitted to all supervisory directors and the decision is unanimous.

Articles of Association

The formal agreements between the shareholders, the Supervisory Board and the Management Board of the Partou Group are set forth in the Articles of Association and the shareholders' agreement, amongst others, via the *reserved matters*. The Articles of Association provide that one of the objectives for the Partou Group is to bring about a significant positive impact on society and the environment as a whole and that directors take this into account in their decision-making.

The *reserved matters* address issues that cannot be amended without the knowledge and consent of the shareholders or the Supervisory Board. Such matters include amendments to the Articles of Association, corporate structure or budget, commitment to significant financial obligations, remuneration or incentive schemes or changes in the Management Board. This in compliance with Section 2:274 of the Dutch Civil Code, which sets forth the management board decisions that are subject to the approval of the Supervisory Board, provided such decisions are made by a two-tier board.

At least once a year, the Management Board informs the Supervisory Board in writing of the main points of the strategic policy, the general and financial risks and the company's management and control systems. In addition, the Management Board must provide the Supervisory Board with the information necessary for the performance of its duties on a regular basis. Each year, the Management Board provides the Supervisory Board with a budget for the coming year, including investment projects and financial goals.



Management Board

The Management Board is responsible for the governance of the Partou Group. The Management Board consists of: Jeanine Lemmens, managing director (CEO) and Marcello Iacono, finance director (CFO). They are the CEO and CFO of the Partou Group and Partou (Netherlands). Both are appointed pursuant to the Articles of Association. The CEO is the chair of the Management Board.

The CEO of the Partou Group is responsible for establishing and implementing the company's mission, vision, ambition and strategy. In addition, the CEO is responsible for the internal positioning, the organisation and external positioning of Partou towards relevant stakeholders, such as the media, industry and government. The CEO is also ultimately responsible for managing the country organisation. The *country director* (local CEO) is accountable to the CEO. Together with the CFO, the CEO constitutes the board to which a country organisation is accountable. The CFO is responsible for translating the strategic goals into financial impact and monitoring their implementation.

In its capacity as director, the Management Board is accountable to the shareholders and the Supervisory Board. The Management Board has autonomous decision-making powers. The *reserved matters* include the specific issues on which the Management Board can decide with the approval of the Supervisory Board or the shareholders.

Appointment and remuneration

As per the statutory regulations for the two-tier board system, the Supervisory Board is authorised to appoint and dismiss directors. Prior to the appointment of a director, the Supervisory Board will ensure that a notice to that effect is given to the General Meeting, and consult with the General Meeting prior to a proposed dismissal taking place.

The *Remuneration Committee* is responsible for matters relating to the performance and remuneration of the Management Board and senior management. Remuneration is in line with industry standards and is discussed with the Works Council at least once a year in accordance with applicable laws and regulations. The base salary rate of the Management Board in 2022 did not exceed the average salary rate growth of the employees under the collective agreement (CLA). Pursuant to the Articles of Association of the *Remuneration Committee*, the CEO is evaluated annually by the Supervisory Board. The CEO receives feedback on this matter from a delegation of the Supervisory Board. Evaluation takes place on a number of major topics. The Management Board has been given the following objectives, among others, for areas of consideration that are in line with the strategic pillars of the organisation:

- Adapt the organisation to the 'new normal' after the end of the pandemic.
- Prepare for the expected increase in demand as a result of the government's plans for 'almost free childcare'.

- Ensure continuity of service while maintaining quality by exerting influence, where possible through engagement and dialogue, on the design and development of the new childcare system announced.
- Ensure further embedding of internal and external ESG initiatives and communicate them to internal and external stakeholders.

The remuneration of both the Management Board and the Partou employees who are not covered by the collective agreement is in line with other companies in the Netherlands, which are similar in terms of revenue and number of employees. To this end, the Human Capital Group compared remuneration with companies of similar size in 2019 and 2020.

Conflicts of interest and conflicts

The interests of the Management Board are largely in line with those of the Supervisory Board and shareholders. The Management Board, Supervisory Board and shareholders all have an interest in a high-quality organisation to which parents entrust their children and where employees are proud to work.

In situations where a conflict of interest arises, the Articles of Association and the shareholders' agreement generally provide a solution. A director may not participate in the deliberations and decision-making process in relation to a topic with respect to which he or she has a direct or indirect personal conflict of interest with the company. This does not apply when all directors have a personal interest. In this case, the decision will be made by the General Meeting.

Management team and CSR

The Management Team is responsible for fulfilling the mission and ambition of Partou (Netherlands). It develops the strategy based on this mission and ambition and translates it into tactical and operational goals.

The Management Team consists of two statutory directors (CEO and CFO) who together form the Management Board and four directors, each with their own portfolio: operations (region and settings), commerce (customer journey), HR (employee journey) and digitalisation & operations. The CSR director will join the Management Team to embed the ESG principles in the decision-making process for the achievement of Partou's social mission.

Employee empowerment

Works Council

Pursuant to statutory requirements, Partou has a Works Council, which is installed after the elections. Employees can stand for election for the Works Council. A Works Council member will be released from their regular work duties for the hours necessary to perform their Works Council duties.

There is currently a TWC, a temporary works council, within the organisation at the level of KidsFoundation Holdings B.V., which was installed in March 2020, and brought together the works councils of Partou and Smallsteps. There are two chairs, one from Smallsteps and one from Partou. The TWC consists of approximately twenty-five members who sit on

different committees. The TWC members receive rigorous training and can use their external experts (e.g. financial or HR experts). In late 2022, the TWC began preparations for elections for a works council in 2023.

At least twice a year, Partou's (Temporary) Works Council consults with the Management Board and (a delegation from) the Supervisory Board about the course of business. This is stipulated in the Works Councils Act (WOR, Article 24 Consultation).

In 2022, the TWC gave its consent to or advice on the following requests:

- Request for approval of harmonisation of working conditions (childcare scheme for own staff, travel expenses scheme, lease scheme and incentive scheme for operations);
- Request for approval of RIE (risk inventory);
- Request for advice on senior structure and two-tier board system;
- Request for advice on a system for contract administration and child planning;
- Various requests for advice on acquisitions, integrations, openings or closures.

The TWC further exercised its right of initiative by submitting a proposal to further identify initiatives that can help 'older' employees stay employed for as long as possible while also allowing them to maintain a fit, healthy and balanced lifestyle.

The TWC regularly publishes a staff newsletter that highlights past, current and future news and events.

Parents Committees

The Childcare Act stipulates that each setting must have a Parents Committee. The purpose of the Parents Committee is to maintain and improve the quality of childcare in collaboration with the organisation. Moreover, the Parents Committee can play a role in communications with parents, the organisation, and the Municipal Health Service (Municipal Health Service). The Parents Committee provides solicited and unsolicited advice to the childcare organisation based on the so-called co-determination (advisory right), which applies to: the implementation of the quality policy in general and the early years education policy in particular, the general policy on safety, health, nutrition and education, the opening hours of the setting, price changes, the preschool education policy and the complaints procedure.

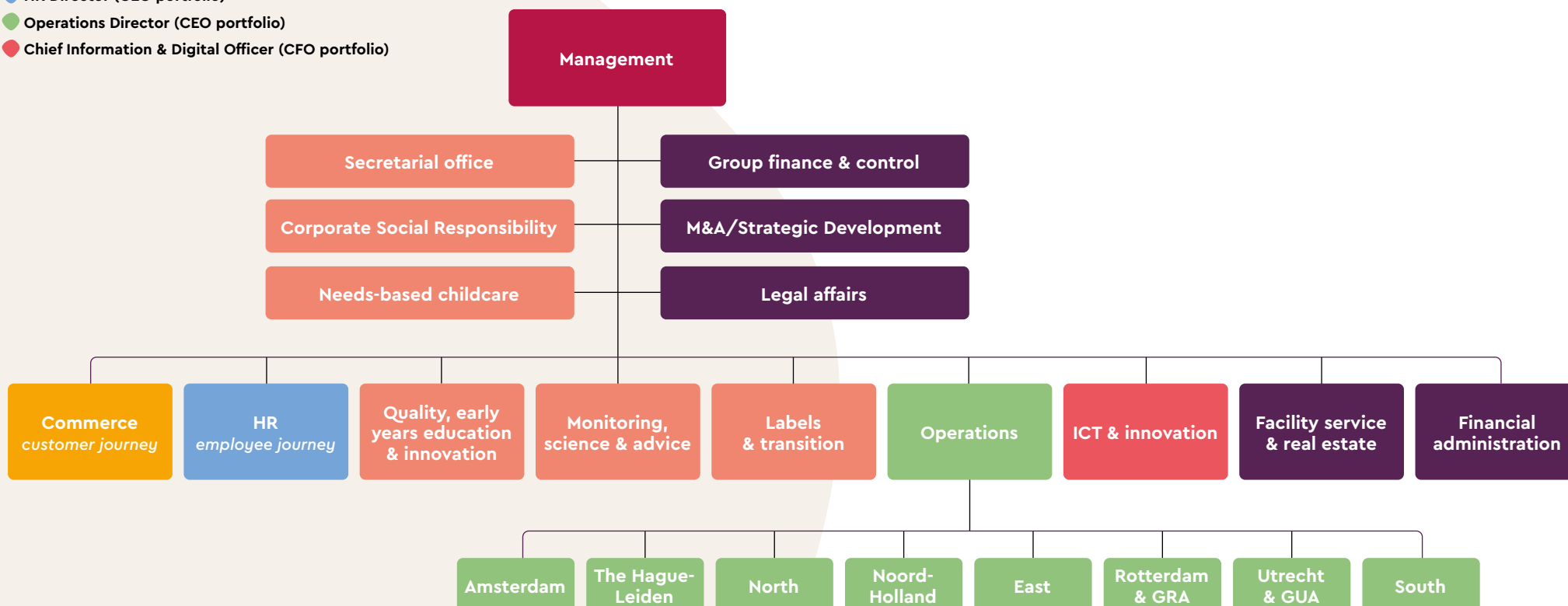
Partou strives to establish a Parents Committee at each setting where a number of the parents have children. Some settings do not have a Parents Committee due to the lack of interest by parents. In such cases, the setting manager will periodically call on parents to establish a Parent Council. So long as there is no Parents Committee, alternative parent consultation will take place on matters on which a Parents Committee has advisory rights.

The agreements between the Parents Committee and Partou are set forth in a policy. One part includes organisation-wide agreements and another part concerns the Parents Committee's working methods, which the Parents Committee itself can modify.

Management structure

Management portfolio distribution

- CEO (Management Board member)
- CFO (Management Board member)
- Commercial Director (CEO portfolio)
- HR Director (CEO portfolio)
- Operations Director (CEO portfolio)
- Chief Information & Digital Officer (CFO portfolio)



Management Structure

The Management Team is responsible for fulfilling Partou's mission and ambition. The applicable duties and responsibilities are divided among various departments within the service office and eight regions. The managers of these departments and the regional directors together form the Management Team.

Each regional director has a team of operations managers and business professionals in the areas of HR, quality and business control. The operations managers are responsible for supervision and management of the setting managers. Setting managers are responsible for one or more settings and the supervision and management of the early years educators.

Management Board



Jeanine Lemmens,
Managing Director (CEO)

Jeanine Lemmens has led KidsFoundation/SmallSteps since March 2016 and Partou since January 2020. Her aim to be the best-in-class partner in child development is reflected in the direction and focus of the organisation, as illustrated by the growing appreciation of parents and staff. Jeanine has extensive administrative experience in service industries and in industries that operate across public and private sectors.

Professional background

Wellness that Works (WW)

(formerly Weight Watchers)

- President UK, also member of the Executive Committee
- WW International Benelux Managing Director

Pierre & Vacances / Center Parcs Group

- Director, Sales & Marketing Business to Business Europe
- General Manager, Center Parcs Port Zélande
- General Manager, Center Parcs De Huttenheugte
- Manager, Operational Audit Team Center Parcs Europe

EY

- (Assistant) Accountant

Academic background

- Chartered Accountant, Erasmus University Rotterdam (CPA)
- Business Administration, Nyenrode Business University, Breukelen (MA)
- Hogere Hotelschool The Hague



Marcello Iacono,
Finance Director (CFO)

Marcello joined KidsFoundation as Finance Director in December 2019. The new (growth) opportunities brought about by the merger between KidsFoundation and Partou attracted him immensely. Acting in his capacity as Finance Director, he would like to contribute to a stable and financially healthy organisation. Only in this way can Partou offer assurance and continuity to parents, children and staff.

Professional background

Q-Park Nederland

- CFO / Finance Director

PLUS Retail

- CFO / Finance Director
- Interim CEO

Walgreens Boots Alliance

- Finance Director, the Netherlands

Nutreco

- Finance Director, TN Central Eastern Europe & Asia

Royal FrieslandCampina Cooperative

- Director, Campina Switzerland
- Finance Director, Campina Poland
- Financial Accounting Manager, Campina Belgium
- Financial Analyst, Campina Head Office Zaltbommel

KPMG Netherlands

- (Assistant) Accountant

Academic background

- Chartered Accountant, University of Groningen (RA)
- Economics, University of Groningen (MA)

Other

- Supervisory Board member, Royal Zeelandia Group

Supervisory Board



Maria van der Sluijs-Plantz, independent Supervisory Board member

Maria van der Sluijs-Plantz studied Dutch and Literature, and Law. She has broad, global experience in the (financial) services sector and has held various positions in the corporate world, including as CEO of the TMF Group. Since October 2018, she is the first woman to represent Sint Maarten as State Councillor at the Council of State of the Kingdom of the Netherlands. As State Councillor of the Kingdom, she serves as independent adviser to the Kingdom Government on legislative and administrative matters applicable to the Caribbean part of the Kingdom of Sint Maarten.

Selection of (ancillary) positions

- Legal assistant and assistant legal manager at PriceWaterhouseCoopers
- CEO of LET Europe N.V.
- Director at TMF Nederland
- Member of Management and Accounting Services Board of TMF Group Holding
- CEO of TMF Group Holdco
- Vice Chairman of Strategic Development at TMF Group Holdco
- Vice Chairman of Corporate Governance of Sint Maarten
- Member of the Committee for Financial Oversight of Curaçao and Sint Maarten
- Supervisory Board member and chair of the audit committee of KNCV Tuberculosis Foundation
- Board member, Telefonica Europe B.V. / Telefonica S.A.
- Adviser and board member of the Dutch subsidiaries of EMC Coöperatie U.A.
- Extraordinary member of the Advisory Council of Sint Maarten
- State Council of the Kingdom for Sint Maarten, since 1 October 2018
- Treasurer of Stichting Black Achievement Month



Heleen Terwijn, independent Supervisory Board member

Heleen Terwijn studied psychology at the University of Amsterdam and has worked as a researcher and psychotherapist. In 1998, she founded IMC Weekendschool, which now provides extracurricular education to motivated children at 62 settings in disadvantaged communities across the Netherlands. During her research into the future prospects of children in the Bijlmer, she developed her idea for the privately sponsored Weekend School. Heleen holds various supervisory board and advisory positions, focusing on youth, education, culture and society.

Selection of (ancillary) positions

- Founder and director, Stichting IMC Weekendschool
- Supervisory Board chair, Jongeren Die het Kunnen
- Supervisory Board chair, Netherlands Philharmonic Orchestra | Netherlands Chamber Orchestra
- Supervisory Board vice chair, Laguna Collective
- Bestuurslid Amsterdams 4 and 5 May Committee
- Adviser to institutions, family foundations and private entities for initiatives to strengthen society



Hans Scheepers, Supervisory Board member representing Waterland

Hans Scheepers is a Managing Partner at Waterland. He studied Business Economics at the Erasmus University in Rotterdam, the Netherlands. Prior to that, Hans spent a number of years in England where he was co-founder and shareholder of 1st Broadband, a company specialising in wireless telecommunications. Previously, Hans worked for four years at the UK M&A advisory group MAST in London and Boston, where he managed mergers, acquisitions and buyouts. He started his career as a strategy consultant at Monitor Company in Amsterdam. Hans holds a Master's degree in Business Economics from Erasmus University in Rotterdam, the Netherlands.



Tomas Simons,
Supervisory Board member
representing Waterland

Tomas Simons is Managing Partner at Waterland Netherlands. In addition to his investment role, he leads Waterland's ESG activities. Prior to joining Waterland, he was a Senior Associate at H2 Equity Partners, where he was responsible for deal execution and portfolio management. He began his career at McKinsey & Company (Amsterdam and Sydney) as a business analyst in the corporate finance practice and advanced to Engagement Manager. Tomas holds an MSc in International Business and Finance from the Tilburg University and an MBA from INSEAD, Fontainebleau, France.



Joy Castenmiller,
Supervisory Board member
representing Waterland

Joy Castenmiller is Investment Director at Waterland. In his many roles as associate, senior associate, investment manager and investment director, he has now been involved in 12 of Waterland's investments. He holds a master's degree in Financial Management from the Rotterdam School of Management and has worked in the past at Lazard Benelux and Rabobank Westland.



Sebastiaan Winkenijs,
Supervisory Board member
representing Waterland

Sebastiaan Winkenijs is a Senior Associate at Waterland. He holds a master's degree in Financial Economics and a Master's degree in Financial Law, both from Erasmus University Rotterdam. During his studies, he participated in an exchange programme at the University of New South Wales in Sydney. He did internships at Mentha Capital, Dynamic Credit, NRGValue and Houthoff.

Risk Management

Risk Management is an *Integral Part* of our Operations

Partou cares for and interacts with children, a vulnerable population, on a daily basis. This involves safety and health risks. Compliance also plays a role: Partou must comply with a variety of legal frameworks and regulations. Policies have been put in place to address these risks. Managing risks is an integral part of our operations.



Children are a vulnerable target group. This entails health and safety risks, amongst other things.

Risk policy

Taking risks is part of business. It involves a careful balancing act between our objectives and our risk appetite, which ultimately should lead to responsible and sustainable operations.

The Management Board and Management Team are responsible for our organisation's risk acceptance, risk management systems, and internal monitoring mechanisms. We identify key risks and monitor compliance with laws and regulations within our organisation.

The purpose of these various systems and mechanisms is to reduce the likelihood of incidents and decisions with undesirable outcomes and the impact of unexpected events to the extent possible. To this end, line management has a structure of internal reporting, the planning & control cycle.

All our settings adhere to an annual calendar, a tool to introduce and ensure quality, protocol compliance and new practices. Periodic monitoring and auditing take place to improve deviations from risk standards, policies, systems and mechanisms. This is done both at the settings and at the service office. In addition, Partou has a sophisticated system for recording, analysing and reporting risks, which gives us increasing insight into trends over time and allows us to manage risks even better.

Risks are monitored daily and incidents are followed up. Every three months, risk monitoring is analysed and discussed with the Management Board. Risk management is also part of the quarterly meeting with the shareholders and Supervisory Board.

Risk profile

The childcare sector and our organisation have a number of characteristics that determine our risk profile. We have defined seven risk areas, divided into strategic, operational, financial and compliance risks, which have different levels of risk acceptance:

Risk factors	Risk areas	Risk acceptance	
<ul style="list-style-type: none"> - Given its core activity of 'childcare and contributions to child development,' Partou deals with children, a vulnerable target group, who are also with us for much of the day. - Because of our size, our services are spread across many settings. - Our organisation is labour and capital intensive with high burdens in terms of wages and housing. This entails financial risks. - The childcare sector is highly regulated by laws and regulations, which makes the sector susceptible to government intervention. - Regulations also entail compliance risk; continuing to meet quality requirements requires that we continually invest in knowledge and expertise. 	Strategic risks	<ul style="list-style-type: none"> - Economic development - Social legitimacy - Development needs of parents 	<p>Moderate Partou strives to achieve a long-term balance between its social function and strategic ambitions.</p>
	Operational risks	<ul style="list-style-type: none"> - Health and safety - Capacity development 	<p>Very low Ensuring the necessary preconditions in terms of safety, health and systems is crucial, given our vulnerable target group and social importance. The same also applies to the continuity of the quality of our services and programmes, which require well-trained and committed staff and capacity.</p>
	Financial risks	<ul style="list-style-type: none"> - Financial structure - Labour market - Absenteeism 	<p>Very low A solid financial position and adequate resilience are necessary to provide continuity.</p>
	Compliance risks	<ul style="list-style-type: none"> - Public policy 	<p>Very low Partou complies with all applicable laws and regulations.</p>

Risk Analysis

The seven risk areas can be divided into strategic, operational, financial and compliance risks.

Strategic Risks: economic development, social legitimacy, development of parents' needs, and public policy.

These factors affect the affordability and accessibility of childcare. Changes in the economy and social and political debate may have political implications for the system and use of the instrument of fees for childcare.

The recent coalition agreement anticipating a system reform and 'almost free childcare' for working parents is a good example of this. This is expected to increase the affordability and accessibility of childcare, and lead to increased demand. Fluctuations in demand due to changes in the economy, government policies or parents' needs will then affect the need for employees. At the same time, the ability as an organisation to respond quickly to a greater or smaller demand is limited. As a rule, Partou largely offers open-ended employment contracts in order to retain the best employees and long-term lease agreements to guarantee childcare for parents. In addition, the labour market is very tight.

The hybrid childcare system, with public providers and partial funding and regulation by the government, is a recurring topic of discussion among stakeholders. The system offers parents the freedom to choose a provider and encourages broad access with partial funding by employers and the government. At the same time, the market is highly regulated by laws and regulations to ensure quality. Moreover, the social relevance of childcare and child development is high. Operating in such a hybrid and socially relevant market requires us to be constantly thinking about how to further improve the system for parents and children, and to provide accountability and transparency on how Partou operates within the system.

Parents' needs and requirements are constantly evolving. This could include the demand for specific forms of childcare (from childcare with a focus on preschool education to OSC centres offering sports) or the need for some form of collaboration with schools (nearby a school, in a school or as part of a children's centre). Requirements regarding opening hours and additional services, such as hot meals, haircuts or transport to and from sports facilities, also change over time. Having an idea of the reasons for the rise and fall in demand affects operations. Strategic partnerships with municipalities and the education sector also play a role in the ability to manage demand.

Operational Risks: health and safety, capacity development.

The care and development of children brings with it great responsibility in terms of health and safety. The impact of incidents can sometimes be significant, both for those directly involved and for society as a whole. Our organisation has both proprietary and statutory protocols to manage and mitigate risks. Moreover, we also have to contend with the risks associated with the partners we work with, such as landlords and our setting managers, suppliers of products we use, or the safety of venues we visit together with the children, such as a petting zoo.

Within Partou, the reporting of incidents and near misses by our early years professionals is a strict rule. Failure to comply with this rule may result in disciplinary action. We define incidents as follows:

- Unsafe situations: falls, collisions between children, impact with objects or equipment or a situation that could have led to such an accident.
- Accidents requiring external medical treatment (e.g. a visit to the GP, dentist or the hospital).
- Aggressive behaviour between children, such as biting or bullying.
- Emergencies requiring police or fire brigade response or the evacuation of a setting.

Another security risk is the handling of personal data of children, parents and staff. The large quantities of data and various systems in which the data reside create risks of data breaches and unauthorised data dissemination within the organisation. Thus, the set-up and use of systems and the storage of data are subject to protocols and 'fail-safe' design.

Partou works with partner Northwave to set up the security of systems and procedures regarding data processing and privacy in the best way possible. Smallsteps has been ISO27001 certified in this area since 2020. In early 2022, Partou also obtained the ISO27001 certification.

Rapid changes in supply and demand present different capacity risks. There are risks related to the spaces that we can lease or cancel to increase or reduce the number of child places. Real estate that meets the laws and regulations for childcare is scarce and large investments are regularly required in order to meet the requirements. There are risks related to the availability of necessary staff to meet the changing demand. The latter can lead to risks of increased work pressure for employees. We see this in practice. There are risks related to management; rapid growth or contraction can lead to loss of span of control and loss of quality in the execution of processes. Lastly, changes in demand can also affect our suppliers.

Financial Risks: financial structure

The significant labour market shortages combined with high levels of absenteeism are putting pressure on margins. Hiring is possible within the framework of laws and regulations, but requires a careful balance between continuity of service, quality offered and costs. Increasing personnel costs are putting pressure on the financial results and thus on the efforts to continue investing in professionalisation, quality and innovation.

The large number of children and parents brings with it a wide range of debtors. This is related to additional risks in terms of creditworthiness, default on payments and refusal to pay. These risks affect the organisation's current assets and balance sheet position.

In our debtor policy, we take into account our target group. In the case of payment arrears or problems, we cannot eliminate the cause but we can often help with a payment arrangement. If parents want to make use of our standard payment plan, they can easily arrange it online through the parent portal.

Payment problems can have many causes, including problems with receiving childcare benefits. Parents receive these benefits directly from the Tax and Customs Administration, without the intervention of the childcare organisation. As a large childcare organisation, we see it as our duty to advocate for a benefits system where parents receive their childcare benefits on time and where the risk of clawback is minimal.

Partou does not own any real estate and leases all of its settings. This presents risks regarding the term and conditions of the lease agreements. The leasing of space in schools carries the risk that no lease protection is built into those structures. If the space is needed for the students of the school (or of another school) then the lease may be unilaterally.

Compliance Risks: public policy

The hybrid childcare system and the additional statutory regulations present specific risks. Changes in laws and regulations have a direct impact on the operations of childcare organisations, whether it is a change in the system itself or a modification of quality requirements.

Government regulations through legal frameworks is important for ensuring quality in the sector. At the same time, the possibility of adjusting these frameworks also presents risks. Government intervention can affect affordability and thus the demand for childcare, the cost and availability of qualified staff, the furnishing of spaces and availability of suitable facilities.

Risk Mitigation Policy

Partou is committed to an ethical corporate culture. We have taken various measures to ensure this.

Code of Ethics

We use a large number of policies and codes within the organisation which, as part of the risk management and control system, collectively form the set of tools for ensuring ethical standards within Partou. The code of ethics serves as a 'coat stand'.

The code applies to anyone who acts on behalf of or for the benefit of Partou. Therefore, not only to employees and management but also to a wider circle, i.e. the suppliers and agencies working on behalf of Partou.

The code of ethics provides that staff are expected not to engage in conduct that compromises their integrity, impair their ability to assess risks and vulnerabilities, and avoid situations that undercut the public confidence in them or in Partou. The code of ethics is public and available upon request.

There are various policies that are tangentially related to ethics, such as:

- Data privacy protection guideline (customer service department)
- Complaints procedure for parents, including external dispute resolution and the statutory complaints procedures for childcare
- Privacy Policy (parents)
- Social media protocol for parents

- Permission for photographing a child
- Parents Committees Policy
- Childcare Governance Code
- Code of conduct
- Anti-corruption
- Complaints procedure for employees
- Confidential Counsellor Policy
- Whistleblower Policy
- Inappropriate Conduct Policy
- Meldcode veilig thuis (Dutch domestic violence, child abuse and elderly abuse hotline)
- Information security
- Personenregister Kinderopvang (Childcare Persons Register)
- Code of Conduct for suppliers

The policies pertaining to staff are explained below.

Code of Conduct

Partou employees have countless contacts with people in their day-to-day work. This may include contact with customers (children and parents), colleagues and/or third parties. All of these contacts can put Partou, a setting or an individual employee in a vulnerable position. To protect each other, this Code of Conduct sets out how we should treat each other and our customers.

The Code of Conduct applies to all Partou employees and all persons working on behalf of Partou (such as hired independent contractors). All such persons are referred to as employees in the code of conduct.

The Collective Agreement for Childcare stipulates that organisations must have a code of conduct (Article 8.3 of the Collective Agreement) in place. The content of Partou's Code of Conduct is in line with the requirements set forth in the collective agreement. This Code of Conduct was compiled using the code of conduct model of the welfare foundation Stichting Welzijnswerk (prepared under the auspices of trade unions AbvaKabo, CFO CNV union and the MO Group industry association) and AbvaKabo's Beroepscode Kinderopvang (Professional Code of Ethics for Childcare Providers).

Anti-Corruption

KidsFoundation/Partou has an anti-corruption and fraud prevention policy in place. The Management Board has introduced specific anti-bribery instructions. Our auditor, PwC, annually conducts a fraud risk assessment of the Management Board. Guidelines and standards have also been developed to promote ethical practices. Among other things, authorisation charts have been drawn up, so that all payments must be activated by two different groups.

Inappropriate Conduct

Partou has a preventive policy regarding inappropriate conduct. As part of our hiring process, all newly hired setting and service office employees are required to have a Certificate of Good Conduct (VOG) that is linked to our organisation's register of persons. Every employee is therefore registered in the government's **Childcare Persons Register** in accordance with the

applicable regulations, which provides that: 'Everyone who lives or works in a place where children are cared for must register in the Register of Persons for Childcare'.

There is a code of conduct and a protocol on how to address suspicions of inappropriate conduct. Employees, parents and other external parties can report such suspicions. Parents can do so through the complaints procedure. Employees can contact the external counsellors and the Municipal Health Service. The overall picture is that very few reports are made. Partou stresses the importance of employees reporting incidents. Nationwide, only 136 reports were made to the Municipal Health Service in 2021; Partou's share of this is not known for reasons of anonymity. The number of reports in 2022 is not yet known.

Childcare organisations are required to apply the four-eyes principle. This means that an early years professional working with children in a group must at all times be seen or heard by another adult. Compliance with the four-eyes principle is part of the Municipal Health Service inspections. The law requires that the Parents Committee be informed at least once a year about how the four-eyes principle is implemented within a day nursery centre. The Parents Committee has advisory rights to approve or reject the implementation of the four-eyes principle.

Partou applies the four-eyes principle by using wide in-door vision panels and observation windows at all settings between the groups. Partou does not use camera surveillance.

Counsellors

Employees can contact a counsellor when they encounter inappropriate conduct in the workplace, such as bullying or (sexual) harassment, and they are unable or unwilling to discuss it with anyone within the organisation. Partou has two external counsellors who can be contacted confidentially. The counsellors are independent providers who are not Partou employees. In 2022, 71 reports were made to the counsellor. Considering the number of employees, this can be called low. It is also fewer than the 82 reports made in 2021. There is also a counsellor who parents can contact to report abuses or inappropriate conduct.

Complaints procedure for employees

There may be instances when a colleague's behaviour may be perceived as inappropriate. If this persists, staff have an option to file a written complaint with the Complaints Committee, provided the complaint is not filed anonymously and it is related to an event that has taken place within the past two years.

The Complaints Committee will make a reasoned determination as to whether, and if so to what extent, the complaint is well-founded, and will issue a written recommendation on the matter to the Management Board and the complainant/accused.

The Complaints Committee investigated only one complaint in 2022.

Whistleblower Policy

Partou is committed to fostering a culture where employees at all times feel free to report systemic misconduct or malpractice to their manager.

If an employee has good reason to believe that they cannot exercise this openness, they can avail themselves of the protections afforded under the Whistleblower Policy to make such reports.

The Whistleblower Policy encourages all persons working in the organisation (including, for example, interns, temporary workers and independent contractors) to report concerns or suspicions of internal misconduct or malpractice to an independent senior officer. Reporting can be done anonymously but is not mandatory. Any person making a report in good faith will not be subject to liability.

Alleged irregularities concerning the performance of members of the Management Board will be reported to the chairman of the Supervisory Board by the individual implementing the Whistleblower Policy.

No reports were made under the Whistleblower Policy in 2022.

Health and Safety Policy

The laws and regulations are embedded in the quality manual, the early years education policy and the health and safety policy. Each setting has a health and safety policy specific to that setting. Partou's safety policy is designed to prevent any form of adverse impact. For example, Partou has adopted a large number of safety measures over and above the statutory requirements. A risk assessment, which is reviewed annually, is prepared for each setting. The annual calendar ensures that relevant topics are addressed periodically.

Meldcode Veilig Thuis

Partou annually reports some dozen reports about suspected abuse to Veilig Thuis, Dutch domestic violence, child abuse and elderly abuse hotline. Veilig Thuis takes action on reports by launching an investigation into the situation or solicits the help of a local social worker. Employees receive various training and workshops to help them develop the skills they need to identify suspicious situations. Just 1% of all recommendations and reports to Veilig Thuis come from the childcare sector. Nationally, the total figure in the first half of 2022, with 920 recommendations and 190 reports, was higher than in 2021¹⁸. Partou continues to encourage its staff to make these reports and supports them in doing so with activation programmes.

Information security, data processing and IT systems

Partou is aware of the risks associated with IT systems and data storage. Thus, the policy is aimed at working in accordance with the NEN-ISO/IEC 27002:2015 standards. We work with external certified partners. Processor agreements are in place for storage of data outside the organisation. Pursuant to the policy, Partou does not store data on servers outside the EU.

We work in compliance with the GDPR rules and strict policies regarding data collection and encrypted storage. Partou is ISO 27001-certified. ISO 27001 is the globally recognised standard for information security. The standard describes how an organisation can secure information, with the aim of ensuring the confidentiality, availability, and integrity of information. This includes protecting personal and/or company data, protection against hackers and intrusions.

Internal and external audits

Quality assurance audits

Internal audits take place in various forms to ensure policies and processes at the settings. The quality at all settings is audited on average two to four times a year using checklists. Areas for improvement are recorded and follow-up is monitored by the Quality Department, which provides support and advice as needed in the implementation. The annual inspections by the Municipal Health Service are a form of external audit.

Certification

Partou is ISO 27001-certified.

External auditor

KidsFoundation/Partou had a number of audits performed by an external auditor in 2022. The audits are designed to establish that the financial statements fairly present the financial position. All audits were completed with positive results.

The Supervisory Board Report

We Look Ahead, Trusting in *Partou's Resilience*

After two eventful years, marked by the pandemic and the integration of Partou and Smallsteps, 2022 started on a positive note. On 10 January, our OSCs opened after what later turned out to be the last forced closure due to the pandemic. The pandemic measures were quickly lifted and faded into the background. We look ahead, trusting in Partou's resilience and knowing that a number of important ambitions and challenges lie ahead: increasing happiness at work and reducing work pressure, staff shortages, and the Cabinet's plans to reform the childcare system.

The prevailing positivity in society is soon tempered by Russian President Vladimir Putin's decision to invade Ukraine. This ultimately results in a significant spike in (energy) prices and high inflation.

The Supervisory Board is acutely aware of the impact this has had on Partou as an organisation, but especially on individual employees. We are pleased that Partou and the shareholder are making efforts to accommodate colleagues in this regard, expressing appreciation in the form of an appreciation bonus and budget coaching on request.

With enthusiasm, we kick start the year with discussions on initial ideas to include Partou in a so-called ESG Article 8 Fund, a fund with specific requirements for climate and social sustainability considerations and good governance. Partou is ready. And, although this coincided with the departure of Onex as a respected shareholder, we are proud that Partou has been part of Waterland's first ESG Article 8 Fund since 2 August 2022. This also means that from then on, ESG and Partou's climate and social impact return even more emphatically to the agenda of the Supervisory Board.

Since 9 May 2022, Partou has met the legal criteria for a two-tier board system. It was agreed with the (Temporary) Works Council to designate incumbent independent supervisory directors Maria van de Sluijs-Plantz and Heleen Terwijn as Works Council supervisory directors until their terms expire.

The other four directors were appointed by the shareholder, Waterland. The Supervisory Board met for the first time in its new composition after the summer.

Below is a snapshot of the topics that received our attention in 2022:

- **Staff shortages, work pressure and happiness at work:** Employees are Partou's greatest asset. The well-being of employees is a regular topic of conversation. The ongoing labour market tightness and high (COVID-related) absenteeism rate have led to an increase in work pressure across the sector in recent years. Reducing the work pressure is therefore a recurring topic on the Supervisory Board agenda. We closely monitor the results and follow-up of the employee engagement survey. We are proud to say that work pressure dropped significantly in 2022. Employee happiness at work remains as important as ever and the high absenteeism rate remains a concern.
- The Supervisory Board welcomes the Dutch childcare organisations acquired by Partou in the past year. We are closely involved in the decision-making on these **acquisitions** and assess them based on strategic ambition, risk, and the added value for

Partou's, both in terms of continuity and quality of service for parents and children.

- The Supervisory Board is excited about the **international expansion** and partnership with All About Children in the UK and Kita I Concept in Germany. These collaborations enable us to be the best-in-class partner in child development for even more children, families and other stakeholders, not only in the Netherlands but also in other European countries. It also contributes to the resilience of our organisation.
- **Health, safety & risk** remain high on the agenda of the Supervisory Board. In 2022, Partou again took further steps in optimising the use of the risk management tool and improving risk reporting. The Supervisory Board is confident that the Management Board has a good understanding of the risks and is taking appropriate mitigating measures.
- **Climate and social sustainability** are becoming increasingly important themes for creating social value and value for children, parents, and employees. And, thusn also for Partou. This is underscored by the **ESG** fund that Partou is a part of and by the ESG ambitions defined by Partou and embraced by the Supervisory Board. The Supervisory Board follows with interest the steps Partou is taking in identifying, monitoring and reducing its carbon footprint. Together, we look for ways to reduce Partou's climate impact and increase its social impact. We embrace initiatives that support reaching more target groups. The free breakfast for children at nurseries in disadvantaged communities is a great example of the social impact Partou can have.



Climate and environment are becoming increasingly important themes for creating social value and value for children, parents and employees.

- As a large childcare provider, Partou has great interest in the stability and development of the sector. The Supervisory Board sees the importance of Partou's role as **thought leader** alongside industry organisations. We embrace initiatives that contribute to knowledge development, quality and transparency in the sector, and bridge the gap between practice and politics. Partou's science department and this Social Responsibility Report are good examples of this.
- In view of the **Cabinet's plans** for 'almost free childcare' and the childcare system reform in response to the childcare benefits scandal, the minister has announced two studies before the summer. An investigation into forms of financing in childcare with a specific focus on the role of private

equity and a review of regulatory measures to prevent excessive price increases and excess profits. The Supervisory Board views the outcome of these surveys with confidence. The results have currently been published and, indeed, SEO research shows that no (public) funds have been used for the childcare organisations funded with private equity and that these organisations offer the highest quality¹⁹. The regulatory measures identified by Decisio²⁰ as the most promising – promoting transparency and price regulation in the form of a price ceiling – fit within the Quality Code that Partou and peer organisations presented to the Minister.

In 2022, Partou has once again taken steps towards further professionalisation and as thought leader in childcare. Further internationalisation allows Partou to make even more of an impact as a group. Despite persistent staff shortage and high absenteeism rate, we have managed to improve work pressure perception in 2022 and contribute positively to society in various ways. The way in which this made its mark can be seen in various places in this report. Thanks to the entrepreneurial strength of the organisation and the resilient and dedicated staff that supports Partou's mission to prepare generations for the world of tomorrow, we look to the future with confidence. And for that, we sincerely thank the employees of Partou.

Tomas Simons
Supervisory Board



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Partou Netherlands Facts 2022



Value of our services

Size/reach

Settings	726
DN	212
OSC	231
Integrated DN/OSC	283

Registered children's centres	1,012
DN (including preschool)	495
OSC	517

Child places (at year-end)	49,609
DN	23,319
OSC	26,290
Market share	7.6%

Child places (average)	46,162
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Spread/"Everywhere"

Provinces	10
Places	176
Present in small population centres < 5,000 residents	35
Number of children's centres in small population centres	75
Presence in disadvantaged communities with (very) low SES-WOA score	23%

Acquisitions

Childcare organisations	6
Settings	32
Centres with PE	13
Child places	2,559

Quality

Municipal Health Service inspections	1,015
Municipal Health Service inspections with no identified non-compliances	87%
Number of settings with no non-compliances identified in most recent inspection	90%

Parent satisfaction (score)	7.9
DN	8.1
Preschool	8.6
OSC	7.5

NPS *(score)	23
DN	36
Preschool	51
OSC	2

Complaints	639
Disputes lodged with external disputes committee	6

Incidents involving children**	1,104
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* The NPS is a score that measures customer loyalty based on a single question: how likely are you to recommend us to a friend or colleague? To answer, the respondent can fill in a score from 0 to 10. The scores are divided into three groups:

- Promoters: respondents who have given a score of 9 or 10.
- Neutrals: respondents who have given a score of 7 or 8.
- Critics: respondents who have given a score of 0 to 6.

The score is calculated as follows: NPS = % promoters - % critics.

** As defined by Partou: unsafe situations (falls/collisions between children/impact with objects/equipment or a situation that could have led to such an accident), accidents requiring external medical treatment, aggressive behaviour between children and emergencies (requiring police or fire brigade response or evacuation).



Social Value

Preschool Education Programmes

PE settings (centres)	186
Municipalities	59
Childcare centres with PE	37.6%
Market share of child places	5%

PE staff	681
Active, certified early years educators	632
PE supervisors	49

Target group reach

Children with PE referral	1,993
IND settings	4

Collaboration with Education Partners

School boards	90
Setting schools (preschool and/or OSC)	246

Charities

Donations	€ 105,000
Ukraine (Giro 555)	€ 25,000
Ukraine (groceries and toys)	€ 50,000
Turkey and Syria (Giro 555 via UNICEF)	€ 20,000
Plastic Bricks (UNICEF)	€ 10,000

Donations via Air Miles (social causes)

A carefree day in the Beekse Bergen for children growing up in poverty courtesy of the National Children's Aid Fund (number of children)	149
A safe place with educational and psychosocial support for conflict-affected children courtesy of War Child (number of children)	200



Human Value

Our employees (excluding interns)

Employees	9,275
Employees (FTE)	6,266
Part-time factor	68%
Early years staff (incl. student trainees)	7,981
Percentage of early years professionals	86%
Percentage of female staff	96%
Average age	37.4
Average age (excluding student trainees)	38.0
Average length of service	7.2
Average length of service (excluding student trainees)	7.5
Fixed hour contract	94%
Employees with open-ended contract	74%

Training

Vocational interns (BOL)	587
Student trainee classes (BBL)	28
Net recruitment of student trainees (BBL)	348
Training for prospective setting manager	42
FAFS/First Aid	2,695

Baby specialist	708
3F language test (qualification of all staff in 2021–2024)	83

Employee satisfaction

Employee engagement survey response	68%
Employee satisfaction (score)	7.7
eNPS* (score)	-2
Percentage of staff that experience (very) high work pressure	49%

Recruitment and attrition (excluding interns)

Staff recruitment	2,430
Staff attrition	2,047
Net recruitment	383
Turnover	22%

Vitality/other

Average absenteeism rate	9.7%
Incidents involving employees	73



Natural Value

Carbon footprint (in tonnes CO ₂ e)	35,042
Carbon footprint, Scope 1	7,743
Carbon footprint, Scope 2	4,841
Carbon footprint, Scope 3	22,458
CO ₂ e/child place (kg)	759

Consumption

Gas (in million m ³)	5.19
Electricity (in million kWh)	15.42
Waste collected (in tonnes)	1,845
Savings on plastic with wipes (number of PET bottles)	120,000

Donations via Air Miles (green causes)

Trees planted through Princess Planet Coalition	1,750
Greening of land via Justdiggit (number of football fields)	9



Intellectual Value

Number of (scientific) research projects	9
Number of graduation research projects	8
Number of research pilots	3

Collaboration with universities	6
Collaboration with universities of applied sciences	1
Collaboration with knowledge institutes	3



Financial Value

Partou Group revenue	€ 572.6 mil
Partou NL revenue	€ 516.8 mil
Solvency	45%
Debt-to-equity ratio	0.55
Cash position	€ 47.0 mil
Revenue by staff remuneration	70.5%
Employee appreciation bonus	€ 3.9 mil
Increase in Partou's standard hourly rate	2.78%

Corporate social responsibility

Scope and Reporting Criteria

Partou has published an annual social responsibility report since 2019. As a large childcare organisation, we believe it is important to be transparent about our activities, which we are immensely proud of. We reflect on achieved results and try to make them measurable. This is the only way we can take steps towards the excellence we strive for and to fulfil our ambition to be the best-in-class in child development.

Partou reports in accordance with the Global Reporting Initiative (GRI) Standards (Core Option). The GRI is the leading international standard for non-financial reporting. The GRI Standards Reference Table is included on pages 115–121. In addition, on page 18 we have the United Nations Sustainable Development Goals (SDGs) we contribute to. We also report our carbon footprint in accordance with the GHG protocol, see CO₂e emissions accounting.

This report largely covers all childcare activities in the Netherlands, the United Kingdom and Germany that fall under Childcare B.V., which collectively form the Partou Group. The sections on value creation relate to Smallsteps B.V. and Partou B.V., which offered childcare under the name Partou in the Netherlands in 2022. These two entities fall under KidsFoundation Holdings B.V. and are organisationally merged and operate as one organisation. The data concerning our size, such as the number of settings and child places, included acquired childcare organisations that were not yet integrated in 2022. These include:

- Koningskinderen B.V. in 't Gooi (acquired in 2019)
- Dol Fijn in Barneveld, Stroe en Voorthuizen (acquired on 1 April 2022)
- Eigen Wijs in Sliedrecht (acquired on 1 July 2022)
- Kindervilla Wereld in Heemstede, Noordwijk and Noordwijkerhout (acquired on 1 October 2022)
- Goudvisje/Haaienhonk in 's-Hertogenbosch and greater areas (acquired on 17 October 2022)

The following acquired organisations were integrated with Partou in 2022 and are included in the data: De Kleine wereld (Berkel-Enschot, Rijen, Mierlo), De Zonnestraaltjes (Bleiswijk), Pido Kinderopvang (Haren), Kinderdagverblijf Otje (Weesp), Zoete Lieve Gerritje (Rosmalen, Den Dungen) and De Klompjes/Groote Boel (Nijmegen, Oosterhout).

Unless otherwise indicated, all data are related to the calendar year 2022.

The financial results for 2022 are not included in this Social Responsibility Report, but are available at www.partou-indemaatschappij.nl/en.



Download the financial statement at www.partou-indemaatschappij.nl/en or scan the QR code

Our Stakeholders

Materiality Matrix

We keep abreast of all developments affecting our profession and continually engage with our stakeholders to understand what matters most to them, obtain input on the issues we can contribute to most and through which we create quality and value for them. Our customer satisfaction survey also provides important input for this.

Using the so-called materiality matrix, we have identified the importance our stakeholders attach to topics and the importance that we, as an organisation, attach to them. At various points in 2022, small shifts occurred in the importance – materiality – of the issues. **Employee recruitment and retention** is even more important than before and, together with **child experience and safety**, the most important material issue. The other key themes based on which we can make an impact are related to this: child development, parent satisfaction, ethics, governance and management competence and social employee policy.



- Quality development**
 - 1 Child experience & safety
 - 2 Physical activity (programme)
 - 3 Innovation
 - 4 Healthy food
 - 5 Child development
 - 6 (Customer) parent satisfaction
- Social/Sustainability Developments**
 - 7 Stakeholder engagement (external)
 - 8 Stakeholder engagement (internal)
 - 9 Public policy (laws and regulations)
 - 10 Accessible childcare (vs. availability)
 - 11 Climate
- Talent and knowledge development**
 - 12 Employee recruitment and retention
 - 13 Governance and management competence
 - 14 Employee social policy
 - 15 Knowledge development
- Ethics Development**
 - 16 Privacy (children/data, visual materials)
 - 17 Ethics, compliance and integrity
- Economic performance**
 - 18 Taxes and profit appropriation (public vs. private)
 - 19 Managing risks (compliance)
 - 20 Affordable childcare
 - 21 Continuity and stability
 - 22 Strategic partnerships
 - 23 Labour capacity/employability
 - 24 Economic performance

Our Emissions

CO₂e Accounting

Our CO₂e records relate to Partou Netherlands, excluding non-integrated labels. Emissions are calculated in accordance with the GHG Protocol.

Basic Principles

- Scope 2 emissions are calculated using both the market-based method and the location-based method of the GHG Protocol.
- The market-based method reflects emissions from electricity that companies have deliberately chosen.
- The location-based method reflects the average emissions intensity of the grid on which energy consumption occurs.
- Scope 3 emissions for purchased goods and services, fuel and energy-related activities, transportation and distribution, waste generated in operations and business travel are calculated on the basis of expenditures.
- The waste category was calculated largely on the basis of tonnage and broken down into the main waste categories such as nappies, paper, cardboard, glass and household waste.
- The transportation and distribution category also includes emissions from transportation of children by taxi to and from our settings.
- Commuting emissions were determined at setting level based on various transportation options and average commuting distances.
- Commuting emissions include emissions generated from working from home.
- Upstream leased assets emissions reflect emissions from our settings where we are a co-user within a building. These emissions were estimated based on average energy consumption per m².

Definitions

- **Stationary combustion:** Direct greenhouse (GHG) emissions that occur from stationary sources that are controlled or owned by an organisation.
- **Mobile combustion:** Direct greenhouse (GHG) emissions that occur from mobile sources that are controlled or owned by an organisation.
- **Purchased electricity via the grid:** Indirect GHG emissions associated with the purchase of electricity or cooling.
- **Purchased heat:** Indirect GHG emissions associated with the purchase of heat.
- **Purchased goods and services:** Extraction, production, and transportation of goods and services purchased or acquired by the reporting company in the reporting year.
- **Capital goods:** Extraction, production, and transportation of capital goods purchased or acquired by the reporting company in the reporting year.
- **Fuel and energy-related activities:** Extraction, production, and transportation of fuels and energy purchased or acquired by the reporting company in the reporting year.
- **Waste generated in operation:** Disposal and treatment of waste generated in the reporting company's operations in the reporting year.
- **Business travel:** Transportation of employees for business-related activities during the reporting year.
- **Employee commuting:** Transportation of employees between their homes and their worksites during the reporting year.
- **Upstream leased assets:** Operation of assets leased by the reporting company (lessee) in the reporting year.

GRI Standards Reference Table

The G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) were used in preparing this report. We report in accordance with the Core Option based on the most recent guidelines.

GRI indicator	Description	Explanation or reference	Page	Note
Organisation profile				
102-1	Organisation name	Partou	Cover and 2-107	Partou is the brand under which the two largest companies of the Dutch KidsFoundation Holdings B.V. – Smallsteps B.V. and Partou B.V. – operate, see also the pages 88-93.
102-2	Brands, products and/or services	Our Group Facts 2022 – Partou Netherlands – Value of Our Services	4-33 109	
102-3	Head office address	Partou, Sportlaan 1, 4131 NN Vianen	123	
102-4	The number of countries in which the organisation operates	Our Group	4-33	Active in the Netherlands, United Kingdom and Germany.
102-5	Ownership structure and legal form	Governance and compliance	88-93	
102-6	Sales markets	Our Group Our Domain	4-33 13-14	
102-7	Size of the organisation	Our Group Value creation model Value Creation – Value of Our Services Facts 2022 – Partou Netherlands – Value of Our Services Facts 2022 – Partou Netherlands – Social Value Facts 2022 – Partou Netherlands – Human Value Facts 2022 – Partou Netherlands – Financial Value	4-33 10 38-45 109 110 111 111	

GRI indicator	Description	Explanation or reference	Page	Note
102-8	Workforce composition	Value Creation – Human Value Facts 2022 – Partou Netherlands – Social Value	56–65 110	
102-9	Information about supply chain	Hybrid childcare system Our stakeholders	23–29 31–33	
102-10	Significant organisational changes during the reporting period	Scope and reporting criteria Acquisition of Just Childcare Acquisition of All About Children Acquisition of Kita Concept	112 7 8 9	Partou is the brand under which the two largest companies of the Dutch KidsFoundation Holdings B.V. – Smallsteps B.V. and Partou B.V. – operate.
102-11	Information about application of precautionary principle	Governance and compliance Risk Management	88–93 97–104	
102-12	Externally-developed initiatives endorsed by the organisation	Message from the Management Board Partou and SDGs Vision Mission, Ambition and Strategy Main Activities in 2022	2–3 10, 18 11 12 36–37	National activities in which Partou participates.
102-13	Membership in associations and interest groups	Our Stakeholders Value Creation – Intellectual Value	31–33 66–73	
Strategy				
102-14	Statement by the senior decision-making body about the relevance of sustainable development for the organisation	Message from the Management Board	2–3	
102-15	Key impacts, risks and opportunities	Value creation model Our Value Strategy Our Impact The World Around Us Hybrid childcare system Value creation	10 10, 12 12, 15–16 17–18 19–22 23–29 38–85	

GRI indicator	Description	Explanation or reference	Page	Note
Ethics and Integrity				
102-18	Operating structure of the organisation	Governance and compliance	88-93	
Governance				
102-18	Governance structure of the organisation, including committees under the highest governance body. And the committee responsible for decision-making on economic, environmental and social issues	Governance and compliance Management Board Supervisory Board The Supervisory Board Report Corporate Social Responsibility	88-93 94 95-96 105-107 112	
Stakeholder Engagement				
102-40	Stakeholders involved in the organisation	Our Stakeholders Corporate Social Responsibility Our Stakeholders	31-33 112 113	
102-42	Approach to identification and selection of stakeholders	Our Stakeholders Corporate Social Responsibility Our Stakeholders	31-33 112 113	
102-43	Approach to stakeholder engagement	Our Stakeholders Corporate Social Responsibility Our Stakeholders	31-33 112 113	
102-44	Main topics and issues that emerged during stakeholder meetings and how the organisation responded to them	The World Around Us Hybrid childcare system What We Want for the Sector Our Stakeholders Corporate Social Responsibility Our Stakeholders	19-22 23-29 30 31-33 112 113	
Reporting Principles				
102-46	Process for determining the report's content, scope and approach	Our Stakeholders Corporate Social Responsibility Our Stakeholders	31-33 112 113	
102-47	Material topics established during the process for determining the report's content	Our Stakeholders Corporate Social Responsibility Our Stakeholders	31-33 112 113	

GRI indicator	Description	Explanation or reference	Page	Note
102-48	Consequences of reformulating information incorporated in a previous report, and the reason for such reformulation	A better future Scope and reporting criteria	11-12 112	
102-49	Significant changes from previous reporting periods regarding scope and boundaries	A better future Scope and reporting criteria	11-12 112	
102-50	Reporting period	Colophon	123	1 January 2022 – 31 December 2022
102-51	Publication date of most recent report	Colophon	123	
102-51	The organisation's response to issues raised during contacts with stakeholders	Our Domain The World Around Us Hybrid childcare system What We Want for the Sector Our Stakeholders Corporate Social Responsibility Our Stakeholders	13-14 19-22 23-29 30 31-33 112 113	
102-52	Reporting cycle	Annual		This report is the fourth Social Responsibility Report released by Partou.
102-53	Contact point for questions about the report or its content	Colophon	123	Partou service office: 088 235 75 50 www.partou.nl/contact
102-54	GRI application level	GRI 4 Core (2016 guideline)	112	
102-55	GRI content index	GRI Standards Reference Table	115-121	
102-56	Assurance statement	See Partou Annual Report 2022		www.partou-indemaatschappij.nl

GRI indicator	Description	Explanation or reference	Page	Note
Material Topics				
103-1	Structure of GRI content by material topic within and outside the organisation	Value Creation – Value of Our Services	38-45	
		Value Creation – Social Value	46-55	
		Value Creation – Human Value	56-65	
		Value Creation – Intellectual Value	66-73	
		Value Creation – Natural Value	74-81	
		Value Creation – Financial Value	82-87	
103-2	Management approach and underlying components	Value Creation – Value of Our Services	38-45	
		Value Creation – Social Value	46-55	
		Value Creation – Human Value	56-65	
		Value Creation – Intellectual Value	66-73	
		Value Creation – Natural Value	74-81	
		Value Creation – Financial Value	82-87	
103-3	Evaluation of the management approach	Value Creation – Value of Our Services	38-45	
		Value Creation – Social Value	46-55	
		Value Creation – Human Value	56-65	
		Value Creation – Intellectual Value	66-73	
		Value Creation – Natural Value	74-81	
		Value Creation – Financial Value	82-87	
203-1	Impact of procurement	Our Stakeholders – Suppliers	17, 33, 77, 100-102	
		Value Creation – Financial Value	82-87	
205-1	Anti-corruption	Risk Management – Code of Ethics and Code of Conduct	102	
		Risk Management – Anti-Corruption	102	
206-1	Anti-competitive behaviour	Risk Management – Risk Mitigation Policy	102-104	

GRI indicator	Description	Explanation or reference	Page	Note
302-1	Energy consumption within the organisation	Value creation model	10	
		Partou and SDGs	10, 18	
		The World Around Us – Ecological Developments	22	
		Value Creation – Natural Value	74–81	
		Facts 2022 – Partou Netherlands – Natural Value	111	
302-3	Energy intensity	Value creation model	10	
		Partou and SDGs	10, 18	
		The World Around Us – Ecological Developments	22	
		Value Creation – Natural Value	74–81	
		Facts 2022 – Partou Netherlands – Natural Value	111	
302-4	Reduction of energy consumption	Value creation model	10	
		Partou and SDGs	10, 18	
		The World Around Us – Ecological Developments	22	
		Value Creation – Natural Value	74–81	
		Facts 2022 – Partou Netherlands – Natural Value	111	
305-5	Reduction of greenhouse gas emissions	Value creation model	10	
		Partou and SDGs	10, 18	
		The World Around Us – Ecological Developments	22	
		Value Creation – Natural Value	74–81	
		Facts 2022 – Partou Netherlands – Natural Value	111	
401-1	Recruitment and turnover	Value Creation – Human Value	56–65	
		Facts 2022 – Partou Netherlands – Human Value	111	

GRI indicator	Description	Explanation or reference	Page	Note
403-2	Health and safety at work	Value Creation – Human Value Facts 2022 – Partou Netherlands – Human Value	56-65 111	
404-1	Training and education	Value Creation – Human Value Value Creation– Intellectual Value Facts 2022 – Partou Netherlands – Human Value	56-65 66-73 111	
404-2	Employee skill enhancement programmes	Value Creation – Human Value Value Creation– Intellectual Value	56-65 66-73	
405-1	Diversity of governing bodies and staff	Value Creation – Human Value Governance and Compliance Governance and Compliance – Management Board Governance and Compliance – Supervisory Board	56-65 88-93 94 95-96	
418-1	Data security, privacy, and cybersecurity	Value Creation – Value of Our Services Risk Management – Data Processing and IT Systems	38-45 104	

Endnotes

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Colophon

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