

A commitment to care



Social Responsibility
Report 2024



Contents

Message from the Management Board	2	Value creation in 2024	37
Partou Group	4	Value of our services	38
The Wonder Weeks	9	Social value	50
50 years of professional childcare	10	Human value	60
Our domain	12	Intellectual value	72
What we want for the sector	13	Natural value	80
A better future	14	Financial value	90
Our strategy	16	Governance	96
Our impact	18	Governance and compliance	96
Value creation model	22	Management Board	102
Our impact in the value chain	23	Country Managers	103
B Corp	26	Supervisory Board	105
The world around us	27	The Supervisory Board report	107
UNICEF	33	Risk management	109
Our stakeholders	34		

Appendices

118

Scope of reporting	119
Materiality matrix	120
CO ₂ e accounting	121
Quality Code for Childcare	123
GRI table	125
Endnotes	130



Interviews

**Exceptionally dedicated
to the children**
48

**The Value of Parental
Involvement**
58

**Human-Centered
Flexibility**
70

**Knowledge Makes
the Difference**
78

**Sustainability in
Everyday Practice**
88

**Navigating rules,
growing with vision**
94



Read the report online at
partougroup.com/social-responsibility
or scan the QR code



Message from the Management Board

Leading in *quality, sustainability, and transparency*

Every child deserves a safe, stimulating, and loving environment to develop in a balanced and social way.

In a time when societal divisions are intensifying, it is more important than ever to provide children with a place where diversity is embraced, mutual respect, understanding, and a more sustainable world are central. Professional childcare is therefore not only a practical solution for working parents but also plays a crucial role in the development of all children and society as a whole.

2024 was a year in which Partou Group concretely strengthened its social responsibility. As the largest commercial childcare organisation in the Netherlands, with a growing presence in the UK and Germany, we take a leading role in transparency, sustainability, and

quality. With over 13,000 employees, we create a safe and inclusive environment for more than 84,000 children every day.

We use transparency as the foundation for trust

Partou stands for open and honest operations, where we aim to be accountable for how we use public and private resources. For example, we are co-founders of the industry-wide *Quality Code for Childcare*, which provides the sector with clear guidelines on quality, transparency, and responsible, effective management. Partou is the first childcare organisation to report according to this voluntary code in this social report.

We initiated concrete sustainability actions with impact

In 2024, we further concretised our sustainability ambitions. We launched numerous innovative projects,



which not only contribute to a cleaner planet, but also encourage children's independence and development. For instance:

- Investing in the scalability of using washable diapers in childcare, paving the way for their use across the sector, which reduces the amount of waste at our childcare settings by half.
- Focusing on early potty training, teaching children to become independent in toilet use earlier, which not only leads to less waste but also boosts their self-confidence and independence. Parents also benefit from this at home.

- Introducing 100% microplastic-free baby wipes as an important step in improving health and sustainability within childcare.
- Implementing waste separation at all settings where we have a direct contract with the waste provider.
- Applying strict sustainability criteria for all new buildings, with a minimum A-plus energy label as the standard for environmentally friendly construction and materials.
- Investing in training and coaching for staff, which led to 98% of our daycare and out-of-school care staff successfully completing the mandatory 3F language test, a higher-than-average percentage within the childcare sector.
- Completely moving away from freelancers and focusing on a stable, committed core of employees, ensuring stability and quality.

While doing so, we have once again established a robust financial foundation with a solvency of 41%, allowing us to continue investing sustainably in the quality and accessibility of childcare.

We receive high ratings for our inclusive and high-quality childcare services

Partou stands for equal opportunities for all children. That is why we are committed to making childcare accessible to every child, regardless of background or socio-economic situation. In all countries, we score above average when we ask parents for feedback. This shows our commitment to inclusiveness and accessibility of quality care for all children.

We contribute both qualitative and quantitative to the future of early childhood education and care

The demand for childcare will continue to grow in the coming years. Partou is ready to contribute to that demand in a responsible and sustainable way, while maintaining the highest quality standards. We continue to invest in the training and development of our staff, the sustainability of our settings and our innovative pedagogical and scientific methods. Partou has been involved in the only special chair in childcare for years and has launched its second PhD trajectory in 2024 in collaboration with the University of Rotterdam and the platform 'The Wonder Weeks'. In this PhD track, we look specifically at optimising parenting support for parents. The other PhD track, in cooperation with Utrecht University, has been running since 2023 and focuses entirely on the offer of out-of-school clubs. In May 2025, a science symposium will be organised in which interim insights will be shared with the sector.

Our social responsibility does not stop with our own organisation. We remain in dialogue with policymakers, academics and other stakeholders to contribute to a childcare sector that is not only accessible and affordable for all, but also demonstrably contributes to the development of resilient future generations.

We hereby provide concrete evidence of our high quality

We are proud to present this Social Report 2024, in which we very concretely and confidently show you our efforts, achievements, ambitions and challenges. Together with parents, staff and investors, we will continue to build inclusive, sustainable and high-quality childcare in 2025, where every child can develop to their full potential.

With kind regards,

Jeanine Lemmens

Partou Group CEO

Partou Group



A Commitment *to Care*

At Partou, we believe that high-quality childcare is more than just a practical service for working parents: it makes a fundamental contribution to the development and well-being of children. With high-quality childcare, we lay the foundation for lifelong learning and a resilient generation. In the Netherlands, the United Kingdom, and Germany, we are a trusted partner in the development of young children.

Our childcare settings are safe and stimulating environments where children can grow, explore, and build self-confidence. We ensure that every child grows up in an inspiring setting where development is at the heart, with each child progressing at their own pace.

Thanks to its scale, the Partou Group is in a unique position to invest in continuous improvement, research, innovation, and new ways of working. Our approach is based on three principles: scientific leadership, sustainable action, and financial stability.

Scientific Leadership: supporting a lifetime of learning

Raising children is both an art and a science. At Partou, we merge these elements by embedding scientific research into our educational philosophy, actively integrate the latest findings into our childcare programmes. This research-driven approach informs everything from curriculum design to professional development, ensuring that our methods are rooted in evidence-based best practices.

Our internal academy serves as a hub for continuous learning, equipping childcare professionals with cutting-edge knowledge and methodologies.



We provide accessible resources for parents, empowering them with insights that help them navigate the complexities of early childhood. Knowledge-sharing is a core value, as we believe that research should be openly available to elevate childcare standards across the sector. Our commitment to scientific leadership fosters a child's emotional, social, cognitive and motor development in a supportive and engaging environment, ensuring they build the confidence and skills needed for lifelong learning.

Sustainable Practices: building a better world for future generations

Childcare is not just about the present – it's about shaping a future where children can thrive in a sustainable and equitable world. At Partou, sustainability is embedded in everything we do, from designing eco-friendly childcare facilities to fostering inclusive, diverse workplaces. We take deliberate steps to minimise our environmental footprint while ensuring that every decision we make contributes to a greener and fairer society.

Beyond environmental impact, we are committed to creating strong, interconnected communities where children feel secure and supported. Our childcare centres function as micro-communities, integrating with local networks, schools, and municipalities to provide children with a sense of belonging. Through socio-emotional learning initiatives and structured developmental programs, we nurture resilience in young minds, helping them develop confidence and the ability to adapt to new challenges.

Financial Stability: investing in the future of childcare

Financial stability is fundamental to providing consistent, high-quality care. At Partou, we recognise that responsible financial management enables us to make long-term investments that directly benefit children, families, and communities. By continuously funding research, best practices, and professional training, we ensure that early years professionals are equipped with the knowledge and resources to foster resilience and independence in children.

Innovation is at the heart of our approach, reflected in modern learning environments and sustainability-driven initiatives which promotes eco-conscious childcare practices. As a B Corp-certified organisation in the Netherlands, we uphold transparency and integrity, ensuring that our growth translates into meaningful contributions to childcare across all our regions. For us, financial sustainability is not just about expansion – it's about making a lasting impact that strengthens the foundations of early childhood education and care.



Reinforcing Our Values Across Borders

As a group, we are committed to reinforcing these values and supporting each of our business units across the Netherlands, Germany, and the UK. By maintaining a strong, unified foundation, we ensure that every region upholds the highest standards of childcare while also adapting to local community needs and regulations. Through collaboration, knowledge-sharing, and a commitment to excellence, we strengthen our collective impact, fostering innovation and best practices that benefit children, families, and professionals across all three countries. Our international presence allows us to learn from diverse perspectives, integrate global insights, and continually enhance the quality and accessibility of childcare services.

A Holistic Learning Approach That Builds Resilience

Resilience is not just a trait – it's a skill that can be cultivated through the right environment, support systems, and learning experiences. At Partou, our integrated approach ensures that children are equipped with the emotional, social, and cognitive tools they need to navigate an ever-changing world. Our guiding principles come together in a dynamic, holistic model that fosters independence, problem-solving skills, and emotional intelligence.

Through structured monitoring, professional coaching, and collaboration with universities, we create a cycle of continuous improvement that directly benefits the children in our care. By blending high standards of excellence with a compassionate, research-driven approach, we ensure that every child receives the best possible start in life.

Our mission is clear: to provide every child, regardless of background, with access to high-quality, development-focused childcare that prepares them for the road ahead. By integrating financial stability, scientific leadership, and sustainable practices into our learning approach, we are not only shaping the next generation but also setting a new benchmark for excellence in early childhood education and care.



We ensure the highest standards while adapting to local community needs and regulations.

Key figures Partou Group



Revenue (€ million)

806.5

2023: 709.6



Settings

915

2023: 894



Child places

61,827

2023: 59,933



Children

84,145

2023: approx. 80,876



Employees (number)

13,392

2023: 12,780



95.8

2023: 82.7



106

2023: 108



8,149

2023: 7,969



8,795

2023: 7,853



2,195

2023: 2,414



United Kingdom



675.8

2023: 602.6



764

2023: 754



51,523

2023: 50,570



73,190

2023: 71,757



10,630

2023: 9,955



Netherlands



34.9

2023: 24.3



45

2023: 32



2,155

2023: 1,394



2,160

2023: 1,266



567

2023: 411



Germany

● Käptn Kaninchen, part of Partou Group since January 2025.

The Wonder Weeks

Take the leap *with us!*

Part of the Partou Group, The Wonder Weeks has been an important source of information for parents about their baby's development since 1992, supporting over 10 million parents. Today, The Wonder Weeks is available in more than 20 languages. In the Netherlands, it is known as *Oei, ik groei!*

The Wonder Weeks provides parents with insights to track, support, and stimulate the mental leaps in their baby's development during the first 20 months. Parents can access this information through books or via an app.



Facts
2024



Employees
10



Parents
716,636

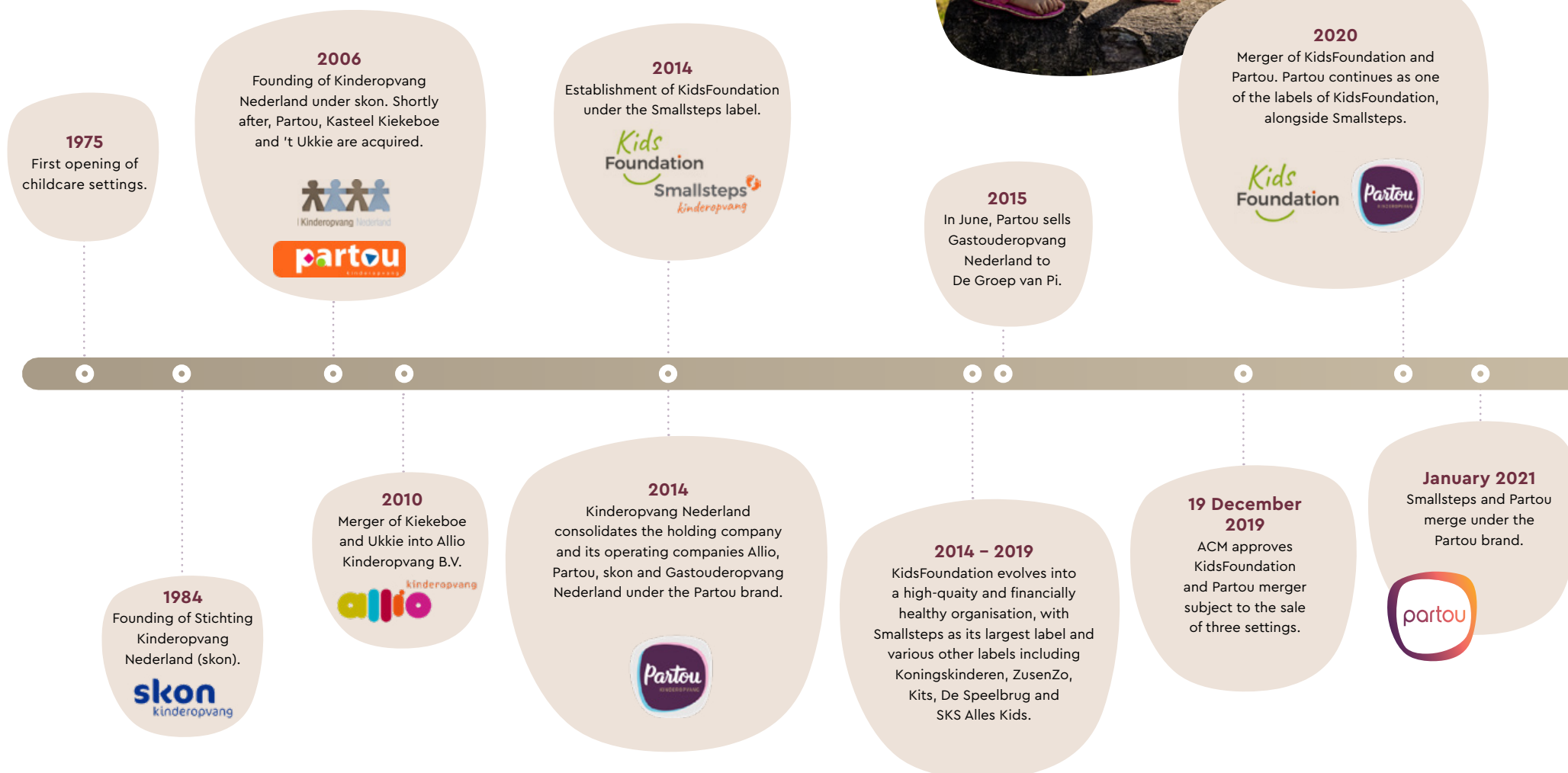


Languages
22



App rating
★★★★★

50 years of professional childcare



Disclaimer: In the 2023 social report we mentioned our 40th anniversary, linked to the establishment of skon in 1984. It is now known that the first Partou employees have been working since 1975 at one of our predecessors. Only major acquisitions are included in the timeline. Over the years, Partou has acquired and integrated several smaller childcare organisations.



September 2022

Expansion of activities in the United Kingdom with All About Children, with settings mainly in the southeast of England.



Early 2024

Just Childcare and All About Children merge their organisations under the Partou brand.



2025

Käptn Kaninchen joins Partou Germany.



June 2021

Just Childcare, with settings in the Northwest, Yorkshire and Southwest of England, becomes the first non-Dutch childcare organisation to merge with Partou.



2022

The Wonder Weeks joins the Partou Group (March).



Autumn 2022

Kita|Concept, the first German childcare organisation to merge with Partou.



Early 2024

Paula & Max, with settings in Munich and Hamburg, merges with Partou.



2025

Partou 50 years anniversary.



Our domain

Caring for, developing, and supporting

At Partou, we offer children a familiar, safe place where they can develop alongside friends, while their parents can work or participate in society with peace of mind.

Supporting children's' development

At Partou, we see every childcare setting as a second home – a familiar, safe space where children can learn, play, and grow alongside friends. Our early years professionals encourage children to explore motor skills, cognitive abilities, and social-emotional awareness, always respecting each child's unique pace. By fostering a mini "society" in our groups, children practice the values of empathy, acceptance, respect, and collaboration in a secure environment that celebrates every individual's voice.

A healthy, active lifestyle is at the heart of our approach. We prioritise nutritious meals and regular physical activity, benefiting children's overall well-being and setting them on a path toward lifelong health. Through engaging activities, creative play, and nurturing guidance, we aim to spark curiosity and build the foundations children need to flourish.

Supporting Parents

We understand that parents need peace of mind to focus on work, studies, or other responsibilities. By offering a safe, stimulating environment for their children, parents can pursue their goals knowing their little ones are in caring hands. Beyond essential care, we provide additional services – including hot meals, sports programs, music lessons, and even transportation – tailored to local needs. In Germany, for example, we deliver these services on behalf of companies, ensuring parents benefit from convenient, high-quality childcare at or near their workplaces.

Our early years professionals are more than caregivers; they're partners. Parents can turn to them for advice, parenting tips, or support with any challenges their children face. This commitment to partnership strengthens the bond between home and childcare, ensuring children receive the consistent, loving guidance they need to thrive.



What we want for the sector

The best possible start in life for every child

At Partou, we believe that every child has the right to high-quality childcare – one that fosters development, equality, and long-term opportunities.

Quality childcare benefits children – early group care stimulates their social-emotional, motor, and cognitive development. It supports parents too – accessible and well-structured childcare provides flexibility and the opportunity to participate in the workforce or society. To ensure this, Partou is committed to a future-proofed childcare system, built around affordability, accessibility, continuous quality improvement, and inclusivity.

Access for all

At Partou, we strive to make childcare accessible to every child. We believe every child up to the age of 13 should have access to high quality childcare and benefit from the structure, learning opportunities and social development it provides.

We advocate for universal access to early education and support government initiatives that promote inclusive, needs-based childcare. This ensures that all families, regardless of their circumstances, can benefit from the opportunities that childcare provides.

Equal start for every child

No child should be left behind. Regardless of support needs, socio-cultural background, or family circumstances, every child deserves a space where they feel valued, included, and supported.

We ensure this by:

- Creating childcare environments that mirror the diversity of society, where all children can learn from and alongside one another.
- Promoting group-based childcare settings, which offer opportunities for children to develop essential social and emotional skills in a safe, structured setting.
- Designing activities and learning experiences that encourage participation and confidence in every child.

Continuous professionalisation

Delivering high-quality childcare is an ongoing commitment. Stability in policy and long-term investment in early years professionals are essential to consistently raising standards across the sector.

Partou advocates for:

- Developing sector-wide quality and oversight standards per country, ensuring that best practices are widely adopted.
- Investing in ongoing professional development, so early years professionals are equipped with the latest knowledge and skills.

- Prioritising the well-being of the child over administrative or bureaucratic systems, keeping the focus on nurturing, development-led care.

By embedding scientific leadership in our approach, we continuously evolve our methods based on the latest research, expertise, and real-world impact.

Diverse and accessible childcare services

The needs of families are diverse, and childcare should reflect that. We believe in an approach that fosters innovation, flexibility, and choice, allowing parents to select the best option for their child. At Partou, we support hybrid childcare systems that blend public and private initiatives, offering a wide range of services to meet different needs. We also promote entrepreneurship and innovation within the sector, fostering new models of care that align with the changing demands of families. Additionally, we prioritise sustainable practices to ensure that the future of childcare remains not only high-quality but also environmentally and socially responsible. By working within government frameworks while embracing private sector ingenuity, we ensure accessible, high-quality childcare that empowers both children and their families.



A better future

Purpose

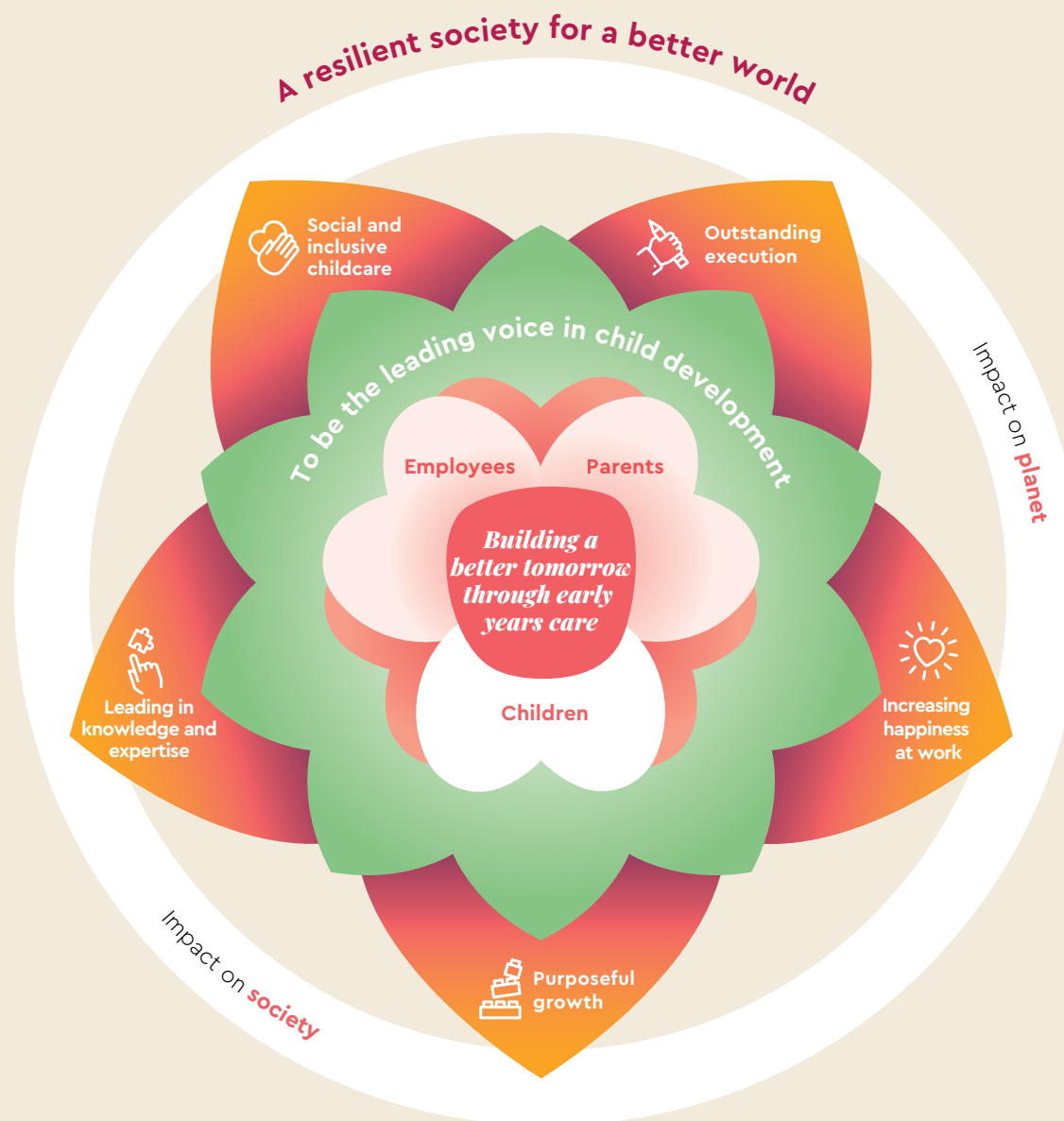
A resilient society for a better world

By establishing a strong foundation, we empower a generation capable of shaping and contributing to a resilient society.

Vision

Children shape the world of tomorrow

Our childcare settings are like mini societies where children, with all their differences, playfully discover the world in a safe and secure environment. Here, they develop important skills alongside peers that prepare them for their future roles in tomorrow's world. In this way, we lay the groundwork today for a society where everyone is equal, each contribution is valued, and sustainability is inherent.

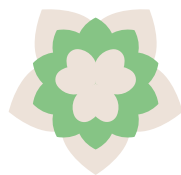




Mission

Building a better tomorrow through early years care

Through the provision of expert compassionate care during the critical early years of life, we play a crucial role in building a fairer, kinder and more empathic society. We are led by the children in our care, providing them with the support they need to develop at their own pace, respecting each individual's talents, needs and capabilities.



Ambition

To be the leading voice 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 enhance the value of our childcare services. Our scale, nurturing approach and science-backed framework positions us as a key stakeholder in society. We take that responsibility seriously, putting the insights and experience we gain to positive use, not just within our own organisation, but beyond. Through sharing the outcomes of our research, making our learnings and best practise available to all, we seek to raise the bar for every child, not just those in our care.



Strategy

Focus on today with tomorrow in mind

Our strategic pillars guide us in realising our purpose, mission and ambition. In our daily work, we focus on what we can do today to make an impact both now and in the future:



Increasing happiness at work – when our employees feel good, they are better able to contribute to children's development.



Social and inclusive childcare – every child deserves an equal and optimal start in life.



Leading in knowledge and expertise – we amplify our impact on child development by continuously enhancing our skills, applying new insights, and expanding the available knowledge base.



Outstanding execution – we consistently invest in professional development to ensure every child receives the best possible start.



Purposeful growth – we strive to reach as many children as possible, fortifying their development while ensuring long-term continuity for the future.

Core values

Our core values guide us in everything we do. They enable us to bridge the gap between our mission and our actions.

- **Engaged & caring:** Make a positive impact through your work, within your team, and in society. Care for yourself, each other, and the world around you.
- **Development-focused & knowledgeable:** Continue developing yourself and support others to flourish. Cultivate your passion for your profession and inspire those around you.
- **Genuine & independent-minded:** Trust your own insights and creativity, and value that uniqueness in others. Approach situations and people around you with positive intentions.

The core values may be expressed differently in each country.



Our strategy

Focus on today with tomorrow in mind

At Partou, we prepare children for the future through playful nurtured learning. Our strategic pillars guide us in achieving our mission and ambition to be the best-in-class partner in child development. They provide us with focus in everything we do today, with consideration of the future.



Increasing happiness at work

In childcare, employees are crucial to the quality of service we provide.

Without them, we can never achieve our ambition. Each individual employee contributes to our collective success. It's important for us and our long-term goals to retain the best early years professionals.

We believe that employees demonstrate their highest level of commitment and enthusiasm when they find joy in their work. Partou strives to stand out as an employer in this respect.

We are committed to providing every employee with the opportunity to fully develop and utilise their talents and expertise, while actively reducing work-related pressures.



Social and inclusive childcare

Providing childcare is a vital societal responsibility. That's why we are

dedicated to making our childcare services accessible to everyone, wherever possible, within our limitations. We aim to offer appropriate childcare for diverse target groups, regardless of their support needs or background. Partou continuously seeks the most suitable childcare services that both meet the needs of children and respect the wishes of parents. This requires high standards across the board: from the design of our settings and range of activities, to way in which our early years teachers interact and engage with children.

To better support parents in their decision-making, we invest in providing clear information and straightforward concepts. A core principle of our early years policy is the belief in the inherent strength of every child. Play and learning go hand in hand, with each child progressing according to their ability. Our childcare settings function like mini societies, where children can practice essential life skills in a safe and tolerant environment. We prioritise creating a space that feels like a second home, recognising each child's world and encouraging exploration and understanding of one another's worlds.





Leading in knowledge and expertise

To be a true learning organisation for children, you must also be one for your employees. Developing expertise in the field and effectively transferring this knowledge to staff is essential. The childcare profession and its workers are continually evolving.

Partou aims to contribute to the further advancement of the profession. To achieve this, we not only have a large team of early years professionals, a learning and development department, but also a department dedicated to independent monitoring and scientific research. In collaboration with leading universities and other knowledge institutions, Partou facilitates significant scientific research. The outcomes and knowledge gained are shared with our employees, parents and the sector to enhance all childcare services.



Outstanding execution

We strive for excellence in everything we do and always go the extra mile.

As a learning organisation, we are committed to continuous improvement. This is why we measure our performance using metrics like customer satisfaction, employee engagement, quality, and safety, which help us quickly identify opportunities to enhance our services. This evaluation takes place at the setting, local, regional, national, and group levels.



Purposeful growth

Partou is always looking for opportunities to create value, including through growth. By acquiring smaller providers, we integrate new strengths into our organisation that complement our existing capabilities, enabling us to offer high-quality childcare to even more children.

Healthy growth also strengthens the resilience of our group. A larger organisation provides more opportunities to develop additional expertise and policies, reducing pressure on individual settings.

Professional departments at our head office support the childcare settings in areas such as HR, customer service, child planning, quality & pedagogy, IT, real estate, and facilities. We also have in-house expertise on topics like legislation and regulations, early childhood education, integrated child settings, workplace childcare, sustainability, and scientific research.



Our impact

Towards a *better world*

Preparing every child for the future through nurture and play means that Partou's choices and actions positively and actively contribute to shaping that future. We make decisions and implement policies that support children's development today while striving for a better tomorrow. We are mindful of our societal impact and our environmental footprint.

Sustainability at Partou means: Taking considered care of yourself, each other and the world around us

- We encourage a **healthy lifestyle**
- We **listen** to each other, **respecting** and **learning** from our differences
- We're motivated by **doing good for others**
- And we're keen to **protect the planet**

Caring for yourself, each other, and the world around you begins at a young age. By encouraging social engagement and climate awareness, we contribute to creating a liveable world for the children who come to us today.

We are committed to fostering a resilient society. We firmly believe that embracing differences is the foundation of resilience. We strive to create an emotionally safe environment where every employee and child can be their authentic self, feeling valued and recognised. A place where everyone is heard, and where mutual respect and understanding thrive. Embracing uniqueness, engaging in meaningful participation, and learning from our differences contribute to the collective strength and resilience that will shape a better future.

Resilience through difference.





*Taking considered care
of yourself, each other
and the world around us.*

With over 13.000 employees and nearly 900 settings across three countries, caring for tens of thousands of children daily, we have the opportunity to make a meaningful contribution to an equitable, tolerant society and a sustainable world. The scale of our organisation provides resources and opportunities to make a difference alongside parents, partners, and suppliers, creating a ripple effect.

Since August 2022, Partou has been part of an ESG Article 8 Fund, which takes sustainability considerations into account in decision-making. ESG stands for Environmental, Social and Governance. This framework is internationally recognised for describing how organisations strive for a better world by balancing financial-economic results, transparency, social interests, and climate concerns. Our sustainability ambitions and goals are formulated based on these ESG themes.

In 2015, the United Nations established seventeen global goals for sustainable development, comprising 169 underlying targets. These goals, known as the Sustainable Development Goals (SDGs), were adopted by the UN's 193 member states with the aim of creating a more sustainable and resilient world within fifteen years. Partou views contributing to these goals as integral to its mission. We have formulated our impact on the world based on our contributions to the SDGs, aligned with our ESG ambitions.

ESG ambitions

ESG goals for 2030

Environmental

A sustainable world for climate-conscious generations.

Climate change & carbon footprint

1. Reduce our CO₂e emissions in line with the Paris Climate Agreement (baseline year 2022).
2. Become CO₂e neutral by 2035.
3. Climate awareness as an integral part of child development.

Use of natural resources

4. Render buildings sustainable.
5. Reduce gas and electricity consumption by 20% (baseline year 2022).
6. Reduce water consumption by 10% (baseline year 2023).
7. Generate no more than 30% residual waste in 2030.

Climate adaptation

8. Greening all outdoor spaces.
9. Climate-adaptive gardens where feasible.

**Social**

An inclusive and tolerant, equitable society.

Children

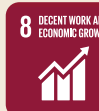
10. Increase the number of children from target group.
11. Childcare as a mini society: a safe and inclusive environment where children develop into a resilient generation.

Employees

12. Inclusion as an overarching theme: increase eNPS (employee Net Promoter Score) and reduce turnover.

Communities

13. Vital employees: increase eNPS and reduce absenteeism.
14. Settings play an active role in local communities.
15. Provide opportunities for employees to actively contribute to society.
16. Structural implementation of philanthropy.

**Governance**

A reliable and transparent organisation with high-quality standards, setting the benchmark for child development.

Integrity

17. Provide annual ethics and integrity training for all employees.
18. Ensure all suppliers adhere to high ESG standards.

Transparency

19. Transparent reporting for employees.
20. High level of transparency in external reporting and continuous development of social responsibility/sustainability reports.

Compliance & controls

21. Establish a solid ecosystem around quality and risk management.
22. Continuous improvement as part of our approach.
23. B Corp (re)certification.



Our impact is formulated from 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

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

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

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

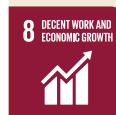
Social

Achieving an inclusive, tolerant and resilient society.



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

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

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

Governance

Be a reliable and transparent organisation with high-quality standards as a benchmark for 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

16.6 Develop effective, accountable and transparent institutions at all levels

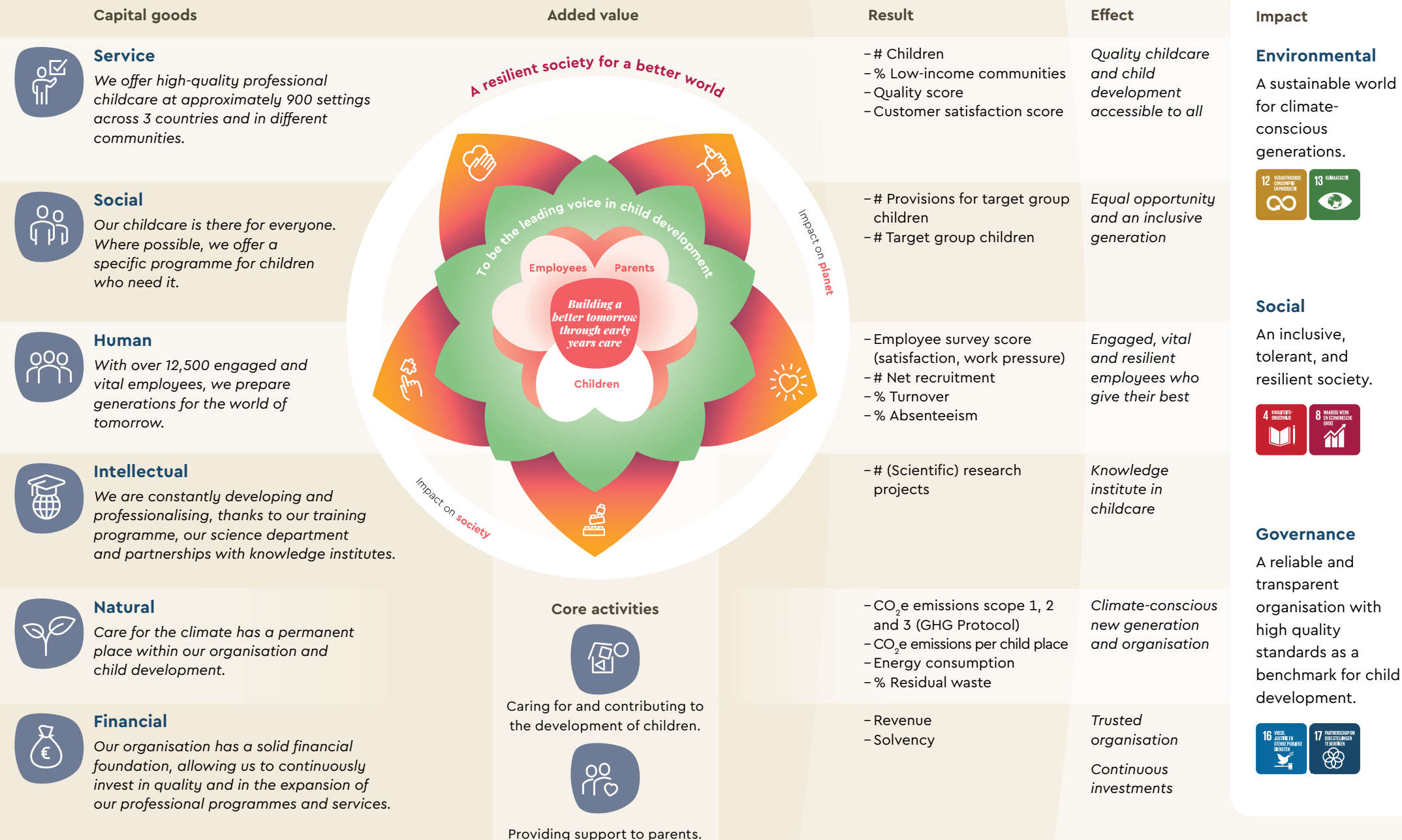
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels



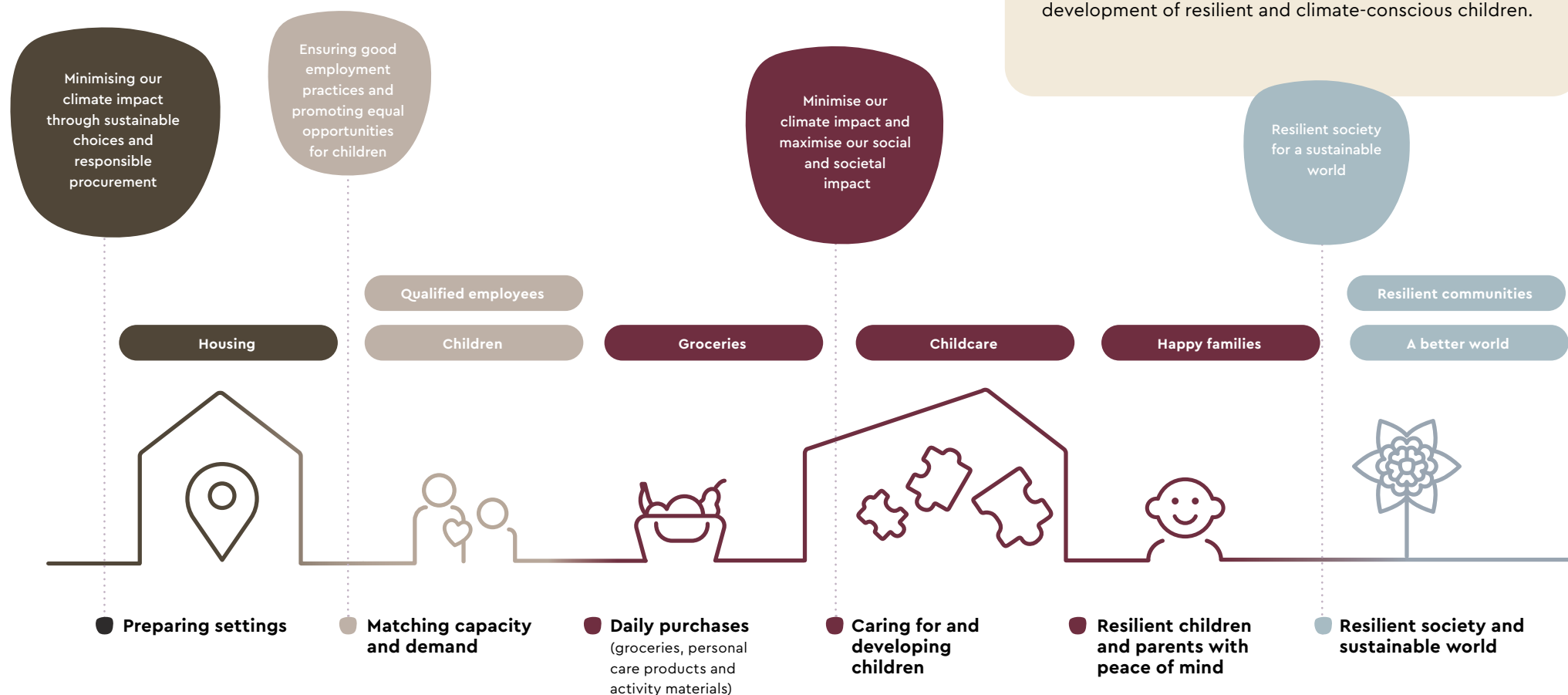
SDG 17 Strengthen the means of implementation and revitalise the global partnership for sustainable development

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

Value creation model



Our impact in the value chain






Material topics

In preparation for the CSRD, the Corporate Sustainability Reporting Directive, an EU directive for sustainability reporting on the impact of business activities on people and the environment, Partou replaced its existing materiality analysis with a double

materiality analysis (DMA) in line with the standards of the CSRD.

stakeholder dialogue remains relevant to determine the topics on which Partou has a material impact. The DMA analysis is included in the appendices on page 120. The material topics that follow from the analysis are:

Meanwhile, the reporting obligation for Partou Group has been delayed until 2028¹. The DMA combined with

Thema/ESRS	Topic	Value chain	SDG link	Description/main impact	Materiality				Page
					Impact		Financial		
					Positive	Negative	Opportunity	risk	
Environmental E1	Climate change mitigation	<div><div></div><div></div><div></div></div>		Impact on global warming through scope 1, 2 and 3 GHG-emissions of own operations. Partou has many facilities that are operated five days a week. This means use of heat, electricity and water. Daily groceries that are necessary for providing our service, namely food and care products, form a large part of our carbon footprint. As does the commuting of our 13,000 + employees. The construction, maintenance and furnishing of the facilities also impacts our carbon footprint.	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	83-86
	Waste	<div><div></div><div></div><div></div></div>		Specific impact due to large amount of waste from nappies and wipes (45-50% of daycare waste). Other waste impacts comparable with households.	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	81,85
Social Own workers S1	Training and skills development	<div><div></div><div></div><div></div></div>		Training and development contribute to the skills, knowledge and satisfaction of our employees. It impacts the quality of our services (skills and knowledge) and therefore contributes to the development of children. Employee satisfaction increases retention, creating a positive and stable (safe) environment where each child (no matter origin, background and beliefs) can develop themselves.	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	64-66

Value chain

Upstream

Own activities

Downstream

Materiality

Low

Medium

High

Thema/ESRS	Topic	Value chain	SDG link	Description/main impact	Materiality				Page
					Impact		Financial		
					Positive	Negative	Opportunity	risk	
Social Own workers S1	Secure employment			Staff shortage in childcare will continue to exist in NL, UK and DE. From that point of view secure employment is not a concern. It is an opportunity for Partou to attract employees by offering a permanent contract straight away (a USP). This is a way of offering them security which might be relevant for them, for example for a mortgage. Especially in times of high living costs. In the Netherlands we see that our campaign with "a permanent contract straight away" is most successful for recruiting new staff.					61
	Work-life balance			Partou is offering possibilities to better combine work and private life contributing to the wellbeing of workers, higher retention and lower sickness rates. It also expands the pool of skilled workers.					67, 68–69
	Adequate wages			Impact of wages is limited to the UK. In the Netherlands all employees (>99%) are covered by CLA. In Germany we follow Tvöd (CLA for public childcare). In the UK we monitor sector and living wages. Wages can be used to attract workers in times of staff shortage.					68
Social Customers and end-users S4	Health & Safety			With so many children playing and discovering at our centres on a daily basis, there is always the risk of falling, scratching, bruising, allergic reactions, choking or sickness of children. One serious incident can have a high impact on the child, relatives, involved employees and other children at the centre. One serious incidents can have a high impact on the child, relatives, involved employees and other children at the centre.					46–47
Governance Business conduct G1	Corporate culture			We are dealing with a vulnerable target group (children). Employees make hundreds of decisions in a day that can impact them. Naturally doing the right thing and, for example, addressing this with colleagues, is of great importance for the wellbeing and safety of children and must be an integrated part of our culture. A negative corporate culture leads to low employee engagement and low company pride, having all kind of negative effects: low retention, low recruitment, high sickness rates. It also reduces the quality of services and increases the risk of fraud.					61, 63, 109–110, 115–117

Value chain

Upstream Own activities Downstream

Materiality

Low Medium High



*A stimulus for
continuous
improvement.*

B Corp

High standards and *continuous improvement*

Partou the Netherlands has been B Corp certified since September 2023. The certification marks an important milestone in our ongoing efforts to contribute to a better world for every child.

B Corporations™ are companies that meet high standards for social and environmental performance and transparency. B Corps form a global network that harnesses the power of business to build a more inclusive and regenerative economy. We have embedded this commitment into our statutes.

The B Corp certification process is rigorous, evaluating a company's social and environmental impact through more than 300 questions covering governance, employees, communities, and environmental impact. Partou Netherlands achieved 88 out of a possible 200 points.

The assessment provided valuable insights into areas where we can still improve, serving as a positive incentive for continuous growth as we aim to excel in the three-year recertification process.

Our teams in the United Kingdom and Germany are also committed to achieving B Corp certification. In fact, our UK team is making great strides, with the goal of becoming certified in 2025.



Read more about Partou Nederland's
B Corp certification [here](#)
or scan the QR code.

The world around us

At the heart *of society*

Partou is at the heart of society. Our services are essential to the communities in which we operate, but the world around us also shapes our work. We have identified the key developments that have the greatest impact.

Governance and society

The childcare systems in the Netherlands, the United Kingdom and Germany are regulated markets overseen by governments, which set admission rules, quality standards, and childcare benefits for parents.



The Netherlands

Since 2005, the Netherlands has had a hybrid system for childcare where private organisations offer care for children aged 0 to 13. A distinction is made between daycare (0 to 4 years) and out-of-school clubs (4 to 13 years) and between childcare centres and childminders. The type of providers, formally owners, is very diverse: there are foundations and commercial owners and owners with one, a few or, in some cases hundreds of childcare centres.

In addition to compensation for the costs of childcare for parents, legal requirements and quality standards have been laid down in legislation and regulations to guarantee quality.

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.

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.



In the Netherlands, the announced system reform, which would make childcare benefits income-dependent and fund childcare organisations directly, has been postponed until 2027. The coalition plans of May 2024 provide that the proposed reform which had already been postponed from 2025 to 2027, will proceed as planned². In April 2025, the system reform was further postponed to 2029³. As of 2025, the childcare allowance compensation has been increased for some parents.

In 2026 and 2027, the compensation will increase further, making childcare almost free in 2027 for working parents with a combined income of almost twice the modal income. In 2029, when the new system comes into effect, the compensation will become income-independent. All working parents will then be entitled to the maximum compensation percentage of 96 percent of the statutory maximum hourly rate.

At the same time, it was decided to reverse the decision not to index the maximum hourly rate in 2026⁴. The indexation, in favor of parents, will take place in 2026. It is expected that the growth of childcare places will not be able to keep up with the increase in demand and into the foreseeable future⁵, which will lead to a temporary increase in net costs for parents when providers are forced to raise their prices due to rising expenses. Labour market forecasts show that, without mitigating measures, staff shortages will continue to increase⁶. An example of mitigating measures is the amendment in 2024 with changes to quality standards for nurseries and out-of-school clubs. In nurseries, early years educators-in-training can serve as regular early years educators (familiar faces) for children under certain conditions. For out-of-school clubs (OSCs), the changes will allow for more activities that are aligned with children's development, among other things, by calculating the staff-child ratio (SCR) at the level of children's centres and employing differently qualified professionals in a formative manner. This involves individuals contributing to children's development through diverse professional backgrounds, talents or expertise, such as professional musicians or athletes.



United Kingdom

The United Kingdom also has a hybrid childcare system. The sector is heavily dependent on the government; since April 2024 a significant proportion of childcare providers' income comes from the *Free Early Education Entitlement Scheme* (childcare funding). All children, from 9 months to 4-years-old, with working parents are entitled to 15–30 hours of 'free' childcare per week.

The UK government childcare funding is allocated to the local authority in the form of an hourly funding rate. Local authorities in turn make adjustments. Higher rates are often allocated to childcare centres in low-income communities at the expense of other providers. Very few private providers offer 'free childcare' at no additional cost. For the most part, providers charge all non-care related expenses, such as meals, and childcare products, such as nappies, to parents. This is a voluntary charge for parents.

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.

Partou Netherlands took the initiative to develop a childcare quality code together with five other childcare organisations. This code is now being widely embraced and further refined by the Dutch sector's regulatory bodies. In anticipation of this, Partou has included a report on the topics from the quality code in the appendices.

In the United Kingdom, the system was unexpectedly reformed in 2023, expanding government-funded childcare for more children and more hours, when the combined net income of one or both parents does not exceed £100,000. All three- and four-year-olds already received 15 hours free childcare per week with 30 hours of extended entitlement available to working parents (for 38 weeks of the year).

In 2024, this was expanded to 15 hours of compensation for all children of working parents between the ages of 9 months and 3 years. In September 2025, the number of hours will be further expanded to 30 hours per week for this group. This is expected to lead to an increase in demand. As in the Netherlands, the number of childcare places in the United Kingdom does not seem to be growing in line with the increase in demand; the number of regions that indicate that they have sufficient places is falling⁷. Shortages of space and staff are seen as the main obstacles. In 2025 and 2026, the government is investing an additional £2 billion in childcare⁸ as part of the 'Plan for Change'⁹ to stimulate early childhood development, for higher compensation for the youngest groups and expansion of capacity.



Germany

Germany has a largely subsidised market where private providers receive subsidies from the state and municipality. Despite the overarching framework of the *Gute-KiTa-Gesetz* since 2019, the German childcare market is highly fragmented and varies considerably from one state to another and even from one municipality to another. Each state has a different subsidy model. Some states officially prohibit for-profit providers to participate in the subsidy scheme.

Within childcare, a distinction is made between *Kinder-Krippe* from birth to three years of age and *Kindergärten* 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. Since 1999, children between the ages of three and six years are legally entitled to a "guaranteed" place in the *Kindergärten*. There is a universal childcare allowance for parents.

Germany also has a corporate market; some companies offer childcare for their employees. There are childcare settings that offer an exclusive service to a single company (*Betriebskindergarten*), settings where a few companies jointly purchase childcare (*Verbund-kindertagesstätte*) and *Mini-Krippen* with a special service for small and medium-sized (SME) clients with small groups. It is also possible for a company, a local authority, and a childcare provider to jointly set up a *Betriebskindergarten* (company nursery), where not only the children of the company's employees are welcome, but also children from the local community.





During the 2024–2026 period, the UK government will also invest in expanding and promoting wraparound care¹⁰. For wraparound care, working parents can be partly compensated for children up to 11 years old¹¹. Partou UK played a crucial role in the establishment of the *National Partnership in Early Learning and Childcare*, together with the ten largest commercial providers. This partnership has now become a sparring partner for politicians and authorities.

Following the system reform in 2019 (*'Gute-Kita-Gesetz'*) and extra financial support for the states in 2023 and 2024, the national government announced the *'Kita-Qualitätsgesetz'*: a provision to the federal

states of a further 4 billion euros in 2025 and 2026 to enhance accessibility and quality improvement in childcare. After this period, funding from the national government will largely shift to the states, who will determine their own focus areas within specified frameworks. A subsequent step is to establish national standards for quality.

The city of Munich has implemented a change in municipal financing in 2024, which will allow childcare organisations to voluntarily register to be eligible for "deficit compensation" to keep the parental contribution affordable¹².

Across Germany, the percentage of children attending childcare has slightly increased in recent years¹³. There appears to be a limit to further growth; reliable childcare is not always available for parents¹⁴. Notable differences exist in supply and demand between the states and it is particularly noteworthy that Eastern Germany has a significantly higher use by children up to 3 years of age¹⁵. In all three countries, policies increasingly recognise the societal importance of childcare. There are more frameworks aimed at financial accessibility for every child, with attention to support needs, quality standards, and alignment with education.

Partou anticipates increased government focus on several topics in the coming years:

- self-regulation of the sector through a quality code or code of conduct;
- price and quality monitoring;
- collaboration between childcare, healthcare and education;
- accessibility of childcare for children with disabilities;
- assessing the capabilities and limitations of current systems in general and in meeting support needs.

Population and economy

The demand for childcare is heavily influenced by such factors as child population, birth rates, and migration patterns. The number of children in the Netherlands is expected to slightly increase until 2030¹⁶, with a slight decrease in the United Kingdom and Germany^{13, 17}. Beyond 2030, projections indicate an increase in the number of children up to five years old in the Netherlands and England, and a slight decrease in Germany.



Recognition for the importance of childcare.

Positive net migration in the different countries gradually leads to greater diversity in the cultural backgrounds of children, to which childcare services need to adapt.

Another factor determining demand for childcare is economic development. Both labour force participation and disposable income impact parents' use of childcare services.

The labour participation rate in the countries where Partou is active is high and continues to increase slowly. More than 3 out of 4 people aged 16 to 65 work and the number of households with children where all adults work is considerably higher than the European average¹⁸. The potential need for childcare therefore remains high.

After a record high increase in disposable income of 11.6% in 2022 in the Netherlands, 2024 saw just a 3.2% increase. This is still higher than the average in the euro zone where 0.9% was the average increase. Because wages rose faster in the Netherlands, the real disposable income of households increased by 4.5% in 2024. This has given households some potential financial breathing space¹⁹.

The United Kingdom and Germany show a different picture. In the UK, the average Consumer Prices Index was 2.5% in 2024. Early estimates of households' real disposable income per head show very limited growth²⁰. The decline in economic performance in Germany amounted to an 0.2% increase. Meanwhile inflation sat at 2.2%. The slowing pace of inflation and pay increases received by many employed people were only able to encourage limited spending²¹.

Labour shortages remain high in the Netherlands, Germany, and the United Kingdom, making it challenging to attract sufficient childcare staff. The number of job vacancies per 100 jobs is relatively high, particularly in the Netherlands and Germany.

Ecology and social impact

Sustainability is climbing the corporate agenda, driven by national and EU's regulations, which makes sustainable practices mandatory for large companies. These measures are standardising sustainability across industries. At the same time, the European obligation for sustainability reporting under the CSRD has been postponed for many companies¹. Meanwhile, Donald Trump's election signals a U.S. retreat from climate and human rights initiatives, with its impact yet to be seen.

Partou Group was preparing to report in accordance with the CSRD for the first time in 2026. Mandatory reporting has been postponed until 2028. Partou, however, does include various components in the underlying social report. The organisation also meets national requirements such as the Dutch EED audit obligation, the UK's Streamlined Energy and Carbon Reporting (SECR) and the German Gesetz über die unternehmerischen Sorgfaltspflichten in Lieferketten (Supply Chain Due Diligence Act).

Technology

Technologically, the rapid rise of robotics and AI^{24,22} will particularly impact business processes in large childcare organisations that deal with extensive and repetitive data streams. Following Partou's experience with 'robotisation and automation' of internal processes, it is expected that AI will lead to greater efficiency in the future. At the same time, it requires a clear framework to safeguard the integrity of the organisation.

UNICEF

United for *Children's Rights*

Starting in 2025, we'll officially be a partner of UNICEF. And we're proud of that! We've supported UNICEF for years, and now we're joining forces to strengthen children's rights and give children around the world a better future.

We share one clear mission: every child deserves the best possible start in life. Whether it's about health, development, or protection – children are at the heart of everything we do.

What do we bring to the table?

UNICEF brings global expertise and years of experience in children's rights. We bring pedagogical know-how, a strong network, and close, daily contact with parents and staff. Together, we're stronger.

We focus on long-term impact, both locally and globally. Because those first few years of life? They matter most. That's where you can truly make a lifelong difference. UNICEF puts a strong emphasis on the first 1,000 days of a child's life – a crucial time for development. At Partou, we work with this age group every single day, and we're proud to support that vision close to home.

What can you expect from this partnership?

Our partnership is all about giving children everywhere the chance to grow and thrive. We support various programmes. For example, we contribute to the *5 Million Futures* programme, which aims to improve early childhood education for five million children globally. We also provide Flexible Funding, helping to deliver fast, effective aid where children need it most.

In the Netherlands, we'll also collaborate on the *Children's Rights Film Festival*, where kids create short films about their rights, guided by a coach.

Together, we're making a difference. For the children of today – and tomorrow.

unicef 
for every child



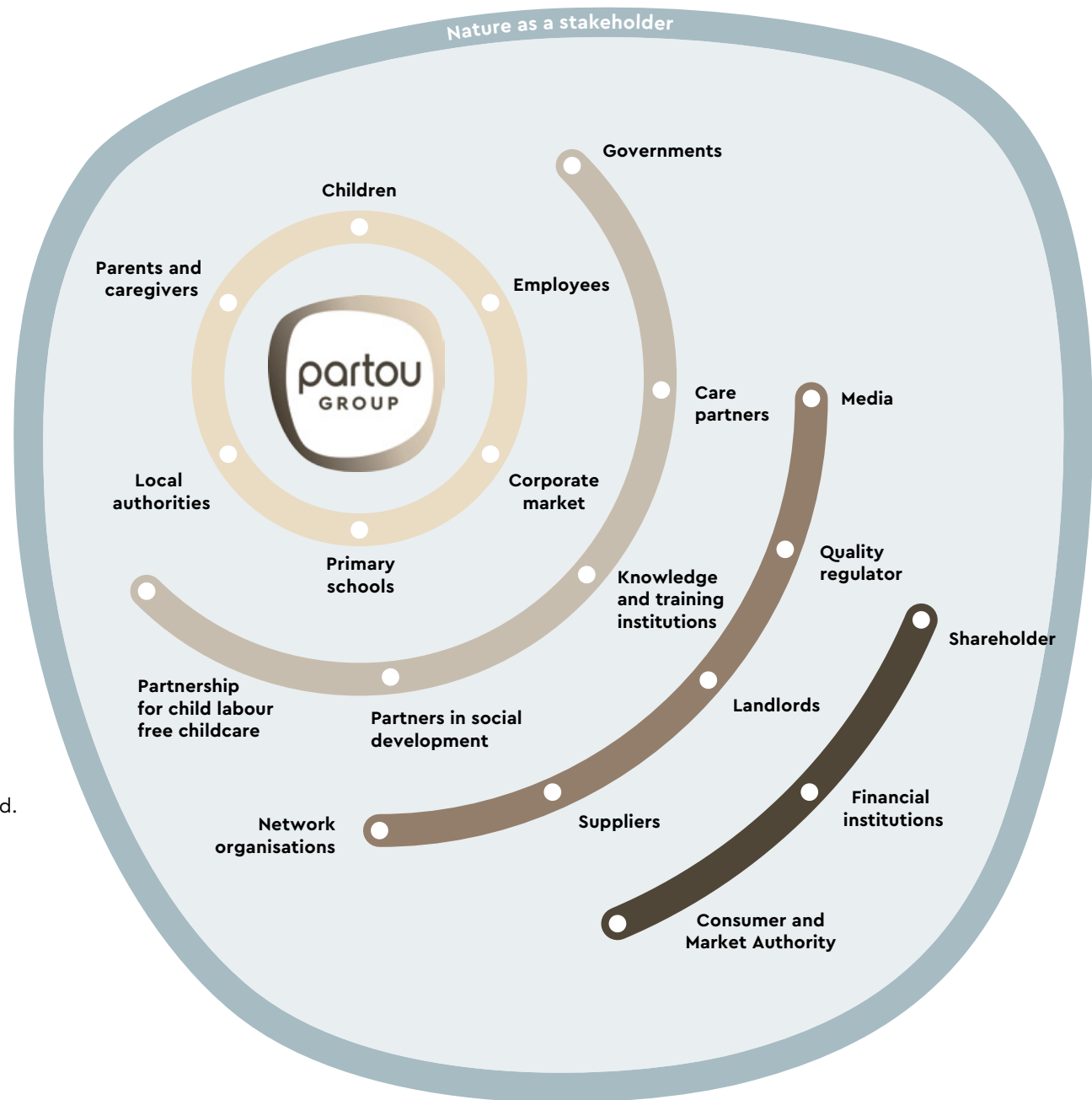
Our stakeholders

Continuous Engagement

We actively engage with our stakeholders – staff, children, parents, businesses, schools, governments, and partners – to enhance the value of childcare. Aware of our impact, we welcome diverse expertise, share insights, and remain open to new perspectives. This helps us understand key priorities and create meaningful quality and value. Our double materiality analysis provides insight into this (see page 120).

Employees

Our employees are our greatest asset. Our setting-based teams are critical to the quality of the daily services provided. Thanks to the support of colleagues at the Nursery Support Centre, they can focus on their primary task: the care and development of children.



Children

At Partou, children are at the heart of everything we do. We provide a safe, nurturing environment where they grow, make friends, and explore new experiences tailored to their age. This includes children who need extra support or have exceptional talents.

Parents and caregivers

Parents and caregivers entrust us with their most precious possession – their child. Their needs evolve with socio-economic and personal changes, requiring diverse programs and services. Partou strives to be a trusted partner in every child's development.

Corporate market

In Germany we offer childcare both directly to parents and via the companies they work for. In the corporate market we assist companies in developing and implementing childcare concepts that best suit their employees.

Local authorities

Collaboration with local authorities is crucial for our range of programmes and services aimed at specific target groups, such as children at risk of language and developmental delays (preschool education (PE)) or with a social-medical referral (SMR). Local authorities determine the eligibility criteria for children, establish subsidy criteria for childcare organisations and select the organisations that qualify for the subsidy.

They also play an enforcing role in ensuring that laws and regulations are adhered to in the Netherlands, the United Kingdom, and Germany.

Primary schools

Primary schools are important partners for us. Firstly, in the Netherlands, schools are required by law to organise out-of-school care. Secondly, good collaboration with schools contributes to the continuous development of children. That's why approximately half of all children's centres in the Netherlands are located either in or near schools.

Care partners

In the context of inclusive childcare, we increasingly collaborate with care partners to make childcare accessible to children who need additional support.

Partners in social development

Social development is crucial from a young age for overall development. We address this by collaborating with a wide range of social partners. Together, we offer diverse activities and address numerous social issues.

We are proud to be an official partner of UNICEF from 2025. More information available on page 33.

Partnership for child labour free childcare

Partou Netherlands forms a partnership with six other childcare organisations, two NGOs, two of the industry groups and the *Waarborgfonds Kinderopvang*. This subsidised partnership is committed to eliminating child labour from the supply chain through developing a community of practice for responsible business conduct in procurement, in line with the principles for human rights and business of the United Nations and the OECD Due Diligence Guideline for Corporate Social Responsibility.

Governments

Childcare is a highly regulated sector in the Netherlands, the United Kingdom and Germany.

Engaging with governments is crucial for Partou to collaborate with stakeholders at both local authority and national levels to achieve the best childcare and child development outcomes.

Knowledge and training institutions

Knowledge development is a key focus for Partou. Research is a vital tool for continuously improving our (early years education) quality. That is why we work intensively with knowledge and training institutes, facilitate research and invest in it.

That is why we also provide financial support to the Chair of Childcare at the University of Amsterdam and the Expertise Centre for Pedagogical Quality in Childcare.

Quality regulator

In the Netherlands, the local MHS conducts inspection visits to childcare settings on behalf of the local authorities to ensure compliance with the (quality) requirements of the Childcare Act. The MHS also advises the local authorities on enforcement actions in respect of childcare settings that do not comply with regulatory requirements and quality standards. In the United Kingdom, Ofsted performs a similar task on behalf of the national government. In Germany, quality reporting is regulated by each federal state.

Network organisations

Partou actively engages with a wide range of network organisations: from sector organisations and special interest groups to trade unions and pension funds. We follow the views and developments within these organisations and engage as a dialogue partner on various issues.

In the United Kingdom, we are one of the initiators of the *National Partnership in Early Learning and Childcare*, representing the top ten large commercial providers.

Media

The media play an important role in shaping the perception of our sector and of Partou. Partou values transparency and believes 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 various topics. Local media frequently report on activities at our settings, from visits to nursing homes to campaigns for charity events.

Landlords

All our properties are leased, except for a few properties in the United Kingdom. We lease from professional and private landlords, investors, and local government. Landlords are responsible for a significant part of building maintenance, which plays a crucial role in the sustainability of the properties.

Suppliers

To deliver high-quality services and optimal care for children, we depend on our supply chain. Therefore, we value good relationships with our suppliers of consumables, food, ICT services, training, and courses. We strive for long-term relationships with suppliers that meet high standards of responsible business conduct and are committed to the UN guiding principles on human rights and the OECD Due Diligence Guidance on Responsible Business Conduct. Procurement is largely centralised.

Besides central procurement, we consciously choose to engage with local suppliers in close proximity to our settings. Some of our purchases and services sourced from local suppliers include taxi transport, workshop providers, music schools and sports clubs.

Shareholder

Since August 2022, Partou has been part of an ESG Article 8 fund managed by the Dutch investment firm Waterland. The shareholders interest lies in adding value to the organisation. The shareholder provides capital, knowledge and expertise, helping Partou continuously invest in quality improvement.

No interim dividends are paid to them.

Financial institutions

Partou fosters relationships with various financial institutions, such as banks, investors, pension funds and insurers. This is necessary to ensure financial security, stability and manage financial risks.

Consumer and Market Authority

In the context of market operation and further scaling up of the sector, the Consumer & Market Authority (ACM) in the Netherlands is also a stakeholder. In December 2019, the ACM approved the merger between Partou and KidsFoundation, provided that three settings in Amsterdam-Zuidoost were sold to prevent undue dominance of the local market share and the risk that parents would have insufficient choices.

Nature as a stakeholder

The impact of our activities on the climate is deeply considered in our decisions. Because nature itself has no voice, this is anchored in our statutes, our purpose, ESG commitments and is a focus of CSR within our organisation.

Value creation in 2024

Value of our services	38
Social value	50
Human value	60
Intellectual value	72
Natural value	80
Financial value	90








Value of our services

Personal,
trusted *and*
nearby

Our services are centred around caring for and contributing to the development of children, as well as providing support and peace of mind for parents. We achieve this through our network of nearly 900 settings across three countries.

Key figures 2024



	Number of settings	Average number of children	Inspections with no identified non-compliances	Parent satisfaction	Parent satisfaction
	764	73,190 2023: 71,757	90% 2023: 90%	8.2 Day nurseries, 2022: 8.1	7.6 Out-of-school clubs, 2022: 7.5
	106	8,795 2023: 8,754	97% 2023: 96%	8.6 Preschool, 2022: 8.6	9.7 2023: 9.8 (daynurseries.co.uk)
 Expansion of 17 settings of Käptn Kaninchen at the beginning of 2025	45	1,260 2023: 1,248	100% (2 settings)	88% Satisfied	



Settings and children

Every child has the right to high-quality childcare, focused on development and equality. We aim to reach as many children as possible with our care, within our capabilities. Our settings are therefore spread across different countries. Partou can be found in both cities and small towns, as well as in neighbourhood with both low and high incomes.

Thanks to our network of settings and our scale, we can contribute to the development of tens of thousands of children and invest in professionalization, quality, training, and innovation. At the same time, our settings are personal and familiar, and part of the local network.

The number of settings is growing through the opening of new settings and acquisitions. Additionally, a few settings are closed each year. This is often the result of mergers, the landlord terminating the lease, or the termination of a partnership. In 2024, over 84 thousand children attended one of our 1,000 settings.

The vast majority of Partou settings are in the Netherlands. By the end of 2024, there were 764 settings: 242 nurseries (including preschool), 239 out-of-school settings and 283 integrated nursery and out-of-school settings, where we cared for a total of 71,190 children. Our settings are spread throughout the country.

* Dataplatform Kinderopvang, Berenschot. The SES-WOA score is determined by Statistics Netherlands (CBS) in 2022 and reflects the socio-economic status of households based on wealth, education and employment.

We are present in 188 different places of residence across 126 municipalities, with over 20 percent of our children's centres located in a vulnerable community according to the SES-WOA score*.

In the United Kingdom, Partou had 106 settings at the end of 2024, consisting of 106 registered nurseries and 3 registered pre-schools. Two of the daycare settings also have after-school clubs. These settings are spread across 39 different districts in England, situated in both small towns and large cities. In 2024, 8,795 children attended a Partou setting in the United Kingdom.

In Germany, Partou had 45 corporate childcare settings at the end of 2024, located in 5 different states (Beieren, Hamburg, Hesse, North Rhine-Westphalia and Lower Saxony). Approximately 1,260 children attended these settings on average. A significant segment offers some form of corporate childcare, sometimes combined with municipal child places.

In January 2025, Käptn Kaninchen, with 17 settings in Hamburg, was added to the Partou Group in Germany.

Our settings provide a pleasant, safe and enriching environment and serve as our calling card in the local communities where parents and children live. The condition and layout of our buildings are regularly assessed against applicable laws and regulations and our own standards with regard to sustainability and for a safe and healthy environment. This includes physical measures, such as a good fire alarm system, as well as instructions for staff, such as hygiene measures and supervision agreements. Every year, and during interim renovations and relocations, a risk assessment is carried out to identify the main safety and health risks.





Facts 2024

Scale and reach

	2024	2023
Settings	764	754
Day nurseries (incl. preschool)	242	229
Out-of-school clubs	239	244
Integrated day nurseries/ out-of-school clubs	283	281

Registered centres

	2024	2023
Registered centres	1,048	1,037
Day nurseries (incl. preschool)	525	512
Out-of-school clubs	523	525

Child places (year end)

	2024	2023
Child places (year end)	51,523	50,570
Day nurseries (incl. preschool)	25,290	24,314
Out-of-school clubs	26,233	26,256
Market share	7.6%	7.6%

Average number of children

	2024	2023
Average number of children	73,190	71,757
Day nurseries (incl. preschool)	37,390	35,804
Out-of-school clubs	35,800	35,953

Spread

	2024	2023
Spread		
Provinces	10	10
Responsible municipalities	126	121
Cities, towns	188	197
Present in small towns < 5,000 residents	32	33
Number of centres in small towns	62	63
Facilities in vulnerable communities with (very) low SES-WOA-score	20.9%	15.4%

Quality

	2024	2023
Quality		
GGD-inspections	960	891
GGD-inspections with no non-compliances issues	90%	87%
Number of settings with no non-compliances issues during the latest inspection	90%	90%

Parent satisfaction (score)

	2024	2023
Parent satisfaction (score)	8.0	7.9
Day nurseries	8.2	8.1
Preschools	8.6	8.6
Out-of-school clubs	7.6	7.5

Parent satisfaction (NPS*)

	2024	2023
Parent satisfaction (NPS*)	29	23
Day nurseries	43	36
Preschools	52	52
Out-of-school clubs	6	2

Complaints

	2024	2023
Complaints	538	572
Disputes filed with external disputes committee	2	4

Incidents involving children**

	2024	2023
Incidents involving children**	1,586	1,276

Acquisitions

	2024	2023
Acquisitions		
Childcare organisations	4	5
Settings	20	8
Centres with PE	1	0
Child places	1,332	421

Openings new build/renovation

	2024	2023
Openings new build/renovation		
New settings	7	
Child places day nurseries	368	
Child places out-of-school clubs	246	

* The Net Promoter Score (NPS) is a way to express customer or employee loyalty using a single question: How likely are you to recommend us to a friend or colleague? Respondents answer on a scale from 0 to 10. Based on their score, they are grouped as follows:

- Promoters: those who give a 9 or 10
- Passives: those who give a 7 or 8
- Detractors: those who give a score between 0 and 6

The score is calculated using the formula:

– NPS = % of Promoters – % of Detractors

** According to Partou's definition: unsafe situations (falls/collisions/impacts or situations that could have led to an accident), accidents requiring external medical assistance, inappropriate behaviour between children and emergencies (involving police, fire brigade, or evacuation).





Child development and activities

Our core activity lies in caring for and contributing to the development of children. A pleasant atmosphere is very important, both for the children and the parents, as well as for our professionals. We create an emotionally safe environment where every employee and child can be themselves and feel valued and recognised. Our daily programme offers a familiar rhythm and is varied. There is a balance between rest and activities, between indoor and outdoor time, and between individual play and playing in large or small groups. The programme is tailored to specific age groups and to the children's interests. The same applies to the design of indoor and outdoor spaces, as well as our play materials.



The additional activities we undertake with the children are always enriching and 'Partou-proof': wthey are fun, safe, development-oriented and always designed to encourage the little ones to discover new things. Playful discovery and learning are central, as are the children's imagination and creativity. Our staff follow the children's initiatives and encourage them in their development, taking individual needs into account.

Each child has an employee who is particularly involved with the child and is well-informed about the child's interests, needs, and development. This employee is also the first point of contact for parents. In the Netherlands, this is the mentor, in the United Kingdom the *key person*, and in Germany, the *Bezugsperson*. We share the children's experiences and milestones with parents. In both the Netherlands and the United Kingdom, we do this via a parent app/online tool.

Continuity and stability

Children and parents must be able to rely on us. That is why we do everything we can to keep our settings and groups open, even during current staff shortages, with the only condition being the safety of the children. We are proud that we managed to remain open for parents and their children at most settings and groups in 2024. However, we did have to use temporary qualified pedagogical professionals known to us, an expensive but necessary solution.





Facts 2024

Scale and reach	2024	2023
Settings	109	108
Day nurseries (registered)	106	104
Preschool (registered)	3	
Out-of-school clubs	2	4
Child places (year end)	8,149	7,969
Average number of children	8,795	8,754
Spread		
Local Authorities	39	39
Acquisitions		
Settings	1	2

Quality	2024	2023
Ofsted inspections	25	
Good/outstanding inspection results (year)	88%	
Settings with good/outstanding inspection results	97%	96%
Parent satisfaction		
Parent reviews on daynurseries.co.uk	9.7	9.8
Parent satisfaction survey	8.7	8.6
NPS* (score)	+53	+51
Complaints	35	< 5 per month
Incidents involving children		
(RIDDOR reportable)	< 5 per month	< 5 per month

* The Net Promoter Score (NPS) is a way to express customer or employee loyalty using a single question: How likely are you to recommend us to a friend or colleague? Respondents answer on a scale from 0 to 10. Based on their score, they are grouped as follows:

- Promoters: those who give a 9 or 10
- Passives: those who give a 7 or 8
- Detractors: those who give a score between 0 and 6

The score is calculated using the formula:
NPS = % of Promoters – % of Detractors

Parental rating

Our parent satisfaction surveys provide insight into how parents rate us and where opportunities lie to further improve our services. Therefore, we periodically conduct a customer satisfaction survey in all three countries. Parental satisfaction in the countries is high, especially the employees in the groups are highly valued.

In the Netherlands, parents gave us an average score of 8.0 in 2024. For daycare and toddler care, the average ratings were 8.2 and 8.6 respectively, and for out-of-school care a 7.6. This marks a slight improvement compared to the last survey in 2022. The Net Promoter Score (NPS) rose by 6 points to an average of +29. The increase in parent satisfaction is linked to high appreciation for staff knowledge and professionalism, communication, and the number of

outdoor activities in daycare and toddler care, as well as communication, stability, and the food and drink offering in out-of-school care.

In the United Kingdom, independent parent reviews are available on daynurseries.co.uk. Partou is highly rated with an average score of 9.7, ranking among the top 20 most recommended large childcare groups in the UK. In 2024, Partou UK also carried out its second



Facts 2024

Scale and reach

	2024	2023
Settings	45	32
Child places (year end)	2,155	1,394
Average number of children	2,160	1,248

Spread

Federal states	5	3
Municipalities	23	

Acquisitions

Käptn Kaninchen (2025), number of settings	17
---	-----------

Openings

Settings	4
Child places	145

Quality

	2024	2023
Inspections	2	
Inspections with no non-compliances issues	100%	

Parent satisfaction (score)

Parent appreciation (scale 1-5)	4.3
Satisfied parents	88%
NPS*	+52

Incidents involving children

\$47 report: incidents with direct and indirect impact	52
Reported incidents involving injuries to children	11

* The Net Promoter Score (NPS) is a way to express customer or employee loyalty using a single question: How likely are you to recommend us to a friend or colleague? Respondents answer on a scale from 0 to 10. Based on their score, they are grouped as follows:

- Promoters: those who give a 9 or 10
- Passives: those who give a 7 or 8
- Detractors: those who give a score between 0 and 6

The score is calculated using the formula:
NPS = % of Promoters – % of Detractors

internal customer satisfaction survey. Parent satisfaction remains high with an average score of 8.7. The teams on location are especially appreciated, scoring 4.6 out of 5. Many parents recommend Partou as a childcare provider, reflected in an NPS score of +53%, a 2% increase compared to 2023.

Partou Germany's services are also rated highly, with an average of 4.3 out of 5. This is supported by an NPS

of +52. There is strong satisfaction with the contribution to child development and the pedagogical approach – 82% and 80% of parents respectively are very satisfied or more.

Quality

Quality is an umbrella term that encompasses various aspects of childcare, from child development to interaction between early years professionals and

children, from safety to hygiene, and from children's health to staff commitment. This is monitored not only through external inspections by regulators but also by our quality managers. Our pedagogical coaches contribute to improving the pedagogical quality of work and the professional development of pedagogical staff.



In the Netherlands, based on MHS inspections, we consistently score above the national average for quality. In 2024, non-compliances were found in 90 percent of the inspections conducted at our settings, which is well above the national average.

Not all settings were inspected in 2024. When considering all our settings, non-compliances were identified at only 90 percent of our settings during the most recent MHS inspection.

In the United Kingdom, oversight is conducted by Ofsted. By the end of 2024, one hundred settings had been inspected, with eight settings awaiting inspection. Inspections have mainly taken place over the past six years, with some settings inspected even longer ago. 97 percent of the inspected settings received a 'good' or 'outstanding' rating.

Pursuant to the law in Germany, it has been announced that there will be increased inspections, both announced and unannounced (quality and economic audits) by the State Youth Welfare Office. In 2023, a Partou setting was inspected for the first time. In 2024, two more settings were inspected. Both inspections went well.

Childcare Quality Code

To further structurally enhance the quality of childcare in the Netherlands and further professionalise the sector, Partou, along with five other childcare organisations, took the initiative to establish the

Childcare Quality Code. The Code sets high standards for quality control, accountability and (financial) transparency. In May 2023, the Quality Code was presented to the Ministry of Social Affairs and Employment.

It received significant support from the Ministry, key sector parties, and many childcare organisations, all of whom provided input through national meetings or online consultations.

The Quality Code has since been handed over to the three sector associations (the childcare sector organisation BK, the social childcare sector association BMK and the sector organisation for childcare entrepreneurs BVOK) to develop a final version that enjoys broad support. In anticipation, an accountability report on the various topics of the quality code has been included in the annexes for Partou Netherlands.

In the United Kingdom, Partou has taken the initiative for the sector to collaborate more effectively in the interest of high-quality and professional childcare. This initiative led to the establishment of the *National Partnership in Early Learning and Childcare* by the ten largest commercial providers. The NPELC aims to ensure high-quality childcare, with skilled professionals who enjoy their work and families who can rely on reliable service. The group is evolving into an important point of contact for other interest groups and politicians.

Innovation

Partou is a learning organisation. By monitoring, analysing and adjusting processes, we continually improve our service delivery. We also seek innovation through automation and robotics in certain workflows, allowing our employees to focus on service quality while minimising the risk of errors. In 2024, we used the knowledge from Partou Netherlands for the first time for automation of certain administrative processes in the United Kingdom and Germany.

In 2023 and 2024, we made significant progress with an application allowing parents to enrol their children automatically, while our planners focus on more complex issues. This enhances the utilisation of available child places and potentially reduces waiting times. In addition, in 2024 we launched our own parent app for Partou Netherlands. This app is the highest-rated childcare app in the app stores.



Complaints

Partou places great value on a transparent complaints process and careful handling of complaints. Open discussion of complaints contributes to improving service delivery.

Complaints are initially handled by the involved managers, with the possibility to escalate if needed. All complaints are recorded, and the monitoring of the complaints process has a central location at our service offices across three countries. This ensures effective follow-up and resolution of complaints. It also makes it possible to take measures when recurring issues arise.

In 2024, a total of 538 complaints were filed across all settings. This number is lower than in 2022, when there was a peak due to temporary issues with parents' inability to use their allocated hours. The nature of the complaints is varied, with no recurring complaints about a specific setting. In all of 2024, two disputes were submitted to the external Childcare Disputes Committee. Both cases were declared unfounded by the Committee.

In the United Kingdom, the complaints process is managed through Ofsted, with Partou receiving a small number of complaints from parents each month via Ofsted. In 2024, a total of 35 complaints were filed. In Germany, the complaints mechanism has been centrally managed since the end of 2024.



***A transparent
complaints
process with
careful follow-up.***



Overall, the number of reported complaints remains very low, especially considering the number of children we care for. We continue to focus on encouraging the reporting of complaints and seeking feedback from parents, as we see this as an important condition for the continuous improvement of our services and safety.

Incidents involving children

Partou records all incidents involving children. In the Netherlands, this is done through a tracking system where follow-ups are monitored and documented. Incidents range from minor scrapes during outdoor play to necessary visits to the emergency room in case of suspected fractures or concussions following collisions or falls. Unsafe situations are also logged as incidents. In 2024, a total of 1,586 incidents involving children were recorded, including 425 reports of unsafe situations.

*Continuous
improvement
through monitoring
and adjustment.*





External medical assistance was sought in 768 incidents, with general practitioners or dentists consulted in 86 percent of cases. Typically, it's the parents who decide to seek medical help after a child is injured. On average, 0 to 2 incidents per setting are recorded annually, and there are no settings with disproportionately high incident rates.

Similarly in the United Kingdom, all incidents involving children are recorded. Settings document every incident, including minor injuries from play, nappy rash, or incidents that took place at home while in the care of parents or carers. A centralised overview is maintained, with thousands of incidents being recorded annually. Serious injuries, accidents and illnesses must be reported to Ofsted as RIDDOR reportable accidents, including vision loss and injuries from hazardous/toxic substances or electricity. Partou UK reports one to several incidents per month to Ofsted. In 2024, 99 Ofsted notifications were made. They range from RIDDOR reportable accidents to allegations against team members. Of those 99 notifications made, we received actions at 6 nurseries and a Welfare Requirements Notice at 1 nursery.

In Germany, incidents are recorded via the §47 Meldung (notification), reported to local and state youth welfare offices. This includes incidents with both direct and indirect impacts on children, such as violence against children by parents, staff, or other children, serious injuries/accidents involving children, staffing shortages and significant damage to the building (e.g., water or fire damage) that disrupts childcare services. In 2024, Partou made 52 §47 reports. Additionally, one 8a report regarding suspected child abuse at home was made.

All our settings employ staff members certified in emergency response and First Aid.



Interview Value of our services

Exceptionally dedicated to the children

Over the past year, the UK branch of Partou has made great strides in personalizing care for children at its daycare settings. Care, compassion, and continuous learning are the three core values of this approach. Partou Storytimes in Manchester earned a national award for 'Indoor Learning Environment of the Year'.

These are challenging times for the childcare sector in many ways, says Laura Farnworth, manager of Partou Storytimes, which provides care for children aged 0 to 5. "This is a time full of questions, both for parents and children," she explains. "Childcare can help find answers and create an environment where children get the best possible start. We do this by truly getting to know each child and discovering in which areas they need support or encouragement."

A strong foundation

The three core values – care, compassion, and continuous learning – form the foundation of the successful approach in the UK. Children are given the building blocks to grow into confident, emotionally intelligent, and motivated learners. Decades of experience have shown that every child has individual needs. That's why each child requires a tailored approach to ensure they start school as resiliently as possible after daycare.

Laura Farnworth

Nursery manager Partou Storytimes

More nature

Some adjustments are influenced by the locations of the daycare settings. Children living in the middle of a city, for example, often have little exposure to nature. But nature is a crucial element in early childhood education. These settings need to make a greater effort to incorporate nature into a child's experience – such as organizing more walks in the forest or playing in a park that might be a little farther away.

Another example is the increased focus on English language development in neighbourhoods with a high number of UK residents who are not native English speakers. We know that children who have a strong grasp of a country's primary language have better opportunities in life, so whenever we can contribute to that, we certainly should.

Meeting the needs of today

This philosophy is also evident at Partou Storytimes nursery & pre-school in Manchester. Located in the Atherton neighbourhood, the nursery won a prestigious national award last year for the way its environment is designed.

"It's not an easy award to win," Laura says. "Hundreds of candidates apply each year. A shortlist of ten finalists is created, and then a panel of experts and teachers evaluates them."

According to the jury, the Partou Storytimes team is "exceptionally dedicated to the children." The childcare professionals start thinking about a child's needs from the very first meeting. "Our environment is designed to motivate and stimulate children, making them curious and independent," Laura explains.

Parents are also involved, for example, by bringing items from home to help their child feel more comfortable in the home corner. This is especially important for children from foreign backgrounds or those with dual nationalities.

A major role for books

Books play an important role in Partou Storytimes' approach. The name itself reflects the nursery's book- and story-inspired design. The daycare consists of multiple rooms where children are grouped by age, each filled with toys and materials suited to their interests and development levels.

The jury also praised the way books and storytelling are integrated into the daily routine of the childcare professionals. "We believe it's essential for children to learn that there is more than just the digital world that dominates our lives today," Laura says.

"We incorporate books into as many activities as possible. If we cook, we use a cookbook. It happens naturally, but books are crucial for stimulating children's imagination and creativity." Parents are also actively encouraged to participate. "It's great if children become familiar with books here," Laura says, "but it's even better if they are read to at home as well."

The value and impact of a child's time in daycare should never be underestimated. "We are not just preparing children for school; we are preparing them for life," Laura emphasises. "With this approach, we have the opportunity to give them a strong foundation for a happy future."

We believe it's essential for children to learn that there is more than just the digital world.



Social value

A resilient *new generation*

We create our social value by making a significant contribution to the development of socially adept children who face life with confidence. Resilient children form the foundation for a resilient society and a better world. Strong social relationships are an important source of resilience.

Key figures 2024



PE settings

200

2023: 197

PE children

3,141

2023: 3,048

SMR children

719

2023: 605



Children with Inclusion Indicator

24*

2023: 20

* 52, including Käptn Kaninchen (beginning of 2025)



Our early years professionals guide and encourage children to take good care of themselves, each other, and the world around them. We promote independence and participation, teaching children to be social and understanding of others. At Partou, we are convinced that embracing everyone's uniqueness and differences contributes to collective resilience and a better future.

Mini society and child participation

Our childcare settings are like mini societies where children can practice for their future roles in the world. We help children to engage joyfully and to respect everyone's customs, characteristics, desires, preferences and circumstances. To talk with each other rather than about each other. This way, we help children to embrace our diverse world.

We place great emphasis on the importance of 'togetherness' and 'having fun together.' Therefore, we are happy to assist children in connecting with other children and making friends. Friends help us feel confident in life, and we experience more happiness and have more fun when we are together. In the Netherlands, we highlight this annually during our Friend Week. During this week, we organise various fun activities focused on friendship.

In Germany, we establish mentorships within the children's groups, so that older children can guide and assist younger children in individual daily situations in a playful way.

Practice listening, express opinions, deal with resistance, consider different ideas, engage in critical thinking, work with each other, and make decisions. At the OSCs, children have a significant say in what they do throughout the day. We use various methods for this purpose. Many of our OSCs have a children's council that contributes ideas to help address the issues at the setting.

Inclusivity and equal opportunities

At Partou, inclusivity means increasing opportunities for children, regardless of their support needs or background, to attend childcare together and close to home, ideally in the same group or through shared activities. Interaction and learning from differences contribute to the resilience of every child. At our settings, every child has the right to develop optimally at their own pace and in an environment where they feel at home. We strive to provide each child with recognition through appreciation, guidance and tailored environments, toys and activities. We are aware of our own capabilities and limitations. Our primary focus is therefore on children with a risk of language and developmental, additional support needs and/or newcomers. In this way, we contribute to equal opportunities.





Facts 2024

Preschool Education Provision

	2024	2023
PE settings	200	197
Municipalities and residences	68/55	66/53
Daycare settings with PE	38%	38%
Child places	7,985	7,675
Market share PE child places	5%	5%

PE employees

PE qualified pedagogical employees	808	700
------------------------------------	-----	-----

Target Group Reach

Children with PE indication	3,141	3,048
Children with SMR indication	719	605
IND locations	5	5
Days of care at IND locations	5,281	5,215

Collaboration with Education

	2024	2023
School boards	112	117
Settings in schools	313	249

Charity

Donations

UNICEF	€ 13,244
Year-end gift donations (Het Vergeten Kind, UNICEF, KWF and Trees for All)	€ 5,520
Kika through Recyclebox	€ 4,800

Donations via Airmiles

Nationaal Fonds Kinderhulp: A day out for hundreds of children worth	€ 8,750
Stichting Jarige Job: 107 birthday boxes worth	€ 3,750

Embracing differences contributes to resilience.

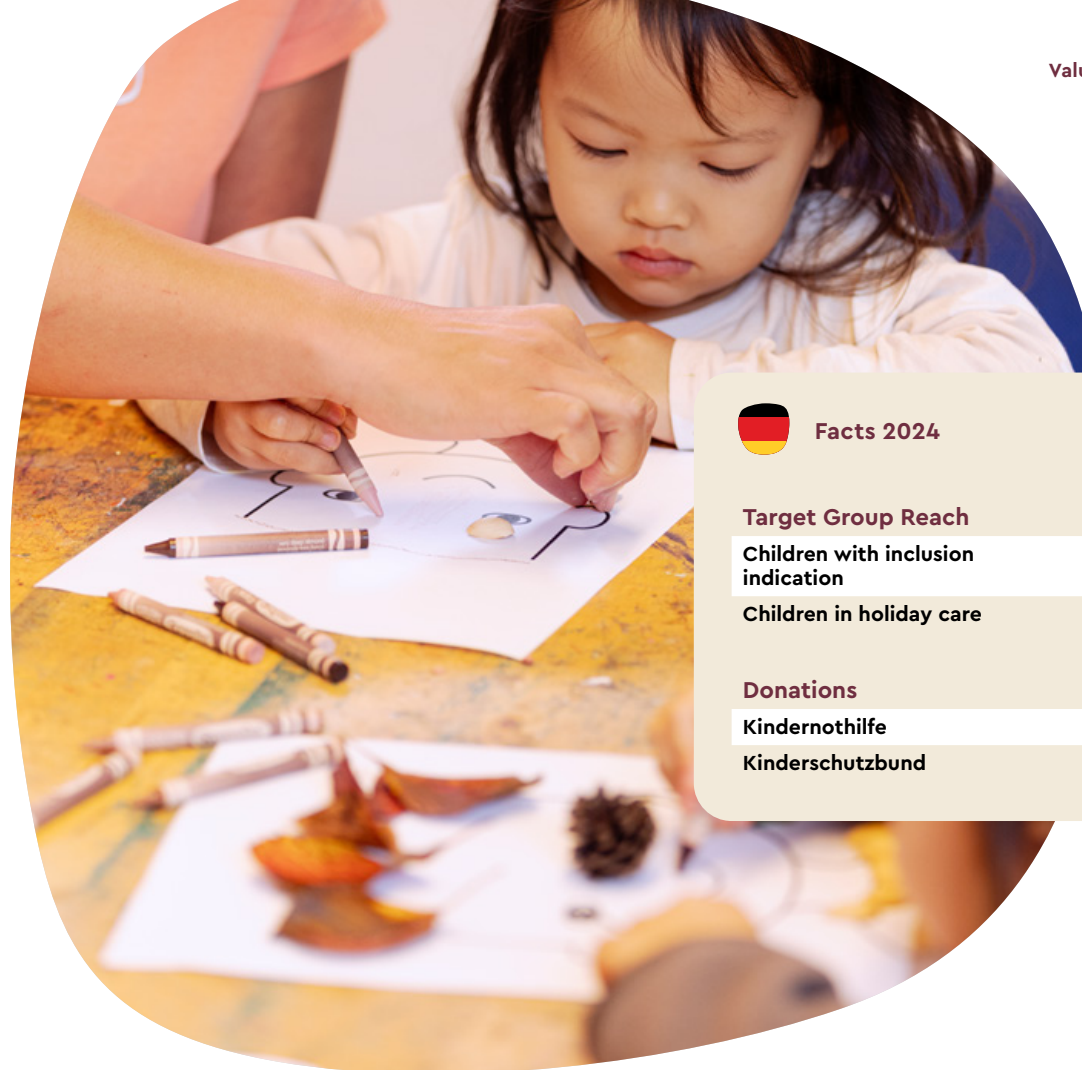


Preschool education

In the Netherlands, we provide high-quality preschool education (PE) to children at risk of language and learning delays at 200 of our 525 nurseries. We do this on behalf of over 50 Dutch municipalities, which are responsible for the assessment of children and the funding of the services. Our PE settings are staffed by over 800 PE-certified employees who implement special programmes to give children a strong start in primary education. They are supported by PE staff, including tutors, PE coaches, PE trainers, parent consultants and care coordinators. Partou accounts for 5 percent of all PE places in the Netherlands, making us the largest PE provider nationwide.

Social Medical Referral

In the Netherlands, we also provide childcare to children with a Social Medical Referral (SMR) from municipalities. This referral allows children to attend childcare a few days a week, even if their parents are not eligible for childcare benefits. An SMR is given when severe psychological, social, or physical problems in a family hinder parents' ability to care for their children, putting the children's development at risk. By attending childcare for a few days a week, children are given the opportunity to develop as best as possible – despite a complex home situation, while parents are temporarily relieved of their responsibilities. In 2024, 719 children with an SMR attended our settings.



Facts 2024

Target Group Reach	2024	2023
Children with inclusion indication	24	20
Children in holiday care	12	

Donations

Kindernothilfe	€ 468	€ 500
Kinderschutzbund	€ 1,000	€ 500

Partou Germany offers holiday childcare in Hamburg every year for families who need it. In 2024, 12 children used this service.

Children with additional support needs

Children with additional support needs are those who benefit from specific attention for their development. In addition to children with a PE referral or SMR, this may include children requiring care and vulnerable

children experiencing developmental issues due to factors such as disabilities or behavioural and attachment problems. This group also encompasses children in need of extra challenges or gifted children.



In 2020, Partou initiated efforts to thoroughly assess and monitor children requiring care and the underlying reasons for their support needs, aiming to enhance collaboration with municipalities and care partners based on this knowledge. In the Netherlands, we have specialised OSC+ settings, where children receive additional care, guidance and support in small groups. We collaborate with municipalities and care partners to provide this service.

In the United Kingdom, our SENDCO (Special Educational Needs and Disabilities Coordinator) supports children and families with additional support needs. The SENDCO develops individualised plans for children and maintains contact with external agencies and professionals, such as inclusion officers, speech and language therapists and the child's health visitor, to seek additional advice and support when necessary.

In 2024, 24 *inclusion children* joined one of our nurseries in Germany. These children have various support needs. Municipalities determine the inclusion indication and provide funding. This may include subsidies for additional staff with specific qualifications or funding to work with fewer children per staff member. Thanks to the integration of Käptn Kaninchen into Partou Germany, the number of *inclusion children* will rise to 52 at the beginning of 2025.



Children of newcomers

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

We take pride in operating five IND settings in the Netherlands where we provide care for children of refugees while their parents navigate the asylum application process with the Immigration and Naturalisation Service (IND). In 2024, we provided 5,281 full and half days of childcare at these settings. A child may come to us once or multiple times.

For refugee families, this often marks their initial contact in the Netherlands.

Non-native speaking children, such as those of expats, can also receive additional support at Partou. This is often combined with the language programmes at a PE setting.



Collaboration with education partners

The education sector is a key partner for Partou, both in terms of a continuous development line for children and enhancing the OSC childcare services in the Netherlands.

Partou is committed to providing the best possible continuous development line for children by aligning learning and development lines and fostering close partnerships with educational institutions to optimise children's development. By working closely with schools, we enhance the alignment between childcare and education, thereby promoting the continuity in child development. Our preschools in the Netherlands and the preschool groups in the United Kingdom and Germany focus specifically on preparing children for the transition to primary school.

In the Netherlands, schools are required by law to organise some form of after-school care, which is typically provided by childcare organisations.

Partou collaborates with over 110 school boards in the Netherlands. In the United Kingdom, the government has identified promoting wraparound care as a key focus for 2024–2026. In Germany, this is regulated per state and varies significantly. However, starting from the 2026/2027 school year, all students from grade 1 will have a legal right to childcare²³.

When there is deep collaboration with education, ensuring a seamless transition between education and childcare throughout the day, we refer to it as

integrated children's centres (ICCs). Partou is a partner in dozens of ICCs in the Netherlands, where we work with our education partners to develop a shared vision and policy for each centre. Increasingly, the emphasis is on the early years content, where child development is the primary focus. In every new partnership, the parties involved – schools, childcare organisations and municipalities – seek the most suitable approach. Partou is an expert in aligning its programmes with the school learning outcomes.

A healthy lifestyle

At Partou, we promote a healthy, active lifestyle. We provide healthy food, encourage physical activity and enjoy outdoor time with the children, regardless of the weather.

Our nutrition policy outlines how we ensure a healthy and varied diet – with no added sugars and relatively low salt content – for different age groups at our settings.

We focus on developing children's palates, encouraging them to explore new flavours and textures. We offer a wide variety of fresh products, seasonal vegetables and fruits, and dishes from different cultures. We also educate children on how healthy eating impacts their bodies, empowering them to make healthy choices now and in the future. At Partou, we want to make all children lifelong vegetable lovers.

*All children
love vegetables.*





In the Netherlands, children at our nursery and preschool settings participate in a Taste Safari every year, where they discover vegetables like beets, broccoli, carrot and sweet potato through play. The Taste Safari has since been adapted for different age groups at the OSC, where we now organise Treat Weeks.

In 2024, Partou UK launched a new nutrition policy and menu offering at all settings, based on the latest insights from nutrition experts for young children. This ensures that all children receive a healthy, balanced, and culturally diverse diet. A key aspect of menu development is the collaboration with a child nutrition expert, ensuring that all meals are tailored to specific developmental needs. This partnership continues to evolve, with ongoing efforts to refine and improve the menu, keeping Partou at the forefront of nutrition for young children.

A new nutrition policy ensures a culturally diverse diet.

In Germany, several settings have fresh kitchens, where certified chefs put our unique nutrition concept into practice. Children can help prepare healthy, organically certified meals, often harvesting vegetables and herbs themselves from their own garden beds. This hands-on experience helps them connect with nature firsthand. At some settings, muesli and yogurt for breakfast are handmade, and regular trips to the local market are organised.

Every day we make sure that the children get enough physical activity by playing outside. Additionally, we prioritise daily physical activity for children, incorporating a significant portion of movement-based and outdoor/nature activities in our programme. Physical activity not only benefits health, muscle development and flexibility, it also enhances brain function by promoting faster connections between brain cells and stimulating the use of both brain hemispheres through balancing and coordination activities. At Partou, we frequently engage children in group movement and play activities, allowing them to practice social-emotional skills.

Children in our care eat healthier and engage in more physical activity than average. This way, we contribute to their health and instil a healthy lifestyle in them.

Social responsible partnerships

Beyond our core activities, we also collaborate with partners and local organisations to provide a broader societal impact. For instance, in the Netherlands, we engage in nature projects with Staatsbosbeheer (Dutch Forestry Commission), Nederland Schoon (Clean Netherlands) and the Instituut voor Natuureducatie en Duurzaamheid (Institute for Nature Education and Sustainability) and promote literacy, sports and physical activities through our partnership with Stichting Lezen (Reading Foundation) and NOC*NSF (Dutch Olympic Committee*Dutch Sports Federation). Furthermore, we participate in the 'Learn to Apply Sunscreen' programme by CareLyn to prevent sunburn.

We are actively involved in the Dutch National Coalition Against Loneliness, where we join forces with businesses, social service organisations and government agencies to reduce loneliness among the elderly. Several of our nurseries and out-of-school clubs contribute to combating loneliness among the elderly through various activities, with children playing a key role in bringing joy to the elderly whilst learning about respect, empathy and diversity. In 2024, employees from our service office also participated by sending year-end cards to parents.

In 2024, we also participated in the annual UNICEF Children's Rights Film Festival. Several of our OSC settings made films about children's rights, which have now been viewed millions of times.



In Germany, we participate annually in the educational initiative Kita 21 by Save Our Future (S.O.F.), an organisation dedicated to reducing our ecological footprint and promoting sustainable development. Additionally, a pilot project has been launched with a provider to create a child-friendly sunscreen station, making it easier for children to apply sunscreen regularly while also providing educational support.

Local network

We are a familiar presence in many communities. Like educational institutions or sports facilities, childcare facilities contribute to the livability of a community. We fulfil our role in the local social network in various ways.

Our settings regularly organise local outings to places like the petting zoo, the library, theatre or the fire department. We also maintain regular contact with nursing homes, where children not only send drawings but sometimes also visit. This is how we combat loneliness among the elderly.

Charitable causes

Each year, we support multiple charitable causes in various ways. Many of our settings organise fundraising events or activities for national or local causes.

In the Netherlands, it is our practice to make a donation for every completed questionnaire from our employee engagement survey (EES). This initiative has raised more than 13 thousand euros for UNICEF.

Our employees also have the opportunity to spend their end-of-year gift on a donation for *Het Vergeten Kind*, KWF, UNICEF or Trees for All. Partou doubles the donations that employees make.

Additionally, we donate our collected Air Miles to social causes that align with our values. In 2024, we made donations to the National Children's Aid Fund (*Nationaal Fonds Kinderhulp*) and the Jarige Job Foundation (*Stichting Jarige Job*). Both organizations are committed to children growing up in poverty. *Kinderhulp* uses the donation via Airmiles for activities for children or to give children a nice St Nicholas' Eve. *Jarige Job* provides birthday boxes to children growing up in poverty, filled with everything they need to celebrate a real birthday – both at school and at home.

We also donate ICT-hardware to Recyclebox. Recyclebox then donates to *Kika*, the foundation for Children Cancer Free.

In 2024, Partou Germany made monthly donations to the *Kindernothilfe*, a children's aid organisation that helps children in need and defends their rights worldwide. Kita|Concept also made a Christmas donation to the *Kinderschutzbund*, an organisation that advocates for the rights of all children and young people in Germany.





Interview Social value

The Value of Parental Involvement



Jan Verboon

*Chair of the parent committee
Partou Switch / Skala*

Almost every Partou daycare setting in the Netherlands has a parent committee, consisting of a group of parents. Employees and team leaders consult with this committee about the quality of care, major changes, or fee adjustments. Jan Verboon is the chair of the parent committee for two settings in Bergschenhoek.

A new doorbell system at the daycare, replacing the air conditioning, and the new childcare fees for the coming year – just three of the topics the Switch/Skala parent committee in Bergschenhoek has been working on in recent months. The committee meets four to six times a year to discuss the latest developments, changes, and any issues at the daycare settings. When necessary, the committee raises concerns or consults with location managers or even the national departments of Partou.

"We try to keep a close watch on daily operations at the daycare on behalf of the parents," explains Jan (41, two children). "We provide constructive input on issues such as group dynamics or the departure of regular staff members. And sometimes, we can put topics on the agenda that are important to us as parents."

In principle, the parent committee must approve all structural changes at the daycare or any policy adjustments. The committee is also consulted for advice on new protocols before they are implemented.

When necessary, the committee consults with location managers.

Constructive discussions

"In theory, we could probably block certain plans if we wanted to," Jan laughs. "But that shouldn't be the goal, on the contrary. Partou and the parents have a common interest, namely: what is best for the children? Sometimes you can look at things differently. But then you listen to each other and try to adjust or adjust plans where necessary. Call it poldering: no one has an interest in poor cooperation."

The parent committee in Bergschenhoek consists of four members. The formation of a committee depends on how many parents sign up. That's also why not every Partou setting has a committee – there isn't always enough interest from parents. In such cases, a location manager must consult parents through a general parent meeting before making major decisions.

"We try to create a team that is as diverse as possible," Jan explains. "One person may have experience in finance, another in education. You don't need to be an expert in everything, quite the opposite. I work in the aviation industry, specializing in operational logistics. That knowledge can be very useful when evaluating new plans or ideas."

New fees

A recurring point of discussion each year is the period around setting new fees. "It's an issue that affects us all," says Jan. "We want to be realistic, prices can't stay the same forever. But in recent years, the increase in hourly rates has not kept pace with government adjustments. We want daycare to remain accessible for families with lower incomes. Rising staff costs shouldn't automatically be passed on entirely to parents."

The committee understands that some major expenses are unavoidable, such as installing a new air conditioning system. "But if you spread those costs over three years instead of one, it softens the impact, and parents will feel it less in their monthly expenses."

Better communication

Jan would like to see more interaction between different parent committees in the region. "As a committee, you don't always have all the answers," he says. "We can reach out to BOINK, the national advocacy group for parent committees, which sometimes provides advice on current issues or answers legal questions. BOINK also sends out a monthly newsletter with tips and guidance for parent committees."

But it would also be helpful to exchange ideas with other local committees, Jan suggests. "There are dozens of Partou settings within a 5 to 6-kilometer radius. I would really like to meet with other committees twice a year to share experiences and discuss local or regional topics together."






Human value

Room for *talent, expertise and development*

Our employees are our greatest asset. They constitute our human value and create a safe and inspiring development environment for children.

Key figures 2024



	Number of Employees (Headcount)	Turnover	Average Absence Rate	Employee Satisfaction	Positive Work-Life Balance
	10,620 2023: 9,955	17.7% 2023: 19%	8.5% Sector 2024 ²⁴ : 7.7% 2023: 8.7%	7.8 2023: 7.7	58% 2023: 57% Sector 2023 ²⁴ : 57%
	2,195 2023: 2,414	41.2% 2023: 45%	4.3% 2023: 5.1%		
	567 2023: 411	24.9% 2023: 7%	11% 2023: 11.0%	7.3	51%



Dedicated employees

Our dedicated employees work diligently every day to prepare each child in our care for the future through playful learning. They play a fundamental role in shaping a generation capable of contributing to a resilient society and making a difference.

By the end of 2024, Partou had 13,392 employees, with 10,620 employees at Partou in the Netherlands, 2,195 in the United Kingdom and 567 in Germany and 10 at The Wonder Weeks. The vast majority (95 percent) of our employees are women working as early years professionals. Women also hold the majority of executive and management positions. Our employees come from many different cultural backgrounds. In the Netherlands alone, this includes 41 different nationalities and 72 different countries of birth. In Germany, this concerns 35 different nationalities. A large portion of our Dutch and English employees work part-time, with part-time factors of 0.67 and 0.65, respectively. For Partou Germany, this is 0.86.

We believe in retaining employees and building long-term relationships with them. We offer permanent employment as soon as we can. In the Netherlands, 91 percent of our employees have fixed-hour contracts, with 78 percent on open-ended contracts. This includes student apprentices (bbl), who typically have a temporary contract due to their study agreement.

Employee engagement

It is our ambition to be the best-in-class partner in early childhood education and care. This also means being the most highly regarded by employees and as an employer. To achieve this, it is important to gather feedback from employees to understand what is working well and where opportunities for improvement exist. As an employer, we aim to empower employees to make a difference, enabling children to develop into a resilient generation. We do this by placing the well-being and job satisfaction of our employees at the center.

Employee participation is a big contributor to happiness at work. Involving employees in projects and engaging with them when they share ideas or critical feedback makes them feel heard and ultimately leads to better outcomes. We continuously strive to be mindful of opportunities for employee participation such as feedback groups through polls and surveys.

***Participation
contributes to job
satisfaction.***





Facts 2024

Our staff (excluding interns)	2024	2023
Staff headcount	10,620	9,955
Staff (FTE)	7,124	6,657
Part-time ratio	67%	67%
Childcare staff (incl. apprenticeships)	10,118	8,247
Female percentage	95%	95%
Average age of staff	35.7	37.9
Average age excl. apprentices	37.7	38.2
Average length of service (years)	7.6	7.6
Average length of service excl. apprentices	7.8	8.0
Fixed-hours contract	93%	91%
Permanent contracts	79%	78%

Education	2024	2023
bol internships	809	469
Apprenticeship classes started	29	14
Apprenticeship students started	432	332
Aspiring location manager training (completed)	54	72
Childcare staff with 3F language test passed	98%	
Childcare staff with valid first aid training	80%	50%
Daycare staff with infant-specialist qualification	73%	

Employee satisfaction	2024	2023
Staff survey response rate	63%	68%
Staff satisfaction score	7.8	7.7
eNPS*	+2	+1
Positive work-life balance (% no excessive workload)	58%	57%

Inflow & outflow (excluding interns)	2024	2023
New hires	2,179	2,256
Staff exits	1,742	1,810
Net growth	437	446
Staff turnover rate	17.7%	19%

Vitality/other

Average sickness absence	8.5%	8.7%
Staff incidents reported	54	41

* The Net Promoter Score (NPS) is a way to express customer or employee loyalty using a single question: How likely are you to recommend us to a friend or colleague? Respondents answer on a scale from 0 to 10. Based on their score, they are grouped as follows:

- Promoters: those who give a 9 or 10
- Passives: those who give a 7 or 8
- Detractors: those who give a score between 0 and 6

The score is calculated using the formula:

$NPS = \% \text{ of Promoters} - \% \text{ of Detractors}$





It is essential for us to gain a thorough understanding of our employees' concerns and to identify ways in which Partou can enhance their happiness at work by providing support for professional or personal development, as well as in achieving a healthy work-life balance. Through various forms of employee participation and employee surveys, we maintain insight into their satisfaction and opportunities for improvement.

In the Netherlands, every employee has an annual 'Partou Conversation' with their supervisor, focusing on their well-being and happiness at work. What makes them happy? What concerns do they have in their work or personal life? What else would they like to learn in their life and what do they value within Partou? These conversations often take place outside the childcare setting or office, such as during a shared lunch or a walk. The informal setting helps to facilitate a different kind of conversation than one would have on an average working day.

Similarly, in Germany, annual discussions are held with each employee to address their individual goals and aspirations.

All three countries conduct employee engagement surveys (EES). Every year, Partou Netherlands conducts a comprehensive EES, a valuable tool for gathering feedback to gain a better understanding of the effectiveness of our strategic pillar: enhancing employee happiness at work. In 2024, 63 percent of employees participated in the EES. Overall satisfaction has slightly increased from a 7.7 to a 7.8. Employees are

experiencing less work pressure and are much more positive about Partou as an employer.

Our Employee Net Promoter Score (eNPS), a widely used international standard for measuring employee satisfaction and loyalty, has slightly increased from +1 to +2. There is still ample room for improvement. Starting in 2024, we will conduct the survey earlier in the year, so the results can be incorporated into planning for the following year. The overarching theme for 2025 from the eNPS is 'Communication'.

Since 2024, the United Kingdom has been conducting multiple pulse checks per year, where employees are asked three recurring questions, with the option to add a specific topic. More and more employees feel positive about coming to work on Monday morning and experience recognition and appreciation. This translates into a high eNPS of +50. Both the nurseries and the service office score high with an eNPS of +44 and +67 respectively. The response varies per month and is on average around 10%. There is room for improvement here.

Partou Germany also conducted an employee engagement survey in 2024. The response rate was high at 72%. The overall employee satisfaction was rated with a score of 7.3, in line with the social sector in Germany. About half of the employees experience a positive work-life balance. Enthusiasm for the company was rated at 25%, while the comparison group showed a value of 24%. The eNPS is -12, leaving ample room for improvement.

***Building
Partou
together.***





Facts 2024

Our staff

	2024	2023
Staff headcount	2,195	2,414
Staff (FTE)	1,428	1,636
Part-time ratio	65%	68%
Female percentage	95%	95%
Average age of staff	35.1	
Average age of staff excl. apprentices	26.4	
Average length of service	3.8	
Average length excl. apprentices	4.0	

Education

Apprentices	65	150
First aid training (certified)	674	
DSL (Designated Safeguarding Lead) trained	163	

Employee satisfaction (pulse check)

	2024	2023
Staff survey response rate	aprox. 10%	
eNPS*	+50	
eNPS settings	+44	
eNPS central office	+67	

Inflow & outflow

New hires (FTE)	518	510
Staff exits (FTE)	905	495
Net growth (FTE)	-387	15
Staff turnover rate	41%	45%

Vitality/other

Average sickness absence	4.3%	5.1%
Staff incidents (former Just Childcare)	39	28
Reportable incidents (RIDDOR)	0	8

* The Net Promoter Score (NPS) is a way to express customer or employee loyalty using a single question: How likely are you to recommend us to a friend or colleague? Respondents answer on a scale from 0 to 10. Based on their score, they are grouped as follows:

- Promoters: those who give a 9 or 10
- Passives: those who give a 7 or 8
- Detractors: those who give a score between 0 and 6

The score is calculated using the formula:

NPS = % of Promoters – % of Detractors

Concrete areas for improvement identified in the survey include work-life balance, compensation, and communication from the service office to the daycare settings. As strengths, employees highlighted the respectful collaboration, teamwork within their own teams, and the support from their direct supervisors when needed.

Lifelong development

Partou fosters a culture of development, not only for the children in our care but also for our employees. We believe that learning is a lifelong endeavour that extends beyond the attainment of a diploma. Therefore, we are committed to continuously enhancing the skills and knowledge of our staff.

Our Partou academy offers a comprehensive range of training opportunities for all our employees, aimed at inspiring personal and professional growth. The academy comprises an online and a physical learning environment. In our training centre in the Netherlands (Almere), a variety of training sessions are held every week, provided by both our own trainers and external trainers.



Facts 2024

Our staff

	2024	2023
Staff headcount	567	411
Staff (FTE)	484	331
Part-time ratio	86%	81%
Childcare staff		286
Female percentage	91%	
Average age of staff	37	
Average age excl. apprentices	38	
Average length of service	3.4	
Average length of service excl. apprentices	3.4	

Education

Praktikanten (starter development path)	21	9
Azubis (apprenticeship programme)	20	
First aid training (certified)	28	
Other mandatory training courses	18	

Employee satisfaction

	2024	2023
Staff survey response rate	56%	
Staff satisfaction	88%	
eNPS*	-12	
Positive work-life balance	51%	

Inflow & outflow

New hires (FTE)	172	
Staff exits (FTE)	141	
Net growth (FTE)	31	29
Staff turnover rate	24.9%	7.2%

Vitality/other

Average sickness absence	11%	11.0%
Staff incidents reported	2	3

* The Net Promoter Score (NPS) is a way to express customer or employee loyalty using a single question: How likely are you to recommend us to a friend or colleague? Respondents answer on a scale from 0 to 10. Based on their score, they are grouped as follows:

- Promoters: those who give a 9 or 10
- Passives: those who give a 7 or 8
- Detractors: those who give a score between 0 and 6

The score is calculated using the formula:

$NPS = \% \text{ of Promoters} - \% \text{ of Detractors}$

Through the online Academy, all Dutch and English employees have access to e-learning modules, webinars, and training sessions. The educational offerings of the Partou Academy are extensive and diverse, continuously evolving: ranging from accessible podcasts, e-learning modules and inspirational sessions to short training courses and (long-term) training programmes. Thus, there is something for everyone.

For our German colleagues, Partou provides opportunities for further training through partnerships with external training providers. Here too, we are working towards establishing our own Partou Academy.

The size of our organisation offers many opportunities when it comes to sustainable employability. Therefore, we are increasingly focusing on creating growth

opportunities for both current and new employees. The training program of the Partou Academy includes various courses that allow employees to grow both in the Netherlands and the United Kingdom. A popular program in the Netherlands is the one for pedagogical staff, where they are trained to become assistant location managers.



We also invested heavily in training and assessment for the 3F language level in the Netherlands: 98% of our childcare professionals in both daycare and out-of-school care passed the exam. This test is a legal requirement for daycare staff. For our out-of-school care staff, it broadens their opportunities for deployment.

In the leadership training at Partou UK, there is a growing emphasis on equality, diversity, and inclusion to increase engagement and strengthen a culture of connection.

Team development and enjoyment

We prioritise both individual and team development, as well as fostering a positive and enjoyable work environment.

We offer workshops and a 'We-learning' programme designed to enhance the cohesion within our Dutch teams. The national study day of Partou Netherlands in 2024 was entirely focused on connection with colleagues. During the study day, each setting followed a generic program, after which they could delve deeper into a theme of their choice as a team. Examples of these themes include focusing on the language development of toddlers, promoting motor skills development, and managing temperamental behavior at after-school care.

In the United Kingdom and Germany, there are annual events for employees. Initiatives in the United Kingdom, such as the social recognition wall with compliments and the designation of Partou Hero of the Month for a colleague who has done something special, also contribute to the sense of appreciation.

Attracting and retaining employees

The childcare labour market has been under pressure for years in the Netherlands, the United Kingdom and Germany. Therefore, we invest heavily in attracting and retaining talent.

In 2024, we launched the national campaign in the Netherlands: Working at Partou, definitely not childish. This campaign is aimed not only at recruiting employees but also at expressing recognition and appreciation for the profession of pedagogical staff in general and our own employees in particular.

The number of colleagues increased in the Netherlands and Germany by 665 and 149 respectively and decreased in the United Kingdom by 219. Part of the increase is linked to the integration of acquired childcare organisations in the Netherlands, and the addition of Paula & Max to Partou Germany at the start of 2024. The net growth was 437 in the Netherlands and 31 in Germany. The decrease in headcount through 2024 reflects several intersecting factors. As part of integrating former Just Childcare and All Abouts Children's legacy approaches into a single operating model, we undertook a thorough data cleanse. This included removing inactive team members still listed on systems but no longer contributing hours, giving us a more accurate and operationally useful picture of our actual capacity. Besides this recruitment and retention is challenging, while the sector continues to experience a "war on talent", with strong competition for qualified practitioners and increasing flexibility for individuals to switch sectors or employers. In addition, Partou UK has invested in future-focused recruitment, the effects of which are expected in 2025.

Staff turnover in the Netherlands and the UK decreased compared to 2023, but at 17.7 percent and 41 percent respectively, it remains higher than desirable.





Although the average turnover in the UK was still high in 2024 at 41 percent, it marked a significant drop from 45 percent in 2023 and fell to 30 percent by December 2024.

Compared to the Netherlands, early years professionals in the UK tend to change jobs more frequently. This is partly due to pay levels being comparable to those in other sectors such as retail and hospitality. In the Netherlands, pay is generally higher in comparison to these sectors, reflecting greater recognition for the profession of the pedagogical professional. In Germany, the turnover rate in 2024 was 25 percent. This is below the sector average of 30% and is related to the German subsidy structure and financial system.

Partou Netherlands has a FiP team consisting of early years professionals with flexible contracts who choose when they want to work and are deployed to settings where they are most needed. Within a year, this team has grown to nearly 200 employees. The FiP team has become even more important, as from 2025, Partou will no longer employ freelancers as pedagogical staff to prevent false self-employment.

A warm welcome

All new employees at Partou participate in a comprehensive and interactive onboarding programme. A warm welcome with good onboarding is key to making new members feel at home. During onboarding, new colleagues learn to find their way within Partou.

One of the ways we do this is by talking about our organisation, our mission and our values and how you can contribute to them.

By engaging in these discussions from day one, we foster engagement and create a positive perception of Partou as an employer. Effective onboarding helps employees quickly feel that they can make a meaningful contribution, increases employee satisfaction, and reduces the likelihood of turnover. That is why we believe it is important to invest in new employees from day one.

In 2024, the onboarding program of Partou Netherlands was enhanced based on evaluations to better prepare new employees for working at Partou. As a result, location managers and service office staff now undergo a refreshed live program, while pedagogical staff and bbl students complete an interactive, fully customised online program. Although the programs are unique for each function group, the onboarding for every employee consists of five key components: a warm welcome, practical matters, working at Partou, the social network, and training. This lays the foundation for a positive and meaningful employee journey.

Specifically for location managers, there is also a one-year program that prepares them for the versatile role of a location manager.

Accredited learning organisation

Partou is an accredited learning organisation. We believe in contributing to the development of young talent. We provide guidance to apprentices in the Netherlands, the UK and Germany. By training the pedagogical staff of the future, we are building a sustainable future for childcare.

In collaboration with various training providers, Partou Netherlands starts its own apprenticeship classes (bbl) at least four times a year to ensure a high standard of incoming students. These are placements for on-the-job training for secondary vocational students (mbo 3 and mbo 4 levels) attending a work/study programme. The classes are mostly in-company with new Partou colleagues. They receive a workplace at one of our settings and follow an intensive study program. Each student is mentored on-site by a work supervisor, an experienced pedagogical staff member who has completed a training program to become a supervisor. In 2024, we trained over 700 pedagogical staff members to become work supervisors. In 2024, 29 classes started with a total of 432 bbl students. Additionally, we provided placements for over 800 interns in our groups or at the service office.

By the end of 2024, we had 65 apprentices in the United Kingdom. In Germany, in 2023, we employed 21 interns and 20 apprentices. Interns earn the statutory minimum wage and are employed to gain experience. Apprentices undergo a 1–3 year training program, working with us a few days a week while attending school for the other days.



Employee representation and advocacy

Building Partou together is important to us. Therefore, we value the direct and indirect involvement of our employees in building, brainstorming and participating in decision-making. We have organised this in both formal and informal ways. In the Netherlands, formal representation of employee interests at Partou is fulfilled by a Works Council. Additionally, we facilitate employee participation in various ways.

All early years professionals and policy staff/coaches of Partou Netherlands have been free members of PPINK, the first and only professional association for early years professionals in childcare. PPINK aims to enhance the standing of early years professionals and elevate the recognition of the profession. Furthermore, Partou supports membership in labour unions.

Employment conditions

In the Netherlands, nearly all employees (> 99 percent) – and interns – are covered by the collective labour agreement for childcare. In 2024, a short-term interim collective labor agreement was concluded, which includes increases in compensation and a new travel expense policy for 2025. On March 31, 2025, a collective labor agreement for 2025–2026 was concluded. The new collective labor agreement will apply retroactively from January 1, 2025.

Partou Netherlands offers a variety of additional employment benefits and schemes. All employees participate in the Zorg en Welzijn Pensioenfonds, the

Dutch pension fund for the healthcare and welfare sector. We also provide employee perks such as access to a staff discount store and discounts on insurance, childcare for staff, a gym membership, or a bicycle.

In the United Kingdom, there is no collective labour agreement for the private sector. Partou UK monitors the Minimum Living Wage and National Living Wage developments and aligns salaries accordingly. Partou also provides a comprehensive pension scheme with employer contributions. Employees can also enjoy various perks including discounts, reduced childcare costs for staff and an extra day off on their birthday.

Partou Germany adheres to the TVöD, a collective labour agreement for employees of public childcare centres in Germany, regarding wages and wage increases. A company pension scheme is also in place and Germany provides various employee perks such as access to a staff discount store and discounts on insurance, 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 our employees by offering benefits such as discounted bike purchases, reduced rates on gym memberships and a vitality programme.

In addition to fostering a sense of community, job satisfaction and teamwork, we also focus on providing a safe and healthy workplace with good working conditions to enhance employee vitality.

With Partou Netherlands' *Healthy & Balanced* program, employees are encouraged to continuously work on their lifestyle. In 2024, partly at the initiative of our Works Council, we specifically focused on a growing group of older employees. The webinars about menopause, like the webinars on sleep and caregiving, were a great success. Additionally, Partou Netherlands again reimbursed the flu shot for all colleagues who wanted it. Our internal ergo-coaches visit settings and provide tips on ergonomic working to prevent back pain caused by the nature of the work (frequent bending and lifting).

Engagement and caring are two important core values of Partou. This is not only reflected in the daily care for children but also in the way we support employees, even when personal difficulties arise. In collaboration with external parties, Partou ensures that employees receive the (mental) help they need. Through the health plan of Partou UK, employees have access to professional counseling and support networks. Additionally, Partou UK has a confidential helpline for employees experiencing mental health issues.

Financial fitness

Partou considers financial fitness to be an important part of its employees' vitality. But with the ever-rising cost of living, it is becoming increasingly challenging for many employees to keep their finances under control. That is why we offer our employees not only benefits but also (anonymous) advice and coaching on financial issues, which may come in the form of a budget coach or a 'money buddy'.



Absenteeism

In 2024, the average absenteeism rate at Partou Netherlands was 8.7 percent, representing a slight decrease of 1 percent compared to 2023. While this is an improvement, the rate remains relatively high.

Just like in the rest of the Netherlands, labor market shortages and the perception of high work pressure are the main causes of absenteeism (dropout). Additionally, we see in childcare that employees face an increased risk of dropout due to physical (over) strain. In 2024, we invested significantly in (absence) expertise and support in the first line, in addition to the team leader. This approach allows team leaders to have more space to have meaningful conversations with employees with the goal of preventing absenteeism. Furthermore, a comprehensive learning path for vitality and absenteeism has been developed for all managers.

In the United Kingdom and Germany, the absenteeism rates are 4.3 percent and 11 percent, respectively.

Due to differences in sick leave systems, the percentages between countries are not directly comparable. In addition, in Germany, parents are allowed to report sick if their child is ill – a significant difference compared to the Netherlands and the United Kingdom.

The insights and experiences gained from our efforts to reduce absenteeism in the Netherlands through the pilot programmes are also useful, particularly for Germany.

Incidents involving employees

Partou maintains records of all incidents involving employees and monitors the follow-up actions. There have been no recurring incidents that warrant specific measures. In the Netherlands, a total of 54 incidents were reported in 2024, resulting in 7 reports to the insurance company and 1 to the Dutch Labour Authority. In the United Kingdom, the monitoring of the incident registration is centralised. For the time being, there is only central insight into the incidents at the former Just Childcare. In 2024, 39 incidents were registered, of which none were reportable under RIDDOR. In Germany, there were 2 workplace accidents. Both employees were absent for a few days.





Interview Human value

Human-Centered Flexibility

In 2023, Partou Netherlands introduced the FDP team, which stands for "Flexible Deployment Partou." Today, around two hundred pedagogical staff members are part of this group. They have a contract, but according to their availability, it is determined when and where they work.

Marijke van Rijn, manager of the FDP team, is clear: "A smart organisation wants to retain good employees, especially during times of staff shortages, which have been a persistent issue in the childcare sector. The market demands new forms of collaboration." A growing number of childcare professionals value having more control over their own schedules. They want to consciously balance their work with the rest of their lives.

"You can compare it to what we used to call freelancers," Marijke explains. Childcare settings that suddenly need extra staff due to illness or unforeseen circumstances can rely on the FDP team. "They know they are getting skilled professionals who can adapt quickly and are familiar with Partou and our way of working." The system is currently active in a few regions. Most FDP employees are currently working in the Utrecht region, which is beneficial because staff shortages are most acute in this area.

The flexible pedagogical professionals indicate their available hours each week. Partou then matches their availability with the demand from childcare settings. The number of guaranteed contract hours for flexible staff varies from 0 to 36 and is determined in consultation.



Marijke van Rijn
manager FDP-team

Issam Janssen
pedagogical flex worker

New labor market demands innovative approach.

Issam Janssen (53) is one of these flexible pedagogical professionals. He worked for sixteen years in Wageningen with a mixed-age group but decided to pursue a different career path in 2012. Recently, he chose to return to childcare. "I have a 36-hour contract, so I work full-time," he explains. "But one week you may have more time to work, while another week you might need more time off. We always find a solution, as long as I complete my contracted hours by the end of the month."

Issam usually plans his availability well in advance. "My partner lives abroad," he explains. "So occasionally, I want to take two weeks off. I compensate for that by working longer hours in the surrounding weeks." Other common reasons for choosing this work style include combining work with studies, providing informal care for parents, or taking care of children. "This way of working forces you to think carefully about your available time and priorities," Issam states. "Especially when working more hours, you need to be mindful of your mental and physical limits and communicate them clearly."

Each flexible worker is assigned to a specific region. This ensures they become familiar with a few childcare settings and the children: "I'm flexible, but it's nice to work with the same colleagues and children regularly. And having a permanent contract gives you the benefits of job security." He acknowledges that this flexible way of working is not for everyone: "Many people need stability and routine. But I generally handle the unpredictability well. Plus, working at different setting allows me to meet more people. No day is the same, and I learn something new every day."

Currently, around two hundred of Partou's nine thousand pedagogical staff members work in this way. The FDP team is highly diverse, says manager Marijke van Rijn: "Our employees range in age from 18 to 67 and everything in between. Sometimes, the match between a pedagogical worker and a setting is so strong that they stay in one place for a while. Or, eventually, even transition into a permanent role at that setting."

FDP employees work within a predetermined region: "We don't measure in kilometres but in travel time. Some people have a car, while others rely on public transport. Employees must be able to reach their assigned location within 45 minutes."

The FDP team has now been in place for over a year, and both employees and Partou are enthusiastic. "It's a group of highly energetic staff members," Marijke praises. "This innovative approach suits the modern job market, but also Partou's values. We came up with this idea, and Partou immediately gave us the space to explore whether it could work. It's great to feel heard and to see that a large organisation is open to team-driven innovations like this."



Intellectual value

Continuous *development* of knowledge and expertise

Quality is our top priority. Therefore, 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 it constitutes our intellectual value.

Key figures 2024



Number of
(scientific) research
projects

13

2023: 9

Number of
graduation and
internship research
projects

8

2023: 8

Number of research
pilots

10

2023: 4





Research and science

We believe it is important to continue expanding our knowledge and expertise to ensure the optimal development and well-being of children at our childcare settings. This is vital for both the sector and Partou itself. New insights serve as input for the further development of our (early years education) policy and the range of activities we offer. That is why we initiate research projects and pilot programmes and contribute to (scientific) research. We do this through our own research projects and through collaboration with knowledge institutions 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 scientific department has specific expertise in (measuring) the quality of early years education in childcare settings (NCKO) and provides national and international guest lectures and training on this subject. We also possess scientific expertise on infants' adaptive behaviour in childcare settings. Moreover, Partou conducts research on specific topics in collaboration with knowledge institutions. In 2024, we participated in twenty-one different (scientific) studies: thirteen studies from various knowledge institutions/universities and as many as eight graduation theses. Additionally, we conducted 4 internal pilots and 6 internal studies.

Partou is the only Dutch childcare organisation actively involved in scientific research on this scale. Many of the research projects span several years. An overview of these projects is available on pages 75 and 76.

Our standing policy is to actively participate in relevant external research initiatives led by universities, universities of applied sciences, municipalities, or the central government. For the University of Amsterdam, we facilitated a study on the effects of childcare. 25 of our childcare groups participated in this study. This study has now been completed, and a scientific promotion will follow in 2025. Another concrete example is the National Childcare Quality Monitor conducted by Utrecht University on behalf of the Ministry of Social Affairs and Employment (SZW). We participate in these quality assessments with a number of selected settings, providing training for observers tasked with reliably evaluating the quality of interactions between early years staff and children based on video clips.

We share our knowledge nationally and internationally and stay abreast of the latest scientific insights.

High-quality childcare contributes to the development and enjoyment of children. Research on child development focuses primarily on day nurseries, with relatively little known about out-of-school care. To learn more about the provision, utilisation and quality of out-of-school care services, we initiated

a four-year PhD research in July 2023 in collaboration with Utrecht University entitled 'More fun and challenges at the after school care'.

In autumn 2024, in collaboration with Erasmus University, we launched a four-year scientific PhD research project focused on optimising parenting support for families: *'Growing Up Together'*. The insights gained from this research will be used to strengthen the support we offer parents in partnership with our pedagogical professionals. This is not only important for childcare, but also highly relevant to The Wonder Weeks – the organisation behind the well-known book *'Oei ik Groei'*, which is part of the Partou Group.





Thanks to the scale of our organisation, we have a wealth of scientifically reliable data, including data from quality assessments conducted by the NCKO at our settings. Analyses have identified opportunities for enhancing the quality 1) of the environment (particularly in terms of availability of materials for various developmental domains), 2) at infant groups and 3) of the interactions between early years staff and children during meal times. In response to these findings, we launched two initiatives.

In 2023, Partou initiated an improvement project focusing on enhancing the layout of the settings and play materials targeting key developmental domains for children (fine motor skills, imagination, role-playing, nature and technology) at a number of PE groups in the Amsterdam and East regions. Initial findings indicate significant improvements in terms of furnishings and the availability of play materials for groups, particularly in the categories of fine motor skills, crafts, role-playing and books. Staff at the relevant settings have found the improvements to be positive and valuable. With the feedback, the improvement process was further refined, and in 2024, we focused on a larger part of our childcare groups. Systematic data was again collected and analyzed for this follow-up trajectory. In the autumn of 2024, the results were presented. Significant effects of the improvement process were found once more. The toddler groups scored significantly higher on the overall offerings and the availability of play materials after the improvement process.

Additionally, in 2024, we conducted a random sampling to measure the quality of our infant groups. In addition to the aforementioned reasons, there were two other contributing factors. The first factor concerns the Childcare Innovation and Quality Act (IKK), which has been in force since 1 January 2019. This Act has led to significant changes in recent years, aimed at enhancing quality. Changes include adjustments to the staff-to-child ratio for infants, a training requirement for those working with infants and the introduction of a regular caregiver criterion. The second factor is related to the PhD study conducted by our colleague Sanne de Vet. The study results indicate that infants, particularly when starting at the nursery, may benefit from additional support as they tend to experience more stress on average compared to being at home. The results of the measurements on the infant groups were presented in the fall of 2024. Three trained research assistants conducted observations on 50 baby groups using the digital observation tool "Pedagogical Practice in Focus" (PiF). The results showed that the quality of basic interaction skills of pedagogical staff was average, while the quality of their educational skills had improved compared to a previous measurement. Additionally, we observed that there is significant potential for improvement in the area of 'availability and provision of play materials' in baby care. On the component 'program/schedule', however, all groups scored sufficiently.





Research projects Partou contributed to in 2024

Title of external research	Start date	Duration	Implementing knowledge institution
National Childcare Quality Monitor (LKK)	Annual		Utrecht University/Sardes
Effects of Childcare: Do children benefit to different extents?	January 2018	February 2025	University of Amsterdam*
My Little Moves	2019	2024	Amsterdam UMC**
Validation of Early Years Practice in Focus (PiB)	2020	2025	Leiden University
Development First/Ages & Stages: new development monitoring system	June 2020	Ongoing	Utrecht University
Collaborating on learning and education	March 2023	Spring 2025	Amsterdam University of Applied Sciences/ KPZ University of Applied Sciences***
Actief Fundament – a continuous line on movement for toddlers and preschoolers	February 2024	December 2027	Amsterdam University of Applied Sciences
Quality Requirements Monitor 1st round	April 2024	December 2024	Berenschot in collaboration with Utrecht University and Partou****
Research into findings on sleeping of babies in childcare	Ocober 2024		Utrecht University and University Medical Center Utrecht
Research into healthy nutrition in childcare in Utrecht	November 2024	December 2024	Utrecht University and municipality of Utrecht
Playing-2-gether research	November 2024	End of 2025	University of Amsterdam/Amsterdam University of Applied Sciences/IPabo University of Applied Sciences
Start development research into promoting sleep behavior of babies	December 2024		Wageningen University & Research
PhD projects			
PhD project 'More challenges in Out-of-School Care'	July 2023	July 2028	Partou in collaboration with Utrecht University
PhD project 'Growing up together'	November 2024	November 2029	Partou (The Wonder Weeks) in collaboration with Erasmus University

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

** Subsidised by the research program of ZonMw/Bernhard van Leer Foundation.

*** Subsidy RAAK pro.

**** Subsidised by Ministry of Social Affairs.





Research projects Partou contributed to in 2024

Internal research	Start date	Duration	Implementing knowledge institution
Inventory of Partou Pedagogy	May 2023	May 2024	Partou
Quality measurement baby care	Fall 2023	April 2024	Partou
Monitoring Pedagogical quality at New Build and Integration locations	November 2024		Partou
Pilot experiences of pedagogical staff with washable diapers	Spring 2025	Autumn 2025	Partou in collaboration with Billie Wonder
Graduation and internship research by students			
Supporting non-Dutch speaking children	Spring 2023	Autumn 2023	The Hague University of Applied Sciences
Sexual development of children	Spring 2023	Autumn 2023	Amsterdam University of Applied Sciences
Experiences of parents and employees with intensive potty training	Autumn 2023	July 2024	Leiden University
OK Healthy app	Autumn 2023	January 2024	Amsterdam University of Applied Sciences
Experiences with the self-assessment tool for Pedagogical Practice	January 2024	May 2024	Amsterdam University of Applied Sciences
Recognizing advanced development in childcare	January 2024	September 2024	Leiden University
Parental leave: exploring the effects of (the extended) parental leave on infants	May 2024	July 2024	Wageningen University
Scientific evidence for Loose parts play approach in childcare	Sept 2024		Utrecht University
Pilots			
Exercise juggernaut	Spring 2022	Autumn 2023	Partou
PiB 2021- assessment of quality in the group	September 2020	Ongoing	NJI/Expertisecentrum/Leiden University
De Pot Op (potty training)	April 2023	March 2024	Partou/De Pot Op
Improvement Project for Furnishing and Setting Up PE settings	September 2022	June 2023	Partou (MWA)



Knowledge sharing

We are keen to share our knowledge, both within and outside the sector. Since our partnership with *Ouders van Nu* in 2019, we have been providing insights into various aspects of childcare under the title 'Growing Together'. We also regularly post blogs on social media platforms. Insights from the various studies we have conducted in collaboration with knowledge institutions are shared through publications in trade journals, our website and social media channels.

***We share insights
within and outside
the sector.***





Interview Intellectual value

Knowledge *Makes the Difference*

The best ideas are often born from personal experiences. Location manager Esther Scharn (51) discovered that her son Mas is gifted, while he was already in secondary school. Esther decided to pursue training as a giftedness specialist and started a 'peer group' for toddlers with an advanced development in Leiden. She regularly gives lectures to childcare professionals on this subject.

What do you do when your child is not feeling well? That question dominated Esther Scharn's life four years ago when her son Mas started experiencing sudden outbursts of anger in his first year of secondary school. He no longer wanted to go to school, quit sports, lost interest in everything, stopped seeing his friends, refused to go outside, and even became depressed. "No parent would ever wish for such a situation," she sums up.

Esther and her husband searched for answers. Mas was tested for autism and ADHD, but the results were inconclusive. "A terrible period," Esther recalls. A psychologist noted that Mas seemed "young for his age" and diagnosed him with dyslexia. It was suggested that placing Mas in a lower academic level at school might help. "I didn't recognise him in that at all," she says. "So I started reading books and reaching out to other parents. That's when I came across the concept of 'highly sensitive children with a strong will,' which eventually led me to giftedness. Why hadn't we thought of that? And the crazy thing is – giftedness runs in my family."



Esther Scharn
senior location manager

How was it possible that neither we as parents nor any teacher recognised the signs? That was the question Esther wanted to answer – not only for herself and Mas but also to spare other parents from the same struggle in the future. "I wanted to understand Mas, but I also wanted more awareness in childcare so we can contribute to the early identification of these children." She decided to enrol in the ECHA giftedness specialist program at Radboud University, the only place in the Netherlands offering such training.

There are many different definitions of giftedness. IQ measurement is an objective criterion, with gifted individuals scoring above 130. "A gifted person makes larger cognitive leaps to arrive at the same conclusion as their peers," Esther explains. "They establish connections much faster than others. In a classroom setting, this means that while a teacher explains a concept in ten steps, a gifted student may already know the answer by step two."

One in 50 children is gifted. This means that Partou childcare staff interact with nearly 2,000 gifted children every day. However, gifted children often adapt their behaviour to avoid standing out, making it harder to recognise their traits. "Giftedness is not a disorder like autism is considered to be," Esther explains. "It doesn't fall within the scope of the GGD (Dutch Public Health Service) or other medical specialists. This creates a grey area filled with 'experts' and 'coaches' whose knowledge and methods can sometimes be questionable."

During her studies, Esther focused on her own field: childcare. "Besides schools and parents, we as childcare professionals are in a unique position to notice early signs in children," she explains. "But what are the objective, scientific criteria we can work with? You don't want to get lost in a jungle of unverified advice and opinions circulating online."

The location manager developed guidelines for Partou staff to help recognise giftedness in children. One key indicator can be an advanced language ability, she explains: "Most toddlers aged two or three laugh at the word 'poop' or at someone slipping on a banana peel. But sometimes, there's a child who makes puns that even adults find funny. Or a child who already rhymes and plays with language."

Conversations with toddlers can also reveal signs of giftedness. "Gifted toddlers ask questions their peers wouldn't even think of. They think deeper – about life and death, for example: 'What is death? Where do we go when we die?' That suggests a cognitive advantage."

With the knowledge she now has, Esther believes she would have recognised the signs in Mas much earlier. "I suddenly remembered a question he asked as a toddler," she recalls. "'Mom, if all the people in the world die, will water still come out of the tap?' That would be a remarkable question even for an adult. I had no idea how to answer it."

Esther hopes that with her guidance, childcare colleagues will notice these signs and inform parents as well. "Especially since gifted children often start adapting at an early age, making it harder for teachers to recognise the signals," she explains. "Plus, in childcare, we can more easily observe differences between children. Parents with multiple gifted children may not realise how differently their child behaves compared to peers."

Giftedness is not necessarily a reason to treat children differently or place them in separate classes. "But the right knowledge can explain certain behaviours," says Esther. "It might call for a slightly different approach or additional stimulation. Gifted children are not broken – they're just wired a little differently. Unfortunately, this often leads to misunderstandings from the outside world."

In October, Esther started a weekly morning group in Leiden for toddlers with an advanced development. The group began with seven children. Some transition to school, while new children join. "We're considering expansion in the near future," the location manager says. "It's clear that these children truly enjoy connecting with peers who understand them. It's been a great success, and we're working on rolling out the initiative further this year. After just one day, I received excited emails from parents saying, 'My child has finally come alive again.'"



Natural value

Focus on *climate awareness*

We create our natural value on one hand by contributing to a climate-conscious new generation through child development, and on the other hand by consciously managing natural resources and making sustainable choices ourselves.



Key figures 2024



CO₂e-footprint
(tonne CO₂e,
scope 1, 2 and 3)

34,653

2023: 30,297
2022: 38,402

Intensity emissions
(kg CO₂e per
childplace)

699

2023: 633
2022: 827

CO₂e-reduction
compared to reference
year 2022 (intensity)

15.5%

2023: 23.5%



1,293

2023: 1,090*

159

2023: 137*

* SECR emissions: electricity, gaseous fuels (natural gas) and business travel.



Climate-conscious new generation

Taking good care of yourself and the world around you starts at an early age. By introducing children to nature now, we enhance their engagement with the environment as they grow older. Interaction between children and nature is an integral part of our childcare services. This can involve direct exposure to nature, as well as activities such as setting up a themed table about autumn in the group, celebrating a spring festival, providing opportunities to play with sand and water and engaging in crafts using autumn leaves, twigs and shells. We go outside every day. Enjoying outdoor play also helps with relaxation and processing information.

Our pedagogical staff inspire children to adopt climate-conscious behaviour. Additionally, more and more settings have their own vegetable gardens, which the children take care of. We teach children to be mindful of sustainable consumption by always turning off the lights themselves and avoiding unnecessary water waste when washing their hands.

We separate waste as much as possible and involve children in the process. Also, we participate in national campaigns and collect waste with the children, explaining why it is important to do so. We regularly engage in crafting activities using packaging materials, which receives extra attention during recycling weeks.

One of our settings in the United Kingdom achieved the Plastic Free Schools Accreditation in 2024, officially becoming a plastic-free childcare setting. The children's involvement in this initiative has been significant – you can read more about it in the interview on page 88.

In the UK Partou delivered a new Pedagogy, Philosophy and Ethos in 2024 which takes influence from science based learnings about child development. One of the teachings/pedagogical styles which underpins our philosophy is the 'Curiosity Approach' and the use of real and authentic materials. This has supported all UK based nurseries with being actively aware of the types of resources used with children and that throw away plastic toys are limited in use and purpose, whereas real and authentic items are usually more sustainable, open ended and provide far more opportunities for children.

To further embed these ways of working we introduced a loose parts and authentic materials policy to support the implementation of reduction of waste and one time use resources. We introduced a Partou Approach to Mark Making to focus more of process than product, meaning we looked at all ways children can be creative, not just the traditional way of creating something generic, product focused and throw away. This includes initiatives such as transient art, which sees children using various small, loose parts to create patterns, portraits, and collages which can be photographed and added to their online learning journal. Finally, we banned the use of food in play to reduce waste and increase awareness of societal challenges around lack of food for disadvantaged families.

***'Loose parts'
are often more
sustainable and
stimulate creativity.***





Climate-conscious organisation

Partou is a climate-conscious organisation. We are becoming increasingly aware of the impact of our activities on the climate.

We pay close attention to the use of natural resources, strive to prevent overconsumption and waste, and reuse materials whenever possible. Additionally, we are increasingly opting for sustainable products. With our *"Give a tree as a gift and Partou will plant one too"* campaign, we encourage employees to make more sustainable choices.

Childcare settings are major consumers of baby wipes and diapers. In 2024 alone, Partou Netherlands used 23 million baby wipes and 8.5 million disposable diapers.

That's why, in the Netherlands, we now exclusively use microplastic-free baby wipes, actively promote early potty training, and invest in making the large-scale use of washable diapers in childcare a reality.

Following a successful innovation pilot in 2023 – where Billie Wonder, with input from Partou, further developed a washable diaper specifically for childcare and tested a workflow with a laundry service – the large-scale rollout of washable diapers at Partou was prepared and initiated in 2024. The key question remains: is it possible to make the use of washable diapers in childcare both practical and financially viable on a large scale? In addition to the logistical system, it's mainly parents and staff who need to embrace reusable nappies. Once this succeeds, Partou will pave the way for the use of reusable nappies across the entire sector.

All our properties are leased. As a result, we depend on landlords for sustainability measures in our buildings, such as insulation, double glazing, or solar panels. Furthermore, it is common for energy and waste contracts to be managed by the landlord or other primary users. Therefore, we are actively engaged in ongoing discussions with our landlords about implementing sustainability measures. Solar panels have now been installed on 155 of our properties. Our own efforts to reduce energy consumption primarily involve the increased use of LED lighting, optimising climate control systems and replacing inefficient boilers.

Additionally, the installation of motion sensors and water-saving taps can also contribute to our sustainability goals.

These measures are incorporated into our scheduled maintenance plans. As of 2023, all properties we lease from municipalities are required to have an energy label B or higher, which applies to a significant number of our properties. Where new constructions are concerned, we strive to make as many sustainable choices as possible. Our new buildings have an energy label of A or better.

Through the use of smart meters, we can remotely monitor the energy consumption of many properties, enabling us to identify outliers and pinpoint non-sustainable properties with high energy consumption. Subsequently, we implement targeted measures, such as recalibrating boilers or proactively replacing inefficient ones. The gas consumption of Partou Netherlands in 2024 remained on the same level as 2023, despite growth. Electricity consumption was reduced by more than 14 percent. We use green electricity at all settings in the Netherlands where we have the contract with the energy supplier. And at all settings where we have the contract with the waste supplier, waste is always collected separately.

In compliance with the European Energy Efficiency Directive (EED), Partou Netherlands is required to conduct an EED audit every four years to assess energy usage and identify opportunities for energy savings and sustainability improvements. Any recognised sustainability measures that yield a return on investment within five years must be implemented.





Climate adaptation

Climate adaptation involves taking actions that allow us to prepare for and adjust to the inevitable impacts of climate change. For example, our new schedule of requirements for our gardens is climate-adaptive as it focuses on reducing paving, increasing natural shade and native planting. We also assess how we can keep heat out on hot days during (re)construction and renovations, through both behavioural changes and additional measures, such as installing appropriate sunshades.

Our carbon footprint

The sustainable choices we make as an organisation contribute to reducing our carbon footprint. Since 2022, we have had in place a carbon accounting system for Partou Netherlands, which provides us with quarterly insights into our emissions according to the globally recognised GHG protocol²⁷.

We are committed to reducing our emissions by 2030 in alignment with European agreements, namely the 1.5-degree scenario outlined in the 2015 Paris Agreement. We aim to become a carbon-neutral organisation by 2035, and have developed a roadmap for this purpose. In setting the priorities, we consider both the impact on our emissions and the visibility and feasibility of the measures. Visibility significantly contributes to climate awareness among employees, children and parents.

Our scope 1 and 2 emissions have decreased further in 2024, mainly due to our fully electric lease fleet

(at the end of 2024, 75 percent of our lease cars were electric) and green power at all properties where we have the contract ourselves. Our scope 3 emissions have increased, despite various measures, such as the choice for more sustainable products, separate waste collection, 100% plastic-free baby wipes and the replacement of plastic bags with laundry bags. The increase is partly related to growth, investments in absenteeism prevention and an increase in (minor) maintenance and garden maintenance. In addition, we also see that the effects of more sustainable choices often do not visibly lead to a lower footprint, because calculations of emissions are still lacking.

It's important to note that energy consumption, daily groceries (food and personal care products) and commuting remain the categories with the most significant impact on our carbon footprint.



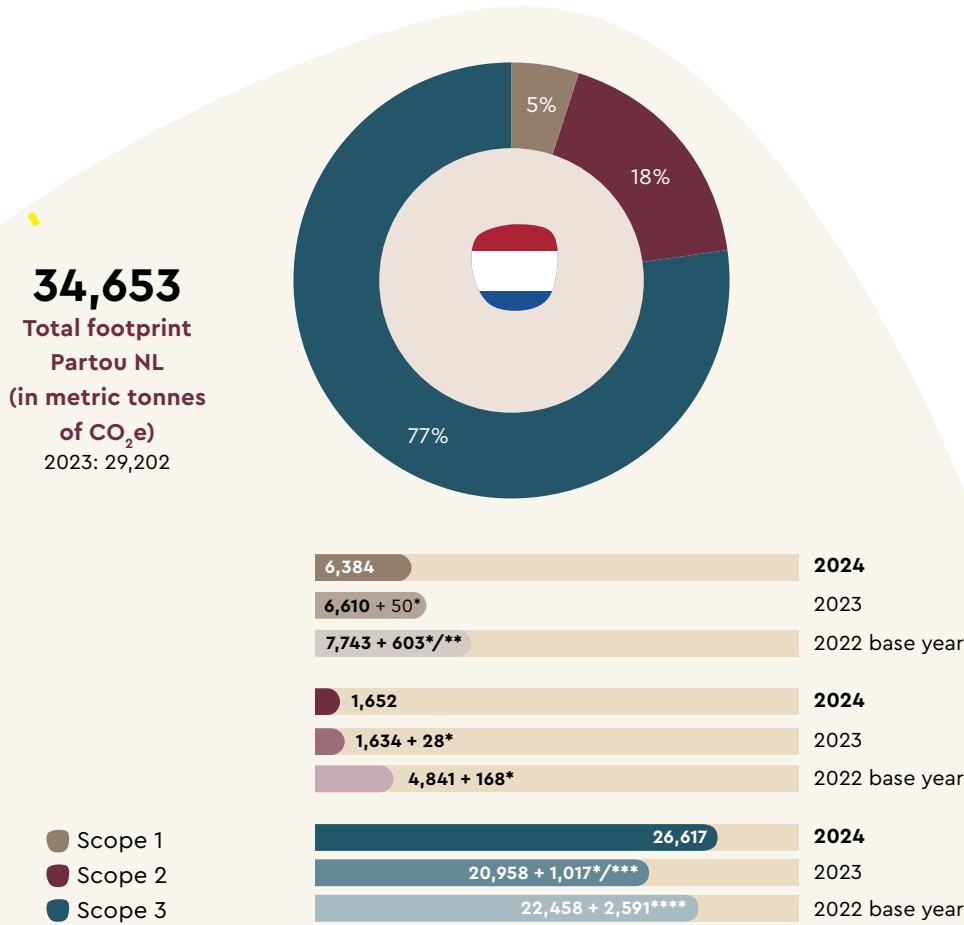
***Solar panels
have now been
installed on
155 of our
properties.***

In the United Kingdom, Partou is required to annually disclose energy consumption and CO₂e emissions in accordance with the *Streamlined Energy & Carbon Reporting* (SECR) framework. These figures are calculated by an external party in compliance with the GHG Protocol and SECR guidelines. The scope includes buildings and transport under operational control, encompassing electricity, gaseous fuels such as natural gas and business travel in vehicles owned by the company and/or employees (grey fleet). To reduce our footprint, a part of the maintenance technicians have been driving hybrid vehicles since 2024. Additionally, the maintenance planning has been optimised to prevent unnecessary kilometers.

An overview of our emissions in 2024 according to the GHG Protocol is provided on the following pages. For further clarification on scope and definitions, please refer to the appendix on pages 121 and 122.



Emissions by scopes (2024)



Corrections on previous reported emissions based on more indepth insights:
* Energy consumption based on actual building surface area instead of average area.
** Emissions based on invoices received after closing of period are included.
*** Waste emissions based on ESRs supplier report.
**** All above corrections, plus emissions from own shopping basket instead of average.



Partou NL's footprint in 2024 (in metric tonnes of CO₂e)

Emissions from direct operations (Scope 1)	6,384
Stationary combustion	6,115
Mobile combustion	269
Emissions from purchased energy (Scope 2)	1,652
Purchased energy via the grid	1,501
Purchased heat	151
Emissions from indirect sources (Scope 3)	26,617
Purchased goods (including food and personal care products) and services	13,985
Capital goods	1,905
Fuel- and energy-related activities	1,758
Upstream transportation and distribution	73
Waste generated in operations	1,016
Business travel	45
Employee commuting	2,887
Leased operating assets	4,948
Total footprint of Partou NL	34,653



Facts 2024

	2024	2023
Carbon footprint (in tonnes of CO₂e)	34,654	30,297
Carbon footprint, Scope 1	6,384	6,660
Carbon footprint, Scope 2 (market-based)	1,652	1,662
Carbon footprint, Scope 2 (location-based)	2,976	3,869
Carbon footprint, Scope 3	26,617	21,975
CO ₂ e/child place (kg)	699	633

Consumption

Gas (million m ³)	4.88	4.85
Electricity (million kWh)	14.37	16.75
Waste collected, under direct contract (tonne)	1,926	1,982
Percentage of residual waste	78%	85%

Other

Trees for All, trees planted through end-of-year gift	64	240
Solar panels installed	155	

**100%
microplastic-
free baby
wipes.**





Partou UK's footprint in 2024 (in metric tonnes of CO₂e)*

Emissions from direct operations (Scope 1)	787.4
Stationary combustion	761.5
Mobile combustion of company vehicles	25.9
Emissions from purchased energy (Scope 2)	418.9
Purchased energy via the grid	418.9
Emissions from indirect sources (Scope 3)	87.1
Business travel	87.1
Total footprint of Partou UK	1,293.4

* SECR emissions: electricity, gaseous fuels (natural gas) and business travel.



1,293
Total footprint
of Partou UK
(in metric tonnes
of CO₂e)*
2023: 1,091



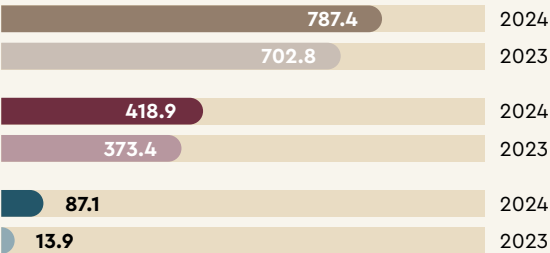
Facts 2024

	2024	2023
Carbon footprint (in tonnes of CO₂e)*	1,293.4	1,090.1
Carbon footprint, Scope 1	787.4	702.8
Carbon footprint, Scope 2	418.9	373.4
Carbon footprint, Scope 3	87.1	13.9

Consumption (million kWh)

Stationary combustion	4.16	3.57
Mobile combustion of company vehicles	0.11	0.20
Purchased energy via the grid	2.02	1.81
Business travel	0.36	0.06

Emissions by scopes (2024)*



Scope 1 Scope 2 Scope 3



Supplier Code of Conduct

Sustainability objectives, both in terms of social and environmental aspects, are key factors in supplier selection. We enter into agreements with our key suppliers that include requirements for health, safety and environmental impacts.

Requirements are also imposed in terms of working conditions for production of goods. We also set conditions regarding working conditions for the production of items. For this, we have established a code of conduct for suppliers. Partou Netherlands applies this code of conduct to all new agreements and our existing largest suppliers.

By signing this code of conduct, suppliers declare that they commit to the United Nations' principles for human rights and business, as well as the OECD Due Diligence Guidance for Responsible Business Conduct. This means they commit to adhering to our standards of social and ethical behaviour regarding compliance, working conditions, forced or compulsory labour/child labour, discrimination, privacy, compensation, freedom of association, safe and healthy working environment, conscientious waste management, emissions and raw materials and transparency.

Partou UK will introduce a new supplier code of conduct in early 2025.

We impose requirements for working conditions and climate impact.





Interview Natural value

Sustainability in *Everyday Practice*

Because manager Holly Browning values sustainability, she launched an initiative at Partou Alexandra in the UK town of Redditch to ban (almost) all plastic from the daycare. The children also learn more about nature, sustainability, and the importance of recycling as part of their daily routine.

Holly Browning, 37, is the kind of childcare professional every child deserves: enthusiastic, cheerful, and full of good ideas. She has worked at Partou Alexandra since 2016, mostly as a manager. Sustainability is important in her personal life. "I have always looked for and implemented eco-friendly solutions in my own life. It's a way of life I pass on to our sons as well. So I found it disappointing that this wasn't reflected at the nursery. That's why in 2022, I launched a plan to make Partou Alexandra a plastic-free daycare."

She believes the way people treat the world and nature today will have a major impact on children's lives. "Children should learn about recycling and sustainability through play from an early age," Holly explains. "Teach them about the impact on the planet and climate if we don't change our behaviour. In the UK, schools are already embracing this: around 3,400 schools have joined the Plastic Free School Accreditation. But at daycare settings, this is still much less common."

Holly Browning

Nursery manager Partou Alexandra

Playful learning

Holly's team has introduced changes in various ways. "We teach children about nature and sustainability in a fun, hands-on way," she says. "We take them to the garden or park and pick up litter – the 'trash mob.' At the same time, we explain how waste left in nature negatively affects animals and plants."

Books about the planet

Books are also used to convey the message. "We read stories about nature and the importance of a clean, sustainable planet," Holly says. "There are also children's books about Greta Thunberg and her mission in life. These help spark conversations with the kids and teach them why taking care of the earth is important. It's great when they start asking questions themselves."

Another educational project involves a large water tank with small sea creatures, where children were allowed to drop disposable plastic as an experiment. "We quickly remove the plastic so the animals aren't harmed," Holly explains. "But the children get to see firsthand how much impact it has when you put things in the water that don't belong there." There is also a small garden where children can grow their own vegetables and eventually eat them.

Porcelain cups

Over the past three years, plastic has largely disappeared from the daycare. "It started with recyclable food and vegetable packaging," says Holly. "But now, we have almost no plastic toys. We prefer wooden toys and explain why. If we organise a tea party, we use porcelain cups and plates. It's more fun and also teaches children to handle delicate items with care."

Even new furniture now comes from second-hand shops, or parents are asked to donate items they no longer need but are still usable. The team even uses pens made from cardboard instead of plastic. "There's one exception," Holly laughs. "Lego. There's no real substitute for that, and it's a toy that can always be reused."

Spreading the message

Parents are also involved in the message behind the Plastic Free School Accreditation. "It's so important that children learn this at a young age," Holly says. "We share this not only with parents but also through social media and local media."

The next step is a partnership with the National Trust, a British organisation that promotes green initiatives. "We're raising funds so we can plant a tree for every child."

Children should learn about recycling and sustainability through play from an early age.



Financial value

Foundation for *continuity* and *quality* service

Financial stability is essential for the continuity and quality of our services. It allows for continued investment in knowledge, expertise and innovation, as well as the expansion of child places.

Key figures 2024



Revenue Partou Group
(€ million)

806.5

2023: 709.6

Solvency
(%)

41

2023: 42

Profit distribution

0

2023: 0

Cash position
(€ million)

58.9

2023: 61.5






The revenue generated from childcare services constitutes our financial value. In 2024, our revenue amounted to € 807 million, with the majority of this revenue, € 676 million, coming from operations in the Netherlands, both revenue from childcare activities and revenue from book and app sales of The Wonder Weeks. The United Kingdom and Germany follow with € 96 million and € 35 million, respectively.

We invest a significant portion of this revenue in enhancing the quality of our services, covering operating costs, such as staff salary and development, lease, maintenance and furnishing of our settings and the use of our IT systems and infrastructure. We also invest in measures that enhance the safety, security and well-being of children, parents and employees. Additionally, we fulfil various financial obligations, including tax payments, interest and financing costs. The majority of our revenue, 67 percent, is allocated towards employee compensation, particularly salary payments.

As in previous years, no dividends were distributed to shareholders in 2024, as our shareholders prioritise long-term value creation.

Partou Group closely monitors cash flow positions to ensure we can meet financial commitments at all times. On 31 December 2024, our cash position stood at €58.9 million and our solvency ratio was 41 percent. Both numbers indicate the group is in a strong financial position and is able to meet its financial commitments in the long term.



We invest in the safety and well-being of children, parents and employees.



Facts 2024

Indicator	2024	2023
(amounts x € million)		
Partou Group revenue	806.5	709.6
Partou NL revenue, incl. The Wonder Weeks	675.8	602.6
Partou UK revenue	95.8	82.7
Partou DE revenue	34.9	24.3
Solvency	41%	42%
Cash position	58.9	61.5
% of revenue towards employee compensation	66.9%	69.1%
% of standard hourly rate increase Partou NL	8.25%	9.52%
% of average hourly rate increase Partou NL	7.87%	9.08%



Download the financial report at partougroup.com/social-responsibility or scan the QR code.





For PE settings, Partou uses the government's maximum hourly rate.

Pricing model and rates

Partou Group employs a differentiated pricing model that takes into account various factors per setting. Factors such as location, housing costs and the specific services offered at a setting influence the rates. But the level of flexibility chosen by parents also influences rates: fixed purchase of specific days for 52 weeks per year results in a lower rate compared to variable purchases and/or fewer weeks.

In the Netherlands, some Partou settings have hourly rates equal to the maximum rate eligible for government childcare benefits, while others have higher rates. Rates increases are determined annually per setting and presented to the respective setting's Parents Committee in compliance with laws and regulations. The average price increase is based on the expected average cost increase. According to the cost forecast made annually for the industry by AYIT Consultancy, childcare organisation costs were projected to increase by 6.2 percent to 8.2 percent in 2024 .

Consequently, Partou Netherlands decided on a price adjustment of 8.25 percent for standard hourly rates based on rising costs. A number of settings have a lower price indexation. For example, Partou uses the maximum fiscal hourly rate (maximum hourly price) for all PE settings. The Dutch government has increased the maximum hourly rates for childcare allowance 2024 twice, namely the regular annual increase and an additional increase. The total increase for the

maximum hourly rates for daycare and out-of-schoolcare care amounted to 12 and 16 percent respectively. Additionally, the government has raised the income thresholds for different income groups by 5.0 percent to determine the percentage of benefits in favour of parents.

In the United Kingdom, the legislation regarding rate increases is less stringent than in the Netherlands, particularly for the portion of rates not covered by government-funded free childcare hours. The approach is to annually adjust rates based on average cost increases. This was announced to parents in February 2024, ahead of the adjustments to the government-subsidised hours in April. Partou will only consider adjusting rates between these annual reviews if costs and rates are significantly misaligned, due to external factors.

In Germany, we apply various rates based on agreements with the companies or municipalities for which we provide childcare services.

The rates per setting for both the Netherlands and the United Kingdom are available on our website, where parents also have access to an online tool to calculate their expected costs.



Interview Financial value

Navigating rules, *growing with vision*

Germany is one of Partou's operating countries. The demand for childcare is high. However, offering childcare in Germany is complex due to the vast diversity in laws and regulations. Nicolette Hehn, Managing Director of Partou Germany, explains where the opportunities lie and what challenges must be overcome.

Ultimately, Partou's goal is the same in every country: to provide every child with the best possible start. However, beyond this fundamental objective, each country has its own frameworks, rules, and structures that childcare providers such as Partou must adhere to. In Germany, this even varies by city and federal state, as Nicolette Hehn explains.

"The Dutch childcare system is very well-structured and centrally organised," she says. "There is clear national legislation that all childcare providers must comply with. In Germany, this is different, as childcare regulations are determined at state level. Each federal state has different structures for subsidising parents, occupancy rules, and quality criteria for childcare facilities." This results in significantly more paperwork and requires a tailored approach for each childcare setting. "It is virtually impossible to centralise structures and regulations."



Nicolette Hehn

Managing Director Partou Germany

A complex landscape

Germany has 16 federal states with a great deal of autonomy to respond more directly to regional challenges and opportunities. "But this also leads to complexity due to different laws and regulations per state," Nicolette explains. "It is not only a challenge in childcare to find a good way of working if you are active in multiple states."

Team of specialists

Partou currently offers childcare in 5 states, with a service offices in Wuppertal and Hamburg. Here, a dedicated team supports childcare settings in navigating the complex web of local regulations, conditions, financing and sometimes even rules that directly affect the quality of childcare.

Each federal state and city presents its own challenges. "In North Rhine-Westphalia, the demand for childcare is very high," she says. "We engage in discussions with state authorities to find ways to support parents as efficiently as possible. In Hamburg, the system is entirely different – parents receive a childcare voucher from the authorities and then independently search for a daycare that suits their needs and their children's needs." On the positive side of all the regulations, German laws on care for children with disabilities in regular childcare are more developed than in the Netherlands. This promotes inclusion. Partou offers more and more places for *Inklusionskinder*.

Drawing on Dutch expertise

Partou Germany is growing and has the ambition to offer the best possible care to more children. "It is incredibly valuable that we can draw on the expertise of our Dutch colleagues," Nicolette says. "In the Netherlands, there is specific knowledge and expertise on, for example, scientific research in child development, sustainability and process automation, so that early years professionals can focus on the children. And as Partou Germany continues to grow, the possibility of bringing more specialist functions in-house will arise here too."

Recently, Kita Käptn Kaninchen in Hamburg joined Partou. Partou Germany also actively seeks suitable sites and buildings to establish new childcare settings. "We identify prime locations in the city for a new daycare and present our proposal to the municipality, demonstrating that the development of the children is at the core of our specific approach and that we are a strong and reliable partner."

Striving for a better work-life balance

"Collaboration is essential to increase the supply of quality childcare in Germany and meet high demand," Nicolette emphasises. "We offer our knowledge and expertise to help expand childcare infrastructure quickly and effectively." Partou backs its plans with scientific research, drawing on the wealth of insights gained in the Netherlands regarding high-quality childcare services and child development.

"German parents tend to be a little more conservative than their Dutch counterparts," Nicolette explains. "Children often go to daycare from the age of 1. Our role is to reassure them that we have their child's best interests at heart. That Partou provides the best possible start in life, and that childcare can also contribute to a better work-life balance for parents."

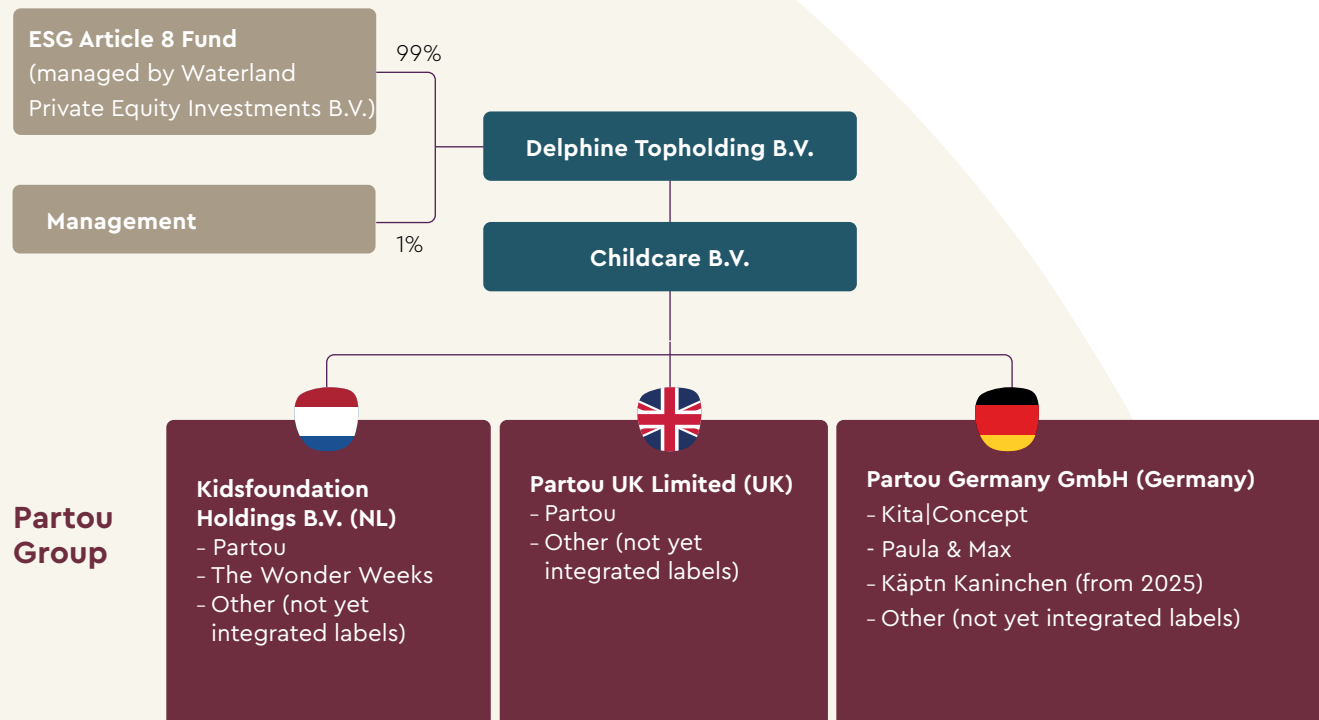
We offer more and more places for Inklusionskinder.

Governance and compliance

Organisational structure and *good governance*

Shareholder structure

(simplified view)



Shareholder structure

Partou Group is the collective name for all entities in the Netherlands, the United Kingdom and Germany that are under the umbrella of Childcare B.V. Each country has its own parent entity, under which multiple entities fall from which the various (childcare) activities are offered. Partou is the brand name under which the childcare organisations in the three countries operate. In all three countries these are private limited companies. In Germany, Partou also has not-for-profit offerings.

ESG Fund

Since August 2022, Partou has been part of an ESG Article 8 fund, which promotes sustainability in environmental and social aspects, provided good governance practices are implemented. An Article 8 fund is required to disclose information regarding risks related to Environmental, Social and Governance (ESG) factors, as well as their impact on people and society. Our shareholders adhere to ESG principles in socially responsible investing. The fund is managed by the Dutch Waterland Private Equity B.V. and has been specifically created for the Partou Group. A minority stake in the shares is held by the management of the Partou Group and countries.

Governance structure

The Partou Group is governed by a Management Board under the supervision of the Supervisory Board. This constitutes a dualistic governance model, internationally referred to as a *two-tier-board*.

Partou Group complies with the statutory regulations regarding the two-tier board. Partou adheres to the guidelines for sound governance of childcare organisations outlined in the Dutch Childcare Governance Code.

Supervisory Board

The Supervisory Board consists of six members: four members appointed by shareholder Waterland and two independent supervisory directors. The supervisory directors are appointed by the general meeting of shareholders, which also determines the remuneration (compensation) of the directors. Each Supervisory Director serves a four-year term in accordance with the legal frameworks for the two-tier board. As part of this structure, the Works Council has an enhanced right of recommendation with respect to one-third of the number of supervisory directors. The two independent supervisory directors are appointed with the Works Council's positive recommendation.

The Supervisory Board advises the Management Board and, in carrying out this task, the directors of the Supervisory Board always prioritise the interests of the company. The Supervisory Board convenes at least once per quarter or as deemed necessary by a supervisory director or the Management Board. Meetings of the Supervisory Board are chaired by the chairman or their delegate. Minutes are taken at the meetings. Each director has one vote.

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


Articles of association

The formal agreements between the shareholders, Supervisory Board and Management Board of Partou Group are set forth in the articles of association and the shareholders' agreement, including through *reserved matters*. The articles of association stipulate that one of the objectives is for Partou Group to have a significant positive impact on society and the environment in general, with directors taking this into account in decision-making.

The *reserved matters* cover topics that cannot be altered or implemented without the knowledge and consent of the shareholders or the Supervisory Board. These include changes to the articles of association, corporate structure or budget, entering into significant financial obligations, remuneration or incentive schemes, or changes in the Supervisory Board. All this pursuant to Article 2:274 of the Dutch Civil Code, which provides that resolutions of the Management Board are subject to approval by the Supervisory Board in the case of a two-tier board.

The Management Board informs the Supervisory Board in writing at least once a year about the main aspects of the strategic policy, general and financial risks and the company's management and control systems. Additionally, the Management Board ensures that the Supervisory Board always has timely access to necessary information to carry out its duties. Each year, the Management Board submits the budget for the following year, including investment projects and financial objectives, to the Supervisory Board for approval.





Management fulfils the ambition to be the best-in-class partner in early childhood education and care.

Management Board

The Management Board is responsible for governing the Partou Group. The Management Board consists of Jeanine Lemmens, Chief Executive Officer (CEO) and Marcello Iacono, Chief Financial Officer (CFO). They have been appointed pursuant to the articles of association. The CEO serves as the chairperson of the Management Board.

Objective

The primary objective of the shareholders for the Management Board is to fulfil the organisation's ambition of becoming the best-in-class partner in child development according to ESG principles.

The CEO of Partou Group is responsible for developing and implementing the company's mission, vision, ambition and strategy. Additionally, the CEO is accountable for the internal positioning, organisation and external positioning of Partou towards relevant stakeholders such as the media, industry and government. The CEO also oversees the management of country organisations, with the country director (local Managing Director) reporting directly to them. Together with the CFO, the CEO constitutes the board to which a country organisation reports. The CFO is responsible for translating strategic goals into financial impact and monitoring their execution.

In its capacity as director, the Management Board is accountable to the shareholders and the Supervisory Board. The Management Board has autonomous decision-making authority. The board of directors has autonomous decision-making authority. The reserved matters outline specific topics on which the Management Board can only decide with the approval of the Supervisory Board or the shareholders.

Appointment and remuneration

Management Board members are appointed by the general meeting of shareholders, taking into account the statutory advisory role of the Works Council. A board member can be suspended and dismissed by the General Meeting. The Supervisory Board also has the authority to suspend or dismiss a director, but this decision can be overturned by the General Meeting.

The Remuneration Committee of the Supervisory Board is responsible for overseeing the performance and remuneration of the Management Board and senior management. Remuneration is in line with market standards and is discussed with the Works Council at least once a year in accordance with legal requirements. In 2024, the base salary of the Management Board did not increase by a higher rate than the average salary growth rate of the employees under the collective labour agreement.

As per the articles of association of the Remuneration Committee, the CEO is evaluated annually by the Supervisory Board. Evaluation is conducted on several key topics. The Management Board has been given the following objectives for 2024/2025:

- Further innovating the recruitment, training, and retention of staff by investing more than ever in becoming both a top trainer and employer of choice;
- With the support of our new compliance officer, continuing to strengthen our health & safety processes for both children and staff;
- Anticipating the expected increase in demand resulting from the government's plans for 'almost free childcare', both in the Netherlands and the UK;
- Safeguarding the continuity of our services while maintaining quality, by actively contributing to the development and implementation of the newly proposed childcare system in the Netherlands;
- Further embed internal and external ESG initiatives and raise awareness of these initiatives both within and outside the organisation.

The remuneration of both the management and employees of Partou who are not covered by the collective labour agreement is in line with other companies in terms of revenue and number of employees. This also means that, where dictated by the market, Partou offers remuneration above the general maximum set by the Dutch Standards for Remuneration Act (WNT).

Conflicting interest and conflicts

The interests of the Management Board largely align with those of the Supervisory Board and shareholders. All parties have a vested interest in maintaining a high-quality organisation where parents entrust their children and where employees are proud to work.

In cases of conflicting interests, the articles of association and shareholders' agreement typically provide a resolution. A director refrains from participating in deliberations and decision-making when there is a direct or indirect personal interest that conflicts with the company's interest. This does not apply when all directors have a personal interest, in which case the decision is made by the general meeting of shareholders.

Executive team Partou Group and CSR

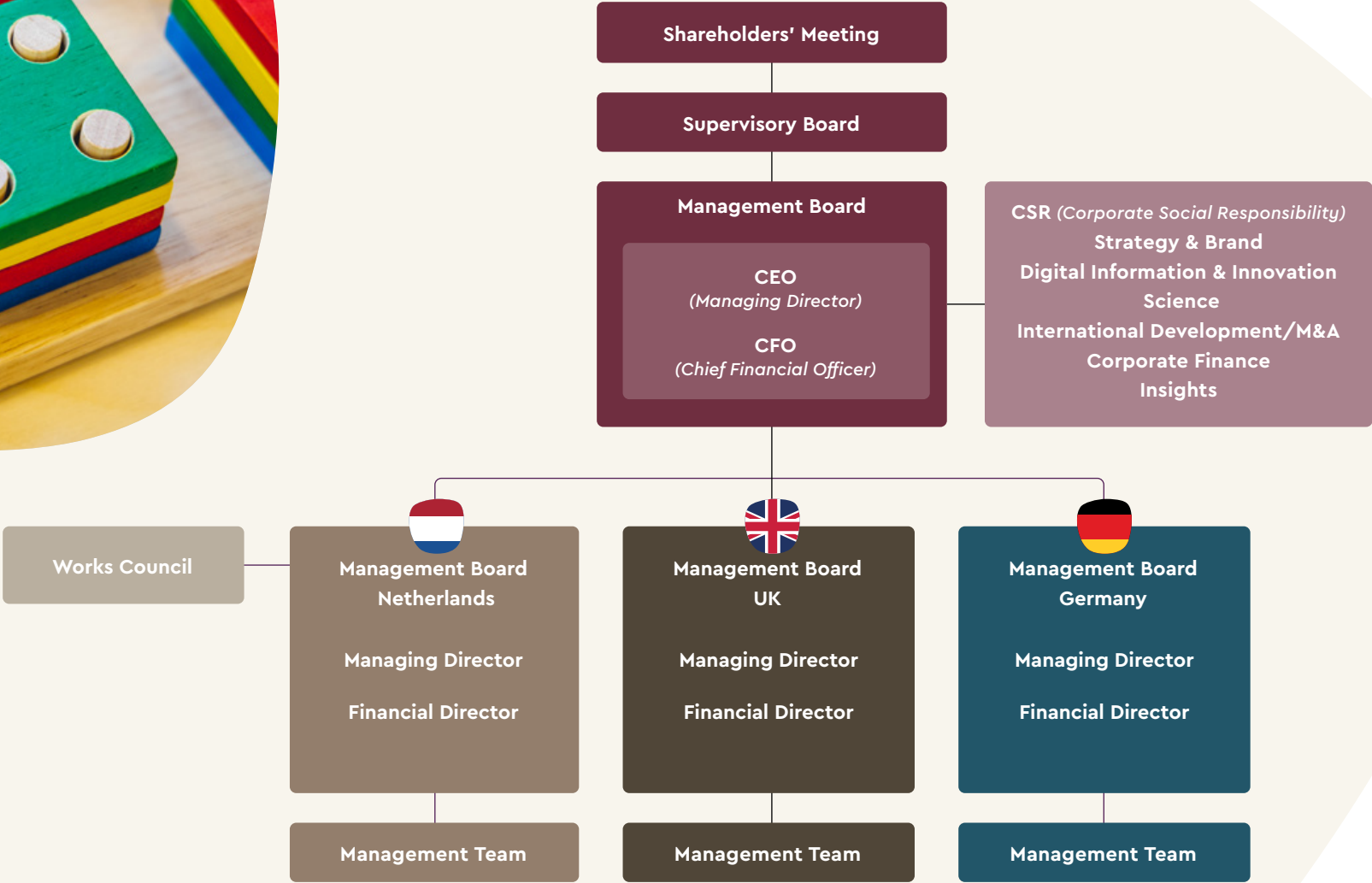
The executive team of Partou Group includes two statutory directors (CEO and CFO) forming the Management Board, and a Chief Strategy & Brand Officer and a Chief Digital Information Officer. The team is responsible for achieving Partou Group's mission and ambition. They develop the strategy based on this mission and ambition, with country directors translating them into tactical and operational goals. Partou Netherlands leads in this effort.

The CSR director structurally participates in the meetings of the executive team to ensure ESG principles are integrated into decision-making regarding Partou's societal mission. The country managing directors participate in meetings by invitation.

Management structure

Each country has its own management structure tailored to its scale. The daily management is in the hands of the board of directors consisting of a managing director (MD) and financial director (FD). The MD and FD are appointed by statute. In each country, HR, customer service & child planning, marketing & communication, quality & pedagogy, ICT and real estate & facilities have a place in the service organisation. An operational director is responsible for the daily operations.

Management structure



Employee participation

Works Council

As per statutory regulations, Partou has a Works Council with 30 seats in the Netherlands. The Works Council is elected through elections where employees can nominate themselves. Last elections took place very recently, in early 2025. A Works Council member is granted time off from their regular duties for Works Council-related tasks.

The Works Council of Partou meets with the Management Board and (a representative of) the Supervisory Board at least twice a year to discuss operations, as stipulated in the Works Councils Act (WOR, Article 24 – Consultation).

In 2024, the Works Council approved the new travel expenses scheme for Partou Netherlands. In addition, the Works Council asked for attention for various topics, including autumn bloomers and the standby scheme. The Works Council also actively participated in the design of the new employee and parent app and in the platform for flexible deployment to be launched in 2025. In 2024, discussions were held with the management about, amongst other things, the collective labour agreement negotiations, absenteeism, the use of self-employed persons, work clothing and recording hours. In addition, the Works Council submitted an initiative proposal for social safety at the end of 2024.

The Works Council actively seeks contact with its supporters by means of, among other things, site visits and constituency research. They publish an annual report and regularly shares information on matters concerning them and employees.

Parents Committees

The Dutch Childcare Act stipulates that each setting must have a Parents Committee. The objective of the Parents Committee is to maintain and enhance the quality of childcare in collaboration with the organisation. Moreover, the Parents Committee can facilitate communication among parents, the organisation and the Municipal Health Service. The Parents Committee provides advice, both solicited and unsolicited, to the childcare organisation based on their advisory right. This right applies to various topics, including implementing quality policies in general and early years policies in particular, the general policy on safety, health, nutrition, education, the opening hours of the setting, price changes, preschool education policies and the complaints procedure.

Partou the Netherlands aims to have a Parents Committee at each setting where several parents with children are present. In cases where there is insufficient interest from parents, the nursery manager periodically calls for the establishment of a Parents Committee. Until then, alternative parent consultations are held on matters on which the Parents Committee has advisory rights.

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

In Germany, Parent Committees are informed and consulted on (pedagogical) matters that affect the well-being of children.



Management Board



Jeanine Lemmens,
Managing Director (CEO)

Jeanine Lemmens has led KidsFoundation/SmallSteps since March 2016 and the merged Partou organisation since January 2020. Committed to best-in-class childcare, she drives the organisation's growth and increasing appreciation from parents and staff. She advocates for universally accessible childcare, believing it should be a basic right in a prosperous country like the Netherlands. With extensive executive experience, Jeanine excels in industries operating at the intersection of public and private sectors.

Professional background

Weight Watchers

- WW President UK, also member of the Executive Committee Board (New York)
- Managing Director Benelux

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)
- The Hague Hotel School (BA)



Marcello Iacono,
Chief Financial Officer (CFO)

Marcello joined KidsFoundation as Chief Financial Officer in December 2019, drawn by the growth opportunities following the KidsFoundation-Partou merger, both in the Netherlands and abroad. He is committed to building a stable, financially sound organisation – ensuring security and continuity for parents, children, and employees. With a strong focus on sustainable growth, he plays a key role in shaping Partou's long-term strategy and financial resilience.

Professional background

Q-Park Nederland

- CFO

PLUS Retail

- CFO

Walgreens Boots Alliance

- Chief Financial Officer, Netherlands

Nutreco

- Chief Financial Officer, TN Central Eastern Europe & Asia

Royal FrieslandCampina Cooperative

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

KPMG Netherlands

- Accountant

Academic background

- Economics, University of Groningen (MA)
- Certified Public Accountant, University of Groningen

Miscellaneous

- Supervisory Board Director, Royal Zeelandia Group

Country Managers



Olivier de Greve,
Managing Director Netherlands

Since October 2023, Olivier has led Partou Netherlands in a newly created role. With a background in service-driven sectors that impact people's lives, he embraced the world of childcare, inspired by its meaningful purpose. He finds joy in knowing his work contributes to children's growth and development every day. With enthusiasm and innovation, he is committed to strengthening Partou and shaping a resilient new generation.

Professional background

WW International

- Managing Director Benelux
- Head of Operations & Customer Experience International (VP)

Fitness First

- Retention & Loyalty Manager, Benelux & France
- Various positions

Academic background

- Graduate degree in economics, Gent University

Miscellaneous

- Advisory Board, Maison Slash



Samantha Rhodes,
Managing Director UK

Since the 2023 merger of Just Childcare and All About Children, Samantha has led Partou in the UK, following her role as CEO of Just Childcare in 2022. Inspired by Partou in the Netherlands, she champions the belief that children are the leaders of tomorrow. With expertise in large-scale change management and a hands-on leadership style, she fosters trust, respect, and motivation within her teams.

"As part of Partou Group, we can now collaborate and leverage our combined expertise, insights and scientific research to further enhance children's development and become an integral part of early childhood development here in the United Kingdom."

Professional background

Mitchells & Butlers PLC

- Operations Director, Ember Inns
- Operations Director, Harvester Restaurants

Weight Watchers

- Operations & HR Director (VP)
- Board Operations Director UK (VP)

Spirit Group

- Operations Director, Chef & Brewer Restaurants

Academic background

- Honours Degree, German Language and Literature, University of Manchester



Nicolette Hehn,
Managing Director Germany

Since October 2024, Nicolette has been the managing director of Partou Germany. Her extensive experience with strategic leadership, working in a country organization and for a purpose-driven organisation will be very useful in her new role at Partou.

She is very motivated to help people with their personal goals and challenges. This applies to both the development of the team in Germany and to Partou's services. What could be more obvious than to engage Partou to support families, improve the work-life balance and provide children with the best possible care? With her enthusiasm, excellent people skills and transparent communication, Nicolette encourages her team to build Partou Germany together.

Professional background

NHC

- Various consultancy assignments in B2B, direct sales and e-commerce sector

WW International

- SVP International Marketing
- VP Marketing / Customer Service Germany / Switzerland

Mars Inc./Coca-Cola

- European Category Director (Baked Goods)
- Business Development Manager
- Consumer Understanding Manager

Academic background

- Degree in Business Administration, University of Aachen

Supervisory Board



Maria van der Sluijs-Plantz,
Independent Supervisory
Board Director

Maria van der Sluijs-Plantz holds degrees in Dutch language and literature as well as Law. With extensive global experience in the (financial) services sector, she has held various roles in the corporate world, including serving as CEO of the TMF Group. Since October 2018, she has been representing Sint Maarten as the first woman to serve as a State Councillor at the Council of State of the Kingdom of the Netherlands. In this capacity, she acts as an independent advisor to the Kingdom government on legislative and administrative matters relevant to the Caribbean constituent country of Sint Maarten.

Selection of relevant (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 chairperson of the audit committee at KNCV Tuberculosis Fund
- Board member of Telefonica Europe B.V./ Telefonica S.A.
- Consultant and board member of the Dutch subsidiaries of EMC Coöperatie U.A.
- Distinguished member of the Advisory Council of Sint Maarten
- Member of the Kingdom Council for Sint Maarten, since 1 October 2018



Heleen Terwijn,
Independent Supervisory
Board Director

Heleen Terwijn earned a degree in Psychology from the University of Amsterdam and has worked as a researcher and psychotherapist. In 1998, she founded IMC Weekendschool, an organisation that now provides supplementary education to motivated children in disadvantaged positions at 42 locations across the Netherlands. Her idea for the Weekend School, which is funded by private sponsorships, stemmed from her research on the future prospects of children in the Bijlmer. Heleen holds various supervisory board and advisory roles, focusing on youth, education, culture and society.

Selection of relevant (ancillary) positions

- Founder and director of the IMC Weekendschool Foundation
- Chair of the Supervisory Board of Jongeren Die het Kunnen
- Chair of the Supervisory Board of the Netherlands Philharmonic Orchestra | Netherlands Chamber Orchestra
- Vice-Chair of the Supervisory Board of Laguna Collective
- Board Member of the Amsterdam 4 and 5 May Committee
- Advisor to institutions, family foundations and individuals on initiatives aimed at strengthening society



Hans Scheepers,
Supervisory Board Director
Representing Waterland

Hans Scheepers serves as a Partner at Waterland. He obtained a degree in Business Economics from Erasmus University in Rotterdam, the Netherlands. Prior to this, Hans gained experience in England where he co-founded and held shares in 1st Broadband, a company specialising in wireless telecommunications. He also spent four years at the English M&A advisory group MAST in London and Boston, overseeing mergers, acquisitions and buy-outs. Hans began his career as a strategy consultant at Monitor Company in Amsterdam. He holds a Master's degree in Business Economics from Erasmus University in Rotterdam, the Netherlands.



Tomas Simons,
Supervisory Board Director
Representing Waterland

Tomas Simons currently serves as
Managing Partner at Waterland

Netherlands. In addition to his investment responsibilities, he oversees the ESG activities of Waterland. Prior to joining Waterland, he served as Senior Associate at H2 Equity Partners, overseeing deal execution and portfolio management. He began his professional journey at McKinsey & Company (Amsterdam and Sydney) as a business analyst in corporate finance, eventually advancing to Engagement Manager. Tomas holds a Master of Science degree in International Business and Finance from Tilburg University and obtained an MBA from INSEAD in Fontainebleau, France.



Joy Castenmiller,
Supervisory Board Director
Representing Waterland

Joy Castenmiller currently serves as Principal
at Waterland. Throughout various roles within

the company, including associate, senior associate, investment manager and investment director, he has been involved in fifteen investments made by Waterland. He holds a Master's degree in Financial Management from the Rotterdam School of Management and participated in an exchange programme with the Ross School of Business at the University of Michigan. During his academic pursuits, he completed internships at Lazard Benelux and worked as a credit analyst at Rabobank Westland.



Sebastiaan Winkenius,
Supervisory Board Director
Representing Waterland

Sebastiaan Winkenius currently serves
as an Investment Manager at Waterland.

He holds a Master's degree in Financial Economics and a Master's degree in Financial Law, both obtained from Erasmus University Rotterdam. Additionally, he participated in an exchange programme at the University of New South Wales in Sydney during his academic pursuits. Sebastiaan gained professional experience through internships at Mentha Capital, Dynamic Credit, NRGValue and Houthoff.

The Supervisory Board report

Strong values, resilient progress – with children at the heart

Looking back on 2024, we reflect with pride on a year that, while marked by tough market conditions, once again demonstrated the strength of Partou's values and commitment. In every country where we operate, our teams have gone above and beyond to provide accessible, high-quality childcare.

Even in a complex labour market, our organisation made meaningful investments in what matters most: child development. Through ongoing pedagogical innovation and scientific research, Partou continues to shape environments in which children grow into kind, curious, and resilient individuals – children who support one another and learn to value difference.

Building a strong and united group

2024 was Partou's first full year as a group organisation. With the addition of Paula & Max in Germany, and a growing international team, we've seen how collaboration and knowledge sharing across countries enhance the quality of care.

Each local organisation brings its own strengths – and together, they form a powerful foundation for the future.

Investing in continuity and care

We recognise the ongoing challenges of staff shortages and absenteeism, especially in the Netherlands and the UK. Yet thanks to the dedication of our employees, we were able to keep our settings open and continue delivering excellent care. In Germany, we're proud that most of the teams worked entirely without temporary staff – a sign of strong, stable operations.

Looking ahead with confidence

Partou NL's decision to end the use of freelance childcare professionals aligns with public policy and our long-term vision. This transition requires flexibility from our teams, and we are deeply grateful for their commitment. With the launch of our improved employee app in 2025, we aim to make work more predictable, empowering and supportive for everyone.

Professionalising the sector

In late 2024, Partou NL launched a bold national campaign to attract and retain pedagogical employees – helping not just our own organisation, but raising the profile and appreciation of the entire childcare profession. We're exploring how to expand this approach to other countries, recognising the essential role early years professionals play in shaping society.

Sustainability and impact

We are closely involved in Partou's progress on environmental and social goals. From pilot projects with washable diapers to partnerships tackling child labour in supply chains, we support and encourage these pioneering efforts. We also look forward to the UK and German teams following the Netherlands in working towards B Corp certification in the long term.

A safe, healthy and high-quality eco system

In 2024, we saw important steps in how Partou manages quality and safety internationally. With the new international Health, Safety and Quality Committee, we now have a structure that brings transparency and shared responsibility – ensuring more effective risk coverage, policy implementation and mitigation measures.

Technology with purpose

Innovation remains central to how we serve families. From the best-rated parent app in the Netherlands to a new subscription model for The Wonder Weeks, our digital tools continue to support better services and stronger relationships with families. The expansion of intelligent automation across the group will help us free up time for what matters most: human connection.

Navigating political change

The Supervisory Board monitors political developments closely. In the Netherlands and the UK, policy shifts are reshaping childcare funding and access. We're reassured by research showing that private equity-funded providers like Partou deliver high-quality care, without financial 'leakage'. In Germany, we are attentive to local developments that may affect funding models.

A shared mission, a strong future

With a solid organisational foundation, strong country leadership and a clear international vision, we look to the future with confidence. Above all, we remain focused on Partou's mission: to build a better tomorrow through early years care and to help every child grow into a confident, compassionate and capable human being. That is what drives us – and unites us – across all borders.

Tomas Simons

On behalf of the Supervisory Board of Partou Group

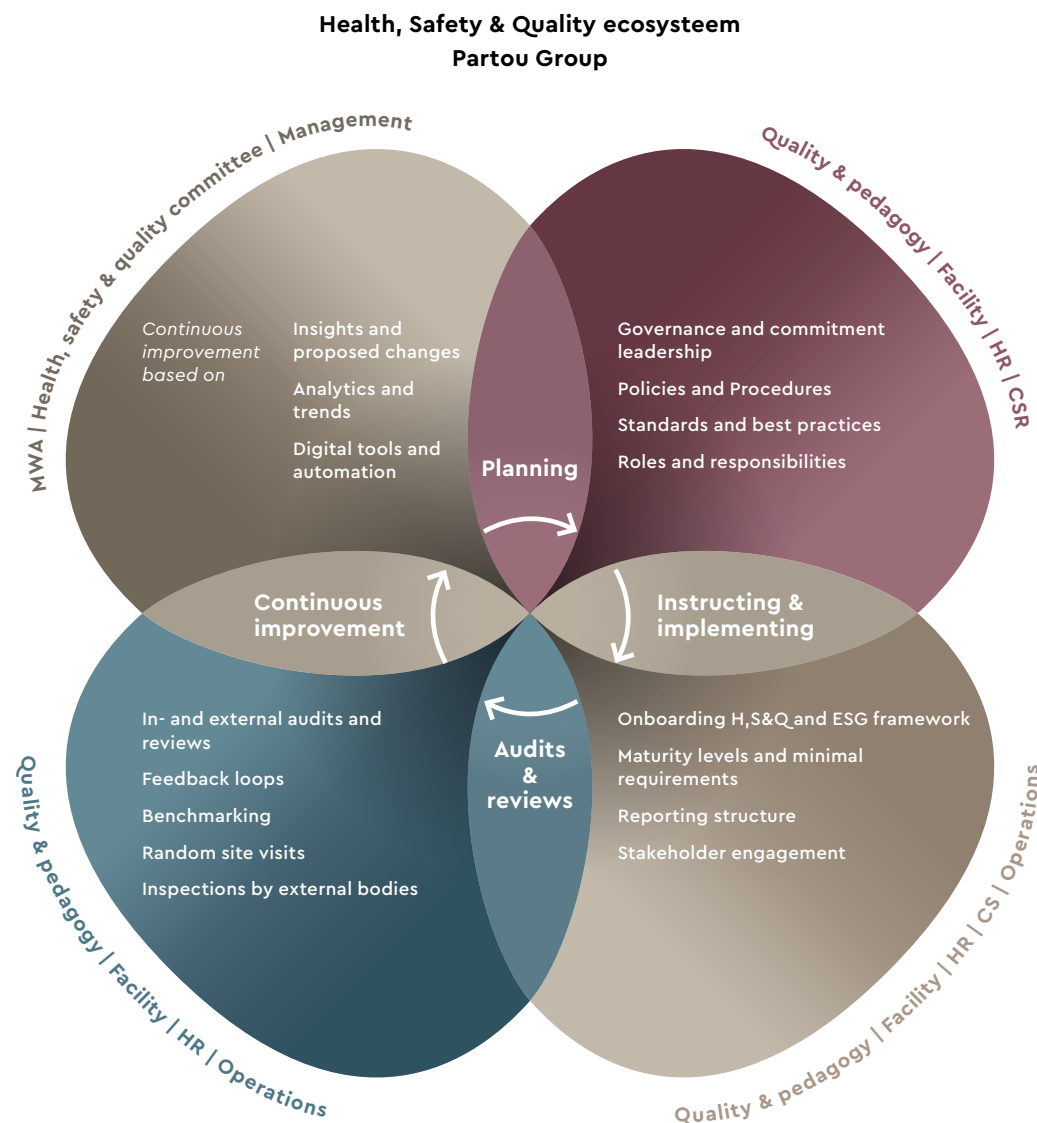
***Strong leadership
with a clear
international vision.***



Risk management

Risk management as an *integral part* of our business operations

At Partou, we work with children every day – a vulnerable group – making safety, health, and compliance top priorities. By adhering to strict legal frameworks and regulations, we integrate risk management into every aspect of our operations to ensure a secure and nurturing environment.



Risk policy

Business ventures carry inherent risks. By carefully assessing risks, objectives and risk tolerance we ensure responsible and sustainable operations.

The Management Board and the country management teams are accountable for risk acceptance and the effectiveness of risk management and internal control systems. We identify key risks and monitor compliance with laws and regulations across our organisation. All relating activities are summarised in our international Health, Safety & Quality/ESG ecosystem.

The purpose of these systems and mechanisms is to minimise the likelihood and impact of adverse incidents and decisions. Line management follows an internal reporting structure and planning & control cycle to support this.

Risks are monitored daily, with incidents and complaints promptly addressed. Regular audits and monitoring help identify and correct deviations from risk standards, policies, and systems. Each quarter, the international Health, Safety, and Quality Committee reviews and discusses risk reports with the Supervisory Board.



Collaboration with a partner to ensure the security of systems and procedures around data processing and privacy.

Risk profile

The childcare sector and our organisation have specific characteristics that determine our risk profile. We have identified ten risk areas categorised into strategic, operational, financial and compliance risks, each with varying levels of risk acceptance.

Risk analysis

The ten risk areas encompass strategic, operational, financial and compliance risks.

Strategic risks: include economic development, societal and political legitimacy, and parental needs. These factors affect the affordability and accessibility of childcare.

Economic changes and societal and political discourse can have political implications for the system and the use of childcare benefits.

This is evident in all three countries. In Germany, a recent system change in Munich has resulted in a framework where providers are not allowed to make a profit while also being compensated for any operational shortfalls.

Risk factors	Risk areas	Risk acceptance
<ul style="list-style-type: none"> Partou is engaged in the core activity of 'childcare and contributing to child development', catering to children, a vulnerable demographic who spend a significant portion of their day in our care. Due to our scale, our services are spread across numerous settings. Our organisation is labour and capital intensive, incurring high costs in terms of wages and housing, thereby exposing us to financial risks. The childcare sector is heavily regulated by laws and regulations, rendering it susceptible to government intervention. This regulatory framework also poses compliance risks; maintaining adherence to quality standards necessitates ongoing investments in knowledge and expertise. 	Strategic risks <ul style="list-style-type: none"> Economic development Social and political legitimacy Evolving parental needs 	 <p>Partou strives to achieve a long-term balance between its societal role and strategic ambitions.</p>
	Operational risks <ul style="list-style-type: none"> Safety and health Privacy Capacity development 	 <p>Ensuring the necessary prerequisites in terms of safety, health and systems is crucial given our vulnerable target group and societal importance. This also applies to maintaining the quality and continuity of our services and childcare services, which require well-trained and engaged staff and sufficient capacity.</p>
	Financial risks <ul style="list-style-type: none"> Financial structure Labour market Absenteeism 	 <p>Maintaining a strong financial position and adequate resilience is essential for ensuring continuity.</p>
	Compliance risks <ul style="list-style-type: none"> Government policies 	 <p>Partou complies with all relevant laws and regulations.</p>

Although this means providers are essentially safeguarded against financial loss, Partou believes that this concept may ultimately hinder innovation in childcare in Munich. The long-term impact on quality and parent satisfaction remains to be seen.

In the Netherlands and the United Kingdom, government interventions are expected to lead to an increase in demand. The UK government has already significantly expanded the target group for 'free childcare' in 2024. With the announcement that in the Netherlands – in the run-up to the postponed system reform and 'almost free childcare' for working parents as of 2029 – the childcare allowance reimbursements will be further increased in the coming years, it is anticipated that this will improve the affordability and accessibility of childcare in the Netherlands and lead to increased demand.

Fluctuations in demand resulting from economic changes, government policies, or parental needs subsequently affect the need for qualified staff. At the same time, the ability of an organisation to quickly respond to increased or decreased demand is limited. Partou primarily offers open-ended employment contracts to retain top employees, and long-term lease agreements to ensure childcare availability for parents. In addition, there is a continued shortage in the labour market, particularly in and around the major cities.

The hybrid childcare system, involving public providers and partial funding and regulation by the government, is a recurring topic of discussion among stakeholders. The system offers parents the benefit of provider choice and promotes broad accessibility with partial funding from employers and the government, while

also heavily regulating the market with laws and regulations that ensure quality. Furthermore, the societal relevance of childcare and child development is significant. Operating in such a hybrid and socially relevant market requires us to continuously collaborate to improve the system for parents and children. We must also remain accountable and provide transparency with regards to how Partou operates within the system.

Parents needs and preferences are constantly evolving, this includes their demands for specific forms of childcare (from education-focused childcare to sports-based out-of-school programmes) or the need for some form of collaboration with schools. Additionally, preferences regarding opening hours and additional services, such as hot meals, hairdressing, or transportation to and from sports facilities, change over time. Understanding the reasons for both increased and decreased demand is crucial for business operations.

Strategic partnerships with municipalities and education also play a role in managing demand.

Operational risks, such as health and safety, privacy and capacity development are critical considerations.

Childcare and child development carry significant responsibilities for health and safety, with incidents having the potential to affect individuals and society as a whole.

Our organisation has internal and legally prescribed protocols to manage and mitigate risks. We must also contend with risk factors associated with partners we collaborate with, such as landlords and property

managers of our settings, product suppliers, or the safety of venues we visit with children.

Within Partou, reporting incidents and potential incidents by our early years professionals is a strict rule, with non-compliance potentially leading to personnel consequences. The exact procedures vary by country due to laws and regulations. Incident recording and follow-up are monitored and reported in all three countries. Incident reporting is a regular agenda item for the Health, Safety and Quality Committee and the reporting to the Supervisory Directors.

Another safety risk surrounds the handling of personal data of children, parents and employees. The large volume of data and various systems in which the data is stored pose data breach risks and unauthorised data dissemination within the organisation. Thus, the design and use of systems and data storage are bound by protocols and fail-safe designs.

Partou collaborates with partner Northwave to ensure the highest level of security for systems and procedures related to data processing and privacy. Together, we work to establish and assess the effectiveness of these measures. In 2024, a total of 205 privacy and security-related incidents were registered at Northwave, 56 of which were (potential) data breaches. This led to 7 notifications to the Dutch Data Protection Authority (*Autoriteit Persoonsgegevens*). All reports were handled promptly and appropriately and none resulted in an actual limitation of the rights and freedoms of the individuals involved.



Our policy for reporting vulnerabilities, the Coordinated Vulnerability Disclosure (CVD), is published on our website. In 2024, we received 5 reports containing new information on high-impact vulnerabilities. Immediate action was taken in response. Four of these reports concerned the same issue. Most medium-impact reports have been resolved or are on the vendor's backlog. Both Partou and its vendors remain vigilant in ensuring timely updates of systems and connections.

In 2024, 16 data breaches were registered at Partou UK, and 34 SARs (Subject Access Requests) were submitted. A SAR is a request made by or on behalf of an individual to access information they are entitled to under Article 15 of the UK GDPR.

Since 2023, the United Kingdom has also been subject to security checks conducted by our partner Northwave. The findings are reviewed monthly during meetings between the Management Board and the management team in the United Kingdom. A first security scan was also conducted in Germany in 2024.

Rapid fluctuations in supply and demand pose various capacity risks. Risks include concerns related to the volume of settings, with a need to lease or terminate to increase or reduce the number of child places accordingly. Real estate that complies with childcare laws and regulations is scarce, often requiring significant investments to meet the required standards. Risks also exist regarding the availability of qualified staff to meet changing demands in an already tight labour market.

Financial risks, such as structural deficits, are exacerbated by significant labour shortages and high absenteeism rates, putting pressure on profit margins. While hiring is possible within legal frameworks, it requires careful consideration to balance service continuity, quality and costs. Rising personnel costs and staff shortages strain financial results and hinder investments in professional development, quality and innovation.

Managing a large number of children and parents brings a diverse range of debtors.

This results in additional risks related to creditworthiness, payment issues, and refusal to pay. These risks may affect the organisation's current assets and overall balance sheet position.

Our debtor policy takes into account our target group. In cases of payment delays or issues, while we may not be able to eliminate the cause, we often assist with establishing payment plans. Parents in the Netherlands seeking to utilise our standard payment plan can easily arrange this online through our Parent app.

Apart from a few properties in England, Partou does not own real estate and leases all its settings, which poses risks related to lease terms and conditions. In the Netherlands, leasing spaces in schools carries the risk of lacking lease protection, given the provision to unilaterally terminate the lease if the space is needed for school students (or students of another school)³¹.

Compliance risks related to government policies arise from legislation for large entrepreneurs and the hybrid childcare system and associated regulations, impacting operational practices of childcare organisations. In Germany, legislation can differ per state. Changes in laws and regulations have a direct impact on the operations of childcare organisations, whether it involves altering the system itself or adjusting quality standards for childcare, changing labour legislation, legislation on the built environment or European legislation, such as the CSRD.

Government regulations through legal frameworks are crucial for ensuring quality in the sector but also introduce risks through potential modifications. Government interventions can affect childcare affordability, demand, costs, availability of qualified staff, furnishing of spaces and availability of suitable facilities.

Risk mitigation policies

Partou is committed to an ethical corporate culture and the health and safety of employees and children. Various measures have been implemented to ensure this.

Code of ethics

Within the organisation, we utilise a variety of regulations and codes that collectively form the framework for ensuring ethical standards within Partou as part of the risk management and control system. The code of ethics serves as a central guiding principle and applies to all individuals acting on behalf of or in the interest of Partou, extending beyond employees and management to include a broader scope such as suppliers and agencies operating on behalf of Partou.

The code of ethics is publicly available and accessible upon request.

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

- Conduct:
 - Childcare Governance Code
 - Code of ethics
 - Employee screening
 - Employee code of conduct
 - Supplier code of conduct
 - Anti-corruption policies
 - Inappropriate conduct policy (NL)

Various internal audits are conducted to ensure policy and processes are implemented at our settings.



- Reporting mechanisms:
 - Whistleblower policy
 - Staff complaints procedure
 - Parent complaints procedure
 - Confidential counsellor policy
 - Incidents involving children
 - Incidents involving employees
 - Domestic Violence and Child Abuse Reporting Code (NL)
- Privacy:
 - Information security
 - Privacy policy (parents)
 - Social media protocol for parents (NL)
 - Consent for photographing children (NL)

The employee policies are explained below.

Employee screening

Employee screening in the Netherlands mandates that all childcare workers hold a Certificate of Good Conduct and be registered in the government's Childcare Personnel Register. Our onboarding process ensures that all employees, both within the settings and the service office, have a Certificate of Good Conduct at the time of hiring. This is linked to our organisation's personnel register. Following registration, the continuous screening process initiates automatically. This process involves ongoing checks to verify if an individual has committed any criminal offences that are incompatible with working in childcare. Additionally, suppliers visiting our settings are also required to possess a Certificate of Good Conduct.

In the United Kingdom, childcare employees are required to undergo a Disclosure and Barring Service (DBS) check, which involves a comprehensive criminal record screening. Upon successful completion, the employee receives a certificate necessary for registration with Ofsted.

Similarly, in Germany, employee screening is mandatory, with childcare workers required to provide an extended police clearance certificate *erweitertes Führungszeugnis* upon hiring and every five years thereafter. The HR department actively monitors this process.

Code of conduct

Partou employees interact daily with children, parents, colleagues, and third parties. This code of conduct defines how we should engage with all stakeholders to ensure the safety and respect of everyone involved. The code applies to all Partou employees, including contracted freelancers, referred to as 'employees' throughout the document. In line with Article 8.3 of the Dutch Childcare Collective Agreement, Partou's code of conduct aligns with the terms and conditions set forth in the collective labour agreement.

Anti-corruption

To prevent corruption and fraud, Partou has implemented specific anti-bribery measures overseen by the Management Board. Our auditor, PwC, annually conducts a fraud risk assessment of the Management Board, and guidelines and standards promoting ethical conduct have been established. Various authorisation schemes have been established for this purpose, ensuring that all payments require approval from two separate functions.

Inappropriate conduct

Partou has a proactive policy in place regarding inappropriate conduct. Employees, parents and other external parties are encouraged to report any concerns through the appropriate channels. Parents can utilise the complaints procedure, while employees can seek assistance from designated confidential counsellors and external organisations such as the MHS and Ofsted or the Local Authority Designated Officer (LADO). This designated official from the local government (LADO) is the person who must be notified if it is alleged that a professional or volunteer working with children has behaved in a way that has harmed or may have harmed a child. Despite a low number of reported incidents, the exact figures remain undisclosed to protect anonymity. Partou emphasises the importance of employees reporting any concerns.

Dutch childcare organisations are legally required to implement the 'four-eyes principle', ensuring that an early years professional is within sight or hearing of another adult at all times when working with children. Compliance with this principle is monitored by the MHS during inspections. By law, the Parents Committees must be informed at least once a year about how the four-eyes principle is implemented within a nursery.

The Parents Committee has advisory rights to approve or reject the implementation of the four-eyes principle. Partou Netherlands adheres to this principle by ensuring ample visibility through doors and windows between all areas where children are present, across all settings.

In the United Kingdom, employees are never allowed to be alone with a group. In Germany, the laws and regulations vary by state, but the basic requirement is that a minimum of two staff members must be present.

Confidential counsellors

In the Netherlands, employees encountering unacceptable behaviour at work, such as bullying or (sexual) harassment, can opt to reach out to a confidential counsellor outside the organisation should they feel uncomfortable discussing it with someone within the organisation. Partou has two external counsellors who are bound by confidentiality. In 2024, there were 125 reports made to the counsellors in the Netherlands, with one report of discrimination. Considering the number of employees, the total number of reports is relatively low. Additionally, there is a counsellor available for parents to report misconduct or unwelcome behaviours.

Employee complaints procedure

There may be instances when a colleague's behaviour could be perceived as unacceptable. If this persists, individuals have the option to formally submit a written complaint to the Complaints Committee. To file a complaint, it must not be anonymous and it should related to an incident that occurred within the past two years.

The Complaints Committee will objectively determine the validity of the complaint and provide written advice to the Management Board and the complainant/accused party. In 2024, the complaints committee in the Netherlands handled three complaints. In Germany, there was one complaint.

Whistleblower policy

Partou strives to create a culture where employees feel comfortable reporting any systemic wrongdoings they witness to their supervisor. If an individual believes they cannot disclose this information openly for valid reasons, they can avail themselves of the protections afforded under the Whistleblower Policy to make such reports.

This policy allows all individuals within the organisation (including interns, temporary workers and independent contractors) to anonymously report misconduct to an independent official within the organisation's senior management. Reporting can be done anonymously, but it is not mandatory. A whistleblower acting in good faith will not face any repercussions to their legal position as a result of their report.

Any alleged irregularities concerning the performance of members of the Management Board will be reported by the whistleblower policy executor to the chairman of the Supervisory Board.

In 2024, there were 2 whistleblower cases. Both cases have been thoroughly investigated and subsequently followed up, both internally and by a third party. Both cases have been concluded.

Health and safety policy

The laws and regulations are outlined in the quality manual, early years policy and safety and health policy. Each setting has setting-specific health and safety policies. Partou's safety policy aims to prevent any form of adverse impact. Partou has in place a large number of safety measures over and above the statutory

requirements. Furthermore, a risk assessment is conducted for each setting, which is reviewed annually. The annual calendar ensures that relevant topics are frequently addressed.

Domestic Violence and Child Abuse Reporting Code

Partou Netherlands annually reports approximately ten cases of suspected child abuse to Veilig Thuis, the domestic violence, child abuse and elderly abuse hotline in the Netherlands. Veilig Thuis investigates the situation based on the report or seeks assistance from a local social worker. Employees attend various training courses and workshops to recognise suspicious situations. The number of advice requests and reports to Veilig Thuis from childcare facilities has been consistently low for many years³².

Partou continues to encourage its employees to make these reports and supports them with activation programmes.

Information security, data processing and IT systems

Partou is cognisant of the risks associated with IT systems and data storage. Our policy is therefore designed to adhere to the NEN-ISO/IEC 27002:2022 standards. We collaborate with external certified partners and have established data processing agreements for storage outside our organisation. The policy is to store personal data within the EEA (European Economic Area) as much as possible, and if this is not possible, to provide an appropriate level of protection. We operate in compliance with GDPR regulations and have stringent policies in place for data collection and encrypted storage. Partou Netherlands is ISO27001 certified.

Audits and certification

Health, Safety and Quality Committee

The *Health, Safety and Quality Committee* from Partou Group will assess the country management's level of control over various risks, safety, health and governance issues on a quarterly basis and report its findings to the Supervisory Board. The Committee will rely on audit reports, documented incidents and complaints, follow-up actions, policy coverage of safety & health and governance risks, policy implementation and mitigation measures.

Quality audits

Internal quality audits are conducted in various forms to ensure policy and processes are upheld across our settings. Quality checks are carried out using checklists, with identified areas for improvement documented and centrally monitored for follow-up. External audits are conducted by the MHS (Netherlands), Ofsted (United Kingdom) and the State Youth Welfare Office (Germany), as well as specific fire safety checks.

Certification

Partou Netherlands is **ISO27001:2022** certified, which is the most widely used global standard for information security. This standard outlines how organisations can systematically manage information security to ensure the confidentiality, availability and integrity of information internally. This includes protecting personal and/or company data, protection against hackers and intrusions.

Since September 2023, Partou Netherlands has been certified as a **B Corp**. B Corp is a certification for companies that meet high standards of social and environmental impact and transparency. Recertification takes place after 3 years. For more about the B Corp certification visit page 26.

External auditor

In 2024, Partou Group had various audits conducted by an external party to ensure the accuracy of the financial statements. All audits were successfully completed with positive outcomes.

Appendices

Scope of reporting	119
Materiality matrix	120
CO ₂ e accounting	121
Quality Code Childcare	123
GRI table	125
Endnotes	130



Corporate social responsibility

Scope of reporting

Since 2019, Partou has been annually publishing a social responsibility report. As a major player in the childcare sector, we believe it is important to be transparent about our activities, which we are immensely proud of. We evaluate achieved outcomes and strive to quantify them. This approach is crucial for us to progress towards the excellence we aim for and to fulfil our ambition to be the best-in-class childcare provider.

Partou adheres to the Global Reporting Initiative (GRI) Standards (Core Option), which are globally recognised guidelines for non-financial reporting. The GRI reference table is provided on pages 125–129. Furthermore, on page 21, we outline our contributions to the United Nations Sustainable Development Goals (SDGs). We also report our carbon footprint in accordance with the GHG protocol, detailed in the CO₂e emissions accounting on pages 121 and 122.

This report covers all childcare activities in the Netherlands, the United Kingdom and Germany that are under the umbrella of Childcare B.V., collectively forming the Partou Group.

Partou Netherlands includes Partou B.V. and Smallsteps B.V. This includes the following acquired childcare organisations, integrated in 2024:

- De Kinderkamer B.V. (acquisition: May 31, 2024, integration: December 1, 2024)
- 't Kweklokaal (asset-liability transaction: March 1, 2024)
- Just Kiddies B.V. (asset-liability transaction: July 1, 2024)
- De Speelboom B.V. (acquisition: 2023, integration: July 1, 2024)
- CHILD CARE Kinderopvang B.V. (acquisition: 2023, integration: July 1, 2024)
- 't Goudvisje B.V. (acquisition: 2022, integration: June 1, 2024)
- Koningskinderen Holding B.V. (acquisition: 2019, integration: March 1, 2024)

Additionally, in the data concerning our size, such as the number of settings and child places, one acquisition is included, which was not yet integrated in 2024. This is an acquisition as of September 2, 2024, consisting of multiple entities: Het Witte Wiel B.V., KIDS TALENT B.V., Kids Talent Europlaan B.V., Kids Talent Hapert B.V., Kids Talent Oirschot B.V., Klokje Rond B.V., Kindercentrum Madelief B.V., and KDV Suusje B.V.

Partou United Kingdom includes Just Childcare Holdings Limited and All About Children Limited. Wonder Years nursery & Holiday Club Limited was acquired in July 2024 and has already been integrated into Partou United Kingdom.

Partou Germany includes Kita|Concept and Paula & Max. In early 2025, Käptn Kaninchen became part of Partou Germany. Data is not included in the 2024 facts.

All data refers to the calendar year 2024, unless otherwise stated.

The financial results for 2024 are not included in this social report but can be found in our financial annual report.



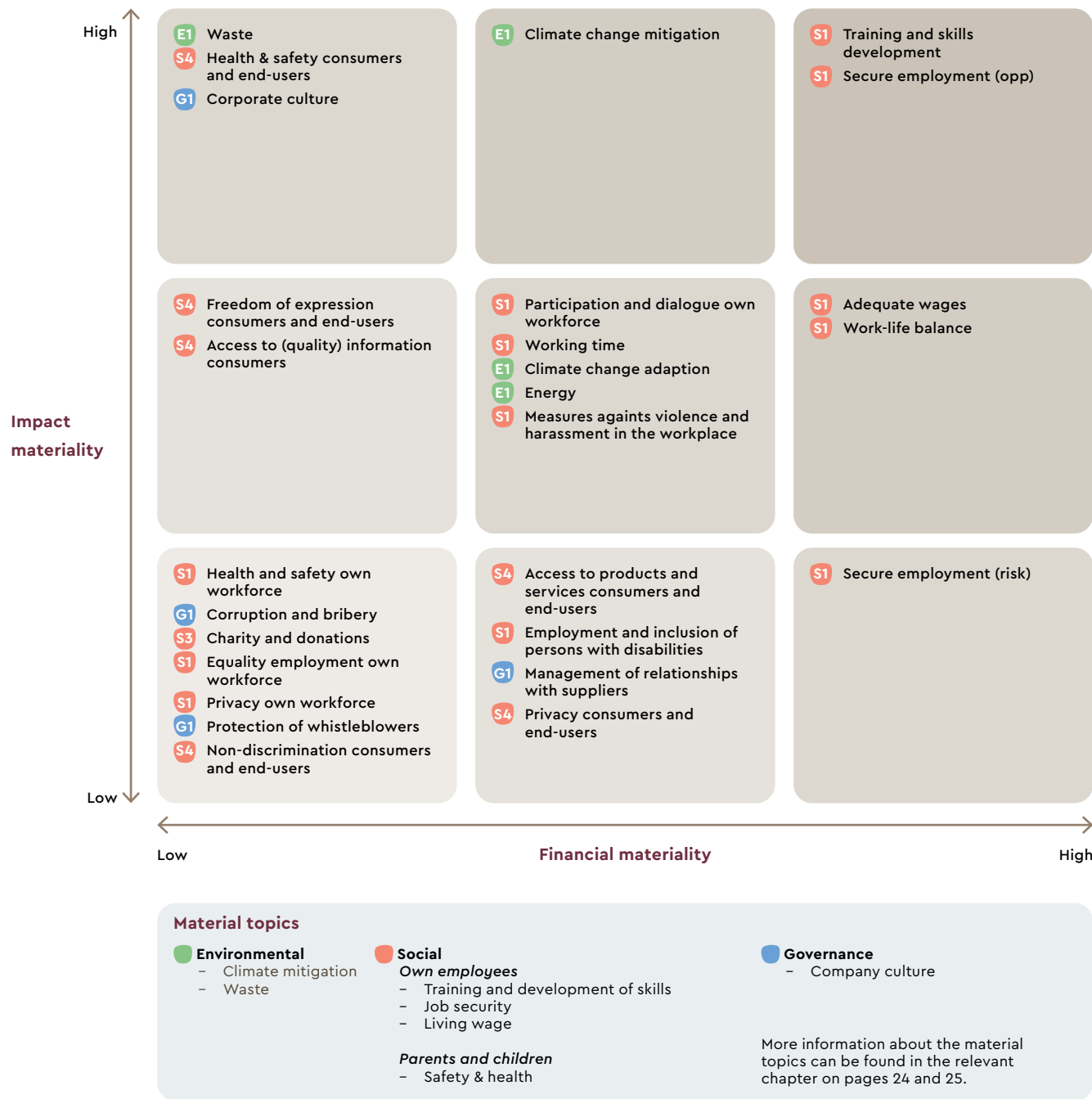
Download the financial report at
www.partougroup.com
or scan the QR code.

Our stakeholders

Materiality matrix

We keep abreast of all developments affecting our profession and engage in ongoing dialogue with our stakeholders. Through these conversations, they raise awareness of the themes that are most important for them, the areas where we can make the most significant contributions and how we can create quality and value for them.

Based on the double materiality analysis according to the CSRD standards, we have mapped out which topics have the greatest climate and social impact (impact materiality) and which topics have the most impact on Partou Group as an organisation (financial materiality). Our customer satisfaction and employee engagement surveys provide important input for this. In addition, we have discussed the impact of the various topics with the works council, management teams, supervisory board, and our shareholders. The insights from these have been incorporated into our materiality matrix. The topics that score high on either of the two materialities are considered the most material topics.



Our emissions

CO₂e *accounting*



Netherlands

Our CO₂e accounting pertains to Partou Netherlands, excluding non-integrated labels. Emissions have been calculated in accordance with the GHG Protocol.

Key assumptions

- Scope 2 emissions are calculated using both the market-based and location-based methods of the GHG Protocol.
- The market-based method reflects emissions from electricity that companies have intentionally chosen.
- The location-based method indicates the average emission intensity of the electricity grid where energy consumption occurs. This is reviewed at the regional level.
- Scope 3 emissions related to purchased goods and services, fuel and energy-related activities, transportation and distribution and business travel are calculated based on expenditures.
- The waste category is primarily calculated based on 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 by taxi of children to and from our settings.

- Commuting emissions have been determined at setting level based on various transportation options and average commuting distance.
- Commuting emissions include emissions generated from remote work.
- Upstream leased assets emissions reflect emissions from our settings where we are co-users within a building, estimated based on average energy consumption per square metre.

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 energy 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.
- **Upstream transportation and distribution:** Transportation and distribution of products purchased 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:** Transport of employees for business-related activities and accommodation and stay during business trips in the reported 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.



United Kingdom

All Partou entities in the United Kingdom are within scope. The reported energy data and CO₂e emissions meet SECR requirements and have been calculated in accordance with the GHG Protocol and SECR guidelines²⁸.

Key assumptions and definitions

Scope 2 emissions were determined using the location-based method.

Electricity and natural gas consumption were calculated using emission factors published by BEIS in 2022 and, where possible, consumption data from invoices for most settings. In cases where invoiced data was not available for a certain period, the daily average consumption of the invoiced period was derived. For instances where no invoice was available, consumption from 2021 was taken as the representative period. For newer settings where data was not available, an estimate of consumption based on floor area was used, with benchmark data sourced from other nurseries in the portfolio.

Transportation data was calculated based on business mileage claims. Vehicle information, such as engine size and type, was tracked for company-owned vehicles and employee vehicles (*grey fleet*) to ensure the correct emission factor was applied. Mileage readings were converted using the emission factors published by BEIS in 2022.



Quality Code for Childcare

For sustainable, high-quality, and *accessible childcare*

Partou Netherlands initiated the development of a quality code in collaboration with five other childcare organisations. The aim is to provide the Dutch childcare sector with clear guidelines and direction for the future. The code was presented to the Ministry of Social Affairs in April 2023.

The goal is for the code to be further developed and for as many childcare organisations as possible to adopt it. This process is facilitated through the industry organisations, which have taken responsibility for the further development of the code.

In anticipation of this, Partou Netherlands reports on the various topics from the code in this report. The table below provides an overview of the different topics from the quality code with references to the corresponding reports:

Subject		Explanation	Pages
For the Children: We consistently provide high-quality childcare and publicly account for this.			
1	High Quality	Compliance is embedded in risk management.	111, 114
		Partou Group meets the requirements of the structural regime.	97
2	Pedagogical Policy and Self-Evaluation	See: www.partou.pedagogiek.nl	
		Self-evaluation is embedded in the HS&Q eco-system.	109, 111
3	Decision Making and Parent Committees	Board members are responsible for quality and decision-making.	98
		Every setting has a parent committee or strives for this.	101
4	Transparent Reporting	Partou Netherlands has been publishing a societal report since 2019, is preparing for the CSRD, and shares this with the sector through the Waarborgfonds.	24, 119–120

Subject		Explanation	Pages
For the Children: We ensure maximum accessibility for all children in the Netherlands and provide (in collaboration) the support needed for children with disadvantages.			
5	Children with Additional Needs	Specific attention to target children.	53–54
		The number of PE and SMR children is published	50
6	Distribution Across District	The number of settings in districts with low SES-WOA scores is published.	39–40
7	Affordability of PE	All PE settings of Partou apply the maximum hourly rate (KOT tariff).	93
For the Parents: We provide parents with relevant information for their decision-making process and ask a fair price for our societal service.			
8	Information Online	Awaiting site for the sector.	
9	Customer Satisfaction	Partou periodically conducts a customer satisfaction survey.	42
		Results of the customer satisfaction survey are published.	40

Subject	Explanation	Pages
10	Complaint Registration	45
	Partou registers all complaints and has a system with workflow management to monitor follow-up.	
	The number of complaints is published.	
	Annually, Partou is required to submit a report to the Complaints Desk. partou.nl/klachten	40
11	Information upon Takeover	
	Partou proactively informs parents when their centre is taken over.	
12	Ownership Structure	96
	Partou is transparent about its ownership structure.	
	The structure is included annually in the societal report and is accessible to everyone.	98
13	Price Development	93, 101
	Partou has a careful process for price increases.	
For the Employees: We take good care of our employees and aim to retain sufficient employees in the sector and attract new ones.		
14	Employee Compensation	68
	Partou compensates employees according to the collective labor agreement (CAO).	
15	Works Council	101
	Partou has an active works council.	
16	Training	64–66
	Partou offers an extensive range of training and development opportunities for employees.	
17	Employee Satisfaction	63
	Partou conducts an employee engagement survey every year.	
	Results of the employee engagement survey are published.	62

Subject	Explanation	Pages
For society: We manage our organizations in a responsible manner, focused on long-term continuity.		
18	Sustainable Goals	20
	Partou has formulated its sustainability goals and reports on them.	
19	Solvency	90
	Partou publishes its solvency annually.	
20	Financial Relationship with Shareholders	91, 96–99
	Partou maintains a healthy financial relationship with its shareholders.	
21	Annual Financial Statement	92
	Partou publishes its annual financial statement.	
22	Remuneration of management and supervision	98–99
	Remuneration is included in the social report	
23	Childcare Agreement	
	To guarantee the continuity of childcare in the Netherlands, the 15 largest providers conclude a childcare agreement. There are now working agreements.	
24	Dividends	91
	Partou has not distributed any dividends to its shareholders.	



[Download the Childcare Quality Code](#)
or scan the QR code.

GRI table

The G4 Sustainability Reporting Guidelines from the Global Reporting Initiative (GRI) were used in preparing this report. Our reporting aligns with the Core option based on the most recent guidelines.

GRI indicator	Description	Clarification or reference	Page	Note
Organisation profile				
102-1	Organisation name	Partou Group	Cover and 2-117	Partou Group is the collective name for all entities in the Netherlands, the United Kingdom and Germany that are under the umbrella of Childcare B.V.
102-2	Brands, products and/or services	Partou Group	4-36	
		Facts 2024 – Partou Netherlands – Value of our services	40	
		Facts 2024 – Partou United Kingdom – Value of our services	42	
		Facts 2024 – Partou Germany – Value of our services	43	
102-3	Service office address	Partou, Sportlaan 1, 4131 NN Vianen	133	
102-4	The number of countries in which the organisation operates	Partou Group	4-36	Operating in the Netherlands, the United Kingdom and Germany.
102-5	Ownership structure and legal form	Governance and compliance	96-101	
102-6	Sales markets	Partou Group	4-36	
		Our domain	12	
102-7	Scale of the organisation	Partou Group	4-36	
		Value creation model	22	
		Value creation – Value of our services	38-49	
		Facts 2024 – Partou Group – Value of our services	40, 42-43	
		Facts 2024 – Partou Group – Social value	52-53	
		Facts 2024- Partou Group – Human value	83, 64-65	
		Facts 2024- Partou Group – Financial value	92	
102-8	Workforce composition	Value creation – Human value	60-71	
		Facts 2024 – Partou Group – Social value	52-53	
102-9	Information regarding the supply chain	Our stakeholders	34-36	

GRI indicator	Description	Clarification or reference	Page	Note
102-10	Significant organisational changes during the reporting period	Scope of reporting Acquisitions	119 40, 42-43, 96, 119	
102-11	Explanation of the application of the precautionary principle	Governance and compliance Risk management	96-101 109-117	
102-12	External initiatives that the organisation supports	Message from the Management Board Partou and SDGs Material topics B Corp Ecology and social impact / Technology Childcare Quality Code Intellectual value Human value Natural value Social value	2-4 20-21 24 26 32 44, 123 5, 73, 75-76 67 81-82, 87 33, 55-57	
102-13	Membership in associations and interest groups	Our stakeholders Value creation – Intellectual value	34-36 72-79	
Strategy				
102-14	Statement from the top decision-making body regarding the relevance of sustainable development for the organisation	Message from the Management Board	2	
102-15	Key impacts, risks and opportunities	Value creation model Our value Strategy Our impact The world around us Value creation	22 15, 22 16-17 18-22 27-32 22	
Ethics and integrity				
102-18	Operational structure of the organisation	Governance and compliance	96-101	
Governance				
102-18	The governance structure of the organisation, including committees falling under the highest governing body. And the committee responsible for decision-making on economic, environmental and social matters	Governance and compliance Management Board Supervisory Board The Supervisory Board report Corporate social responsibility	96-101 102 105-106 107-108	

GRI indicator	Description	Clarification or reference	Page	Note
Stakeholder engagement				
102-40	Stakeholders involved in the organisation	Our stakeholders Corporate social responsibility Our stakeholders	34–36 119 120	
102-42	Principles for the identification and selection of stakeholders	Our stakeholders Corporate social responsibility Our stakeholders	34–36 119 120	
102-43	Approach to engaging stakeholders	Our stakeholders Corporate social responsibility Our stakeholders	34–36 119 120	
102-44	Main topics and issues that emerged during stakeholder meetings and how the organisation responded to them	The world around us What we want for the sector Our stakeholders Corporate social responsibility Our stakeholders	27–32 13 34–36 119 120	
Reporting principles				
102-46	Process for determining the content and specific scope of the report, as well as the underlying principles used in this regard	Our stakeholders Corporate social responsibility Our stakeholders	34–36 119 120	
102-47	Material topics identified during the process of determining the content of the report	Our stakeholders Corporate social responsibility Our stakeholders	34–36 119 120	
102-48	Consequences of a potential rephrasing of information previously included in a report and the rationale behind this rephrasing	A better future Scope of reporting	14–15 119	
102-49	Significant changes in terms of scope and boundaries compared to previous reporting periods	A better future Scope of reporting	14–15 119	
102-50	Reporting period	Colophon	131	1 January 2024 – 31 December 2024
102-51	Date of publication of the most recent, previous report	May 2024		1 January 2023- 31 December 2023
102-51	Organisation's response to the topics raised during engagement with stakeholders	Our domain The world around us What we want for the sector Our stakeholders Corporate social responsibility Our stakeholders	12 27–32 13 34–36 119 120	

GRI indicator	Description	Clarification or reference	Page	Note
102-52	Reporting cycle	Annual		This is the sixth social responsibility report released by Partou.
102-53	Point of contact for questions regarding the report or its content	Colophon	131	partougroup.com/contact
102-54	GRI application level	GRI 4 Core (2016 Guideline)	119	
102-55	GRI content index	GRI table	125	
102-56	Assurance statement	See Partou Annual Report		partougroup.com/social-responsibility
Material topics				
103-1	Limitation per material topic within and outside the organisation	Value creation – Value of our services Value creation – Social value Value creation – Human value Value creation – Intellectual value Value creation – Natural value Value creation – Financial value	38–49 50–59 60–71 72–79 80–89 90–95	
103-2	Management approach and underlying components	Value creation – Value of our services Value creation – Social value Value creation – Human value Value creation – Intellectual value Value creation – Natural value Value creation – Financial value	38–49 50–59 60–71 72–79 80–89 90–95	
103-3	Assessment of the management approach	Value creation – Value of our services Value creation – Social value Value creation – Human value Value creation – Intellectual value Value creation – Natural value Value creation – Financial value	38–49 50–59 60–71 72–79 80–89 90–95	
203-1	Impact of procurement	Our stakeholders – Suppliers Value creation – Financial value	87, 112, 114–115 90–95	
205-1	Anti-corruption	Risk management – Code of ethics and code of conduct Risk management – Anti-corruption	115 115	
206-1	Anti-competitive behaviour	Risk management – Risk mitigation policies	115	
302-1	Energy consumption within the organisation	Value creation model Partou and SDGs The world around us – Ecology and social impact Value creation – Natural value Facts 2024 – Partou Group – Natural value	22 20–21 32 80–89 85–86	

GRI indicator	Description	Clarification or reference	Page	Note
302-3	Energy intensity	Value creation model Partou and SDGs The world around us – Ecology and social impact Value creation – Natural value Facts 2024 – Partou Group – Natural value	22 20–21 32 80–89 85–86	
302-4	Reduction of energy consumption	Value creation model Partou and SDGs The world around us – Ecology and social impact Value creation – Natural value	22 20–21 32 80–89	
305-5	Reduction of greenhouse gas emissions	Value creation model Partou and SDGs The world around us – Ecology and social impact Value creation – Natural value Facts 2024 – Partou Group – Natural value	22 20–21 32 80–89 85–86	
401-1	Influx and turnover	Value creation – Human value Facts 2024 – Partou Group – Human value	60–71 62, 64–65	
403-2	Health and safety at work	Value creation – Human value Facts 2024 – Partou Group – Human value	60–71 62, 64–65	
404-1	Training and education	Value creation – Human value Value creation– Intellectual value Facts 2024 – Partou Group – Human value	60–71 72–79 62, 64–65	
404-2	Employee skill enhancement programmes	Value creation – Human value Value creation– Intellectual value	60–71 62, 64–65	
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	60–71 96–101 102 105–106	
418-1	Data security, privacy and cybersecurity	Value creation – Value of our services Risk Management – Data processing and IT systems	38–49 116	

Endnotes

- 1 European Commission, Commission simplifies rules on sustainability and EU investments, delivering over € 6 billion in administrative relief, Press release, 26 February 2025
- 2 PVV, VVD, NSC en BBB, HOOP, LEF EN TROTS, Hoofdpijnenakkoord 2024-2028
- 3 Dutch government, Kabinet zet nieuwe stap naar bijna gratis kinderopvang voor werkende ouders, 25 April 2025
- 4 Ministry of Social Affairs and Employment, Wetsvoorstel niet indexeren maximum uurprijs kinderopvang 2026, 15 January 2025
- 5 Ministry of Social Affairs and Employment, Hoofdpijnenbrief nieuw financieringstelsel kinderopvang aan de slag!, 11 November 2024
- 6 AZW, Prognosemodel Zorg en Welzijn, Kinderopvang
- 7 Coram, Childcare Survey 2024
- 8 HM Government, Plan for Change Milestones for mission-led government, 5 December 2024
- 9 Department for Education, Over £ 2 billion boost to secure expansion in early education, persbericht, 10 December 2024
- 10 Department for Education, Wraparound childcare: Everything you need to know about before and after school childcare, 16 September 2024
- 11 www.gov.uk/tax-free-childcare
- 12 www.muenchen.de/aktuell/faq-zum-neuen-kita-foerdersystem
- 13 BMSFSJ Kindertagesbetreuung Kompakt – Ausbaustand und Bedarf 2023
- 14 Institut der Deutschen Wirtschaft, 360.000 Betreuungsplätze für unter Dreijährigen fehlen, IW-report 40/2024, 19 October 2024
- 15 Ländermonitor, Betreuungsumfang in Kitas, 1 March 2023
- 16 Ministry of Health, Welfare and Sport, Landelijke Jeugdmonitor 2024
- 17 Office for National Statistics, Principal projection – Great Britain summary, 28 January 2025
- 18 Eurostat
- 19 De Nederlandsche Bank, De stand van onze economie
- 20 Office for National Statistics, Consumer price inflation and GDP quarterly national accounts
- 21 Destatis, press releases no 19 en 20, January 2025
- 22 Future Today Institute, Tech trends report 2024
- 23 Ganztagsförderungsgesetz
- 24 Kinderopvang-werkt.nl
- 25 Nederlands Consortium Kinderopvang (NCKO), landelijke kwaliteitsmetingen in 2011 en 2013
- 26 Sanne M. de Vet, 'Settling in: Studying stress to support young children and their parents during and beyond the transition to center-based childcare', October 2022
- 27 Green House Gas (GHG) Protocol sets standards for CO₂-emissions
- 28 De Companies Act 2006 (Strategic Report and Directors' Report) Regulation
- 29 Streamlined Energy & Carbon Reporting (SECR), Department for Business, Energy and Industrial Strategy (BEIS), sinds 1 April 2019
- 30 AYIT Consultancy in collaboration with Van Ree Accountants (5 July, 2023), Forecast cost development childcare 2024
- 31 Primary Education Act
- 32 CBS, Statline, Domestic violence, 29 October 2024

Colophon

This Social Responsibility Report 2024 covers the reporting period from 1 January 2024 to 31 December 2024 and is published by Partou Group, Sportlaan 1, 4131 NN Vianen.

Concept, design and development: CF Report
Content authors: Partou Group

May 2025