



Families First

2025 CORPORATE
RESPONSIBILITY REPORT

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About This Report

This report highlights KinderCare Learning Companies' (KinderCare) corporate responsibility strategy and performance across our business operations. It outlines how our programs, policies, and initiatives show up for the children, families, educators, clients, and communities who make our work possible.

This publication features initiatives, performance highlights, and selected data from Fiscal Year 2025, covering the period from December 29, 2024, through January 3, 2026. Unless otherwise noted, all data points and metrics reflect the fiscal year timeframe. In certain cases, the report may include calendar-year or multi-year information.

To further align our corporate responsibility reporting with industry best practices, this report is prepared in reference to the Global Reporting Initiative (GRI) Standards and in alignment with the Sustainability Accounting Standards Board (SASB) Education Standard.



A Letter from Our CEO



One of the most important decisions a family will ever make is choosing who will help care for and educate their children. We never take that trust for granted. It keeps us focused on what matters most: delivering high-quality early childhood education and care that helps children grow, supports families, and strengthens our communities.

As I return as Chief Executive Officer, I'm reminded of how much our company has evolved and what has remained constant. For more than 55 years, our purpose has been to build confidence for children, families, and the future we share. This purpose shapes our decisions, supports our ongoing evolution, and underpins our most fundamental responsibility—that families come first and each one is unique.

Earning trust from our families requires delivering experiences consistently across more than 2,700 centers and sites nationwide. To do that, we must continue to invest in our educators, support children's development, listen to families and employees, expand access to care, and operate with integrity, resilience, and accountability.

Confidence in Action, our corporate responsibility strategy, brings those commitments together. It provides a framework to measure our progress, strengthen our performance, and hold ourselves accountable to the children, families, employees, employers, investors, and communities who depend on us. This report reflects both the progress we've made and the work that continues.

In 2025, we completed our first full year of universal developmental screening, reaching more than 150,000 children and providing teachers and families with deeper insight into each child's growth and development. More than 85% of our centers and programs maintained national accreditation, reinforcing the quality families expect from KinderCare.

We were honored to receive Gallup's Exceptional Workplace Award for the tenth consecutive year, recognizing the culture our employees create. We also continued to expand access to high-quality care while strengthening the governance, systems, and operational discipline that position KinderCare for long-term success.

While I'm proud of these accomplishments, our work is far from finished. Families continue to face significant challenges finding and affording high-quality child care. The early childhood education profession continues to navigate workforce pressures. An increasingly complex operating environment requires us to anticipate risks, strengthen our resilience, and continue earning the trust placed in us every day.

Our responsibility is not only to acknowledge these challenges, but to act on them with transparency, discipline, and a commitment to continuous improvement.

I am incredibly proud of our employees and grateful for the passion they show every day. Families place extraordinary trust in us during some of the most important years of a child's life, and we intend to keep earning that trust. Together, we will continue listening, learning, and improving so that families can have confidence in the care we provide today and in the stronger future we are helping build for generations to come.

Tom Wyatt
 Chairman and Chief Executive Officer

Our Business

About KinderCare Learning Companies

KinderCare Learning Companies, Inc. provides early childhood and school-age education and care through our nationwide network of centers, programs, and sites, supporting the continuous growth and development of each child.

Our services put families first because access to high-quality, reliable child care matters not just to a child's development, but to a family's ability to navigate work and daily life with confidence.

As of the end of 2025, we operated more than 2,700 centers and sites across 41 states and the District of Columbia. Throughout the year, we continued to expand our national footprint through new centers, acquisitions and school-age sites, helping us reach more families with high-quality, reliable, and accessible care. By scaling our reach and upholding consistent standards, we ensured even more families could access the support they needed.



2,700+

centers and sites in operation across 41 states and the District of Columbia



250,000

approximate capacity to serve children nationwide



281

net new before- and after-school sites in 2025



Our Brands and Solutions

KinderCare is a leading provider of early childhood and school-age education and care. Through our distinct brands and specialized offerings, our national network serves a broad audience of children, families, schools, and employers with flexible child care solutions tailored to their needs.



Our Child Care Brands



KinderCare® Learning Centers

Community-based early childhood education and care serving children from infancy through age 12 in **1,555 centers** nationwide. Our research-based curriculum helps children build foundational skills and develop confidence through age-appropriate learning experiences.



The Crème School™

Elevated community-based early learning experience serving children from infancy through age 12 across **15 states**. The Crème learning approach combines our proprietary curriculum with Signature Enrichment classes in **STEM, music, art, and Spanish** to create engaging, hands-on learning experiences.



Champions®

Before- and after-school enrichment programs and break-time camps that spark children's curiosity while supporting their academic and social growth. Champions operates in **29 states and the District of Columbia**.

Our Child Care Solutions



KinderCare Learning Companies™ for Employers

Partners with more than **1,000 employers** nationwide to address the child care needs of today's workforce through customized family care benefits, including on- and near-site child care at **77 employer-sponsored centers**, tuition benefits, and backup care where KinderCare programs are located.



Champions for Schools

Partners with districts and more than **1,150 schools** to provide accredited before- and after-school programs providing children ages 5 through 12 with homework support, enrichment activities, STEM learning, and more, while helping schools meet the child care needs of families and employees.

Turning Purpose into Action

Across our brands, we uphold our shared responsibility to put children and families first through the following practices:

► Measure what matters

We measure the outcomes that matter most to children, families, employees, and our business, including child development, instructional quality, engagement, health and safety, and operational performance.

► Seek independent validation

We use accreditation, certifications, assessments, and third-party evaluations to validate our performance and identify opportunities to improve.

► Act on what we learn

We report our progress transparently, listen to families and employees, and use what we learn to continuously strengthen our programs and practices.

Together, these practices reflect how KinderCare operates as an organization and lay the foundation for *Confidence in Action*, our corporate responsibility strategy.



Purpose-Driven Care

Our Purpose, Beliefs, and Service Values define how we strive to serve children and families.

Our **Purpose** sets the direction for the future we want to help create together. Our **Beliefs** guide the choices we make along the way, and our **Service Values** turn those beliefs into consistent, daily actions, shaping how we show up for children, families, and one another.



Our Purpose is to build confidence for kids, families, and the future we share.

Beliefs

- ▶ Families come first, and each one is unique.
- ▶ Our work is our passion. It's more than a job—it's our calling.
- ▶ Integrity is everything. We do the right thing, always.
- ▶ Inclusion creates belonging, and it's for everyone.
- ▶ We're never done. We're always looking for what's next.

Service Values

- | | |
|-------------------------------|--|
| T alking with families | An important part of my job is talking with families about their children |
| O ur Center | My team works together to make our center warm and welcoming |
| C are | I genuinely care about every kid in my classroom |
| A nticipate | I anticipate and quickly resolve families' concerns |
| R elationships | I build great relationships with families |
| E very child | I respond to the unique needs and interests of every child |

Corporate Responsibility

Corporate Responsibility shapes how we care for children and families, support our people, strengthen communities, and operate responsibly. *Confidence in Action* provides the framework for putting those priorities into practice.



Corporate Responsibility Program

Bringing our commitments to life through measurable action and long-term impact

Putting families first shapes how we support children and families, invest in our people, engage with communities, and operate responsibly.

Confidence in Action focuses our corporate responsibility efforts where our scale, expertise, and daily actions can create the greatest value for our stakeholders. It helps us honor stakeholder expectations, measure our progress, and communicate our impact over time.

We organize *Confidence in Action* around our four priority areas:



Our Classrooms

We inspire confidence through high-quality learning experiences, individualized care, and healthy and safe classrooms that help every child learn and grow.



Our People

We strengthen confidence by creating meaningful careers that inspire, develop, and reward the people who shape brighter futures for children and families.



Our Communities

We expand confidence by making high-quality child care more accessible, helping parents participate in the workforce, supporting employers, and strengthening local economies.



Our Responsible Operations

We sustain confidence through strong governance, ethical leadership, and responsible business practices that build trust and support our long-term success.



In 2025, *Confidence in Action* meant:

- ▶ Strengthening our focus on child outcomes
- ▶ Aligning our curriculum more closely with measurable impact
- ▶ Improving the experiences of new teachers
- ▶ Expanding partnerships to enhance access to child care
- ▶ Improving our efforts to understand and reduce our environmental impact
- ▶ Enacting policies that support responsible operations

We made meaningful progress this year, though our work is never done. We designed our corporate responsibility strategy to reinforce continuous improvement, building on itself, deepening our impact over time, and further embedding sustainability across our business model and operations.

Our 2025 Corporate Responsibility Highlights



OUR CLASSROOMS

86%

of our centers are nationally accredited,
exceeding the national average

150,000+

children screened in our first full year of
universal BRIGANCE developmental screening

1,506

centers earned WELL Health-
Safety Certification

133,000+

families shared feedback through our
annual engagement survey



OUR PEOPLE

10 years

consecutive Gallup Exceptional
Workplace Award recipient

74%

of employees engaged, ranking in
Gallup's 78th percentile nationally

51 hours

average annual training per employee
supporting safe, high-quality care

20

teachers recognized through our
Educational Excellence Awards



OUR COMMUNITIES

5,000+

military children served

~40%

of children in our care supported
through subsidy funding

45%

expansion in centers participating in
pre-K and slot-based funding

1,000+

employer partners offering on-site sponsored
centers and specialized tuition benefits



OUR RESPONSIBLE OPERATIONS

2nd year

of enterprise-wide Scope 1, 2, and 3
greenhouse gas inventory

518

centers fully transitioned
to LED lighting

1st

climate-related financial risk
report published

1st

Supplier Code of Conduct published

Awards and Accreditation

Building confidence through accountability

We hold ourselves to high standards and seek independent perspectives to validate and improve our work. Trusted external organizations help us measure our progress, assess the quality of our programs and learning environments, benchmark employee engagement, and strengthen our environmental reporting. Their input gives families and other stakeholders confidence in the work we do.



Holding ourselves accountable means being open to perspectives beyond our own. That willingness to listen, learn, and improve is an important part of how we continue raising our standards.”

— **Tom Wyatt**
CHIEF EXECUTIVE OFFICER

RATINGS, ACCREDITATIONS, AND INDEPENDENT VALIDATION

- ★ [MSCI AAA ESG Rating](#)
- ★ [National Association for the Education of Young Children \(NAEYC\)](#)
- ★ [National Accreditation Commission for Early Care and Education Programs \(NAC\)](#)
- ★ [National Early Childhood Program Accreditation \(NECPA\)](#)
- ★ [WELL Health-Safety Rating](#)

ASSESSMENT AND MEASUREMENT TOOLS

- ★ [BRIGANCE](#)
- ★ [TerraNova](#)

SUSTAINABILITY AND REPORTING ADVISORS

- ★ [Sustainerv](#)
- ★ [Curran & Connors](#)

Stakeholder Engagement

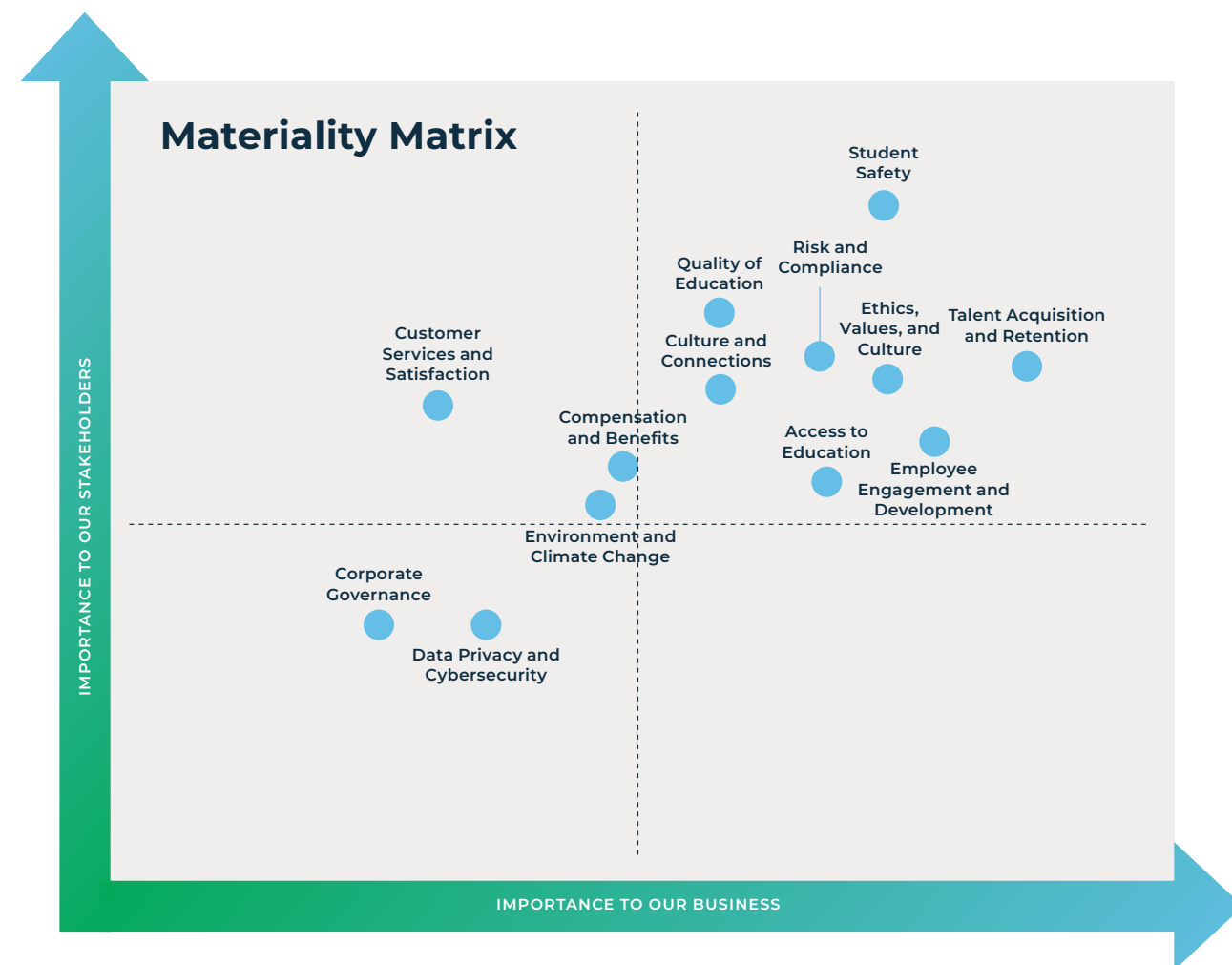
Incorporating stakeholders' voices into business decisions



Our stakeholders embody *Confidence in Action*, influencing how we operate and contributing to our long-term business success.

We engage with stakeholders regularly through various communication channels, including direct support, surveys, events, public reporting, and ongoing dialogue. These touchpoints help us hear the unique needs of each group, giving us meaningful insight into their experiences and expectations to shape our programs and policies and strengthen our corporate responsibility approach.

In 2022, we conducted a materiality assessment to identify the most significant topics for both our stakeholders and our business. The results of this process, which included direct engagement across key stakeholder groups, informed KinderCare's corporate responsibility priorities and our GRI reporting. Next year, we plan to conduct an updated materiality assessment to make sure our priorities stay grounded in evolving stakeholder views and focus on topics with the greatest potential to impact our business.



Our Classrooms

Children learn best when they feel safe, seen, and supported. This belief shapes how we design our classroom experience. We combine research-based curriculum, meaningful teacher-child relationships, tools that help us track developmental milestones, and strong partnerships with families to understand each child's progress and support their growth.

86%

of our centers are nationally accredited,
exceeding the national average

150,000+

children screened in our first full year of
universal BRIGANCE developmental screening

1,506

centers earned WELL Health-
Safety Certification

133,000+

families shared feedback through our
annual engagement survey



High-Quality Early Learning

Building skills, confidence, and school readiness

We know every child learns differently, and that understanding shapes our approach to care and education. We work to deliver high-quality early learning through evidence-informed teaching practices that respond to each child's developmental needs.

Our proprietary curriculum is grounded in early childhood development research and curated with academic experts and independent third-party specialists. Aligned with state early-learning standards, it helps children build the skills for school-readiness and long-term developmental success.

We also work across our internal teams to continuously strengthen our educational approach. Senior leaders provide executive oversight, while our Education, Human Resources, and Government Affairs teams collaborate to keep our curriculum and educator standards aligned with evolving regulatory requirements.

In 2025, we completed a comprehensive update to our Standards for Learning and Development, which define the knowledge, skills, and developmental milestones children are expected to reach from infancy through pre-kindergarten. These standards provide teachers with a consistent framework they can adapt to meet each child's needs. The update aligned learning standards across states and programs,

strengthening our proprietary, research-backed approach while driving greater consistency across our brands.

Instructional Quality

Across our centers, integrated tools, resources, and shared practices help teachers understand each child, deliver consistent classroom experiences, and track progress families can trust.

- ▶ **Observations and coaching:** Standards of Excellence in Teaching (SET) is our research-based observation and coaching framework for strengthening instructional quality. Teachers receive two observations annually, followed by individualized coaching. In 2025, 91% of teachers reported improving their teaching practices through SET.
- ▶ **Curriculum and assessment:** Curriculum manuals guide developmentally appropriate learning experiences, while developmental screenings, portfolios, and profiles help teachers track progress and communicate with families.
- ▶ **Professional development:** Experience Everything, our on-demand learning platform, provides self-paced training on curriculum, behavior support, and developmentally appropriate practice.
- ▶ **Individualized Education Support (IES):** The Behavior Support Toolbox and IES Hotline connect teachers with expert guidance to support children with developmental and behavioral needs.



INDIVIDUALIZED EDUCATION SUPPORT

Some children need additional support to feel safe, confident, and ready to learn. Our IES team gives teachers real-time guidance through the IES Support Hotline, helping them navigate suspected disabilities, language delays, and experiences related to stress or trauma.



In 2025, the IES team responded to more than **6,000 requests** across our brands, with **86%** focused on behavior support. They also delivered more than **25 training courses** on behavior strategies, de-escalation, and inclusive teaching practices, giving teachers the confidence to support every child.

Accreditation and Third-Party Validation

Ensuring quality and accountability

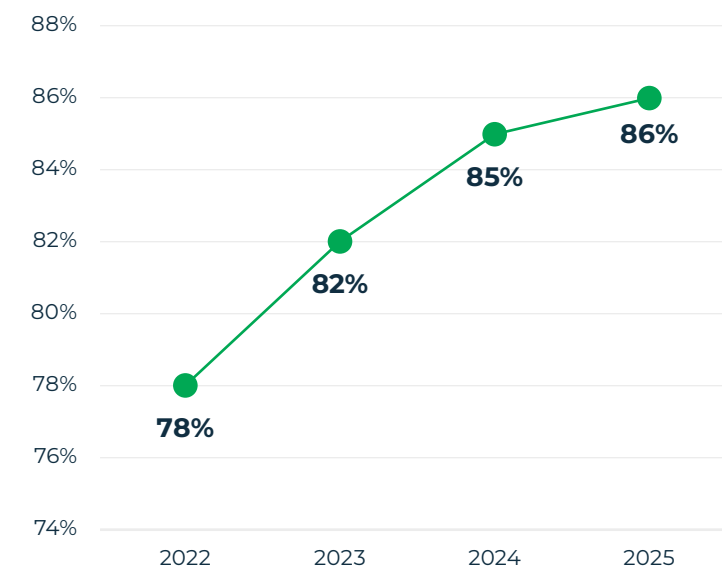
Putting families first means continuously strengthening the care and education we provide. Independent evaluations and voluntary accreditation help us measure our progress, identify opportunities to improve, and give families confidence in their choice. As of the end of 2025, 86% of our centers and programs held national accreditation, compared to fewer than 15% of early childhood education providers nationwide. We remain focused on achieving our goal of 100% accreditation across all centers in the coming years.

These independent evaluations hold us to standards beyond regulatory requirements and reinforce our commitment to transparency and continuous improvement. In 2025, our programs earned recognition from the following organizations:

- **National Association for the Education of Young Children:** a nationally recognized accreditor that evaluates early childhood education programs against rigorous standards for educational quality, health and safety, and continuous improvement.
- **Cognia:** a global nonprofit that evaluates and certifies educational institutions based on standards for continuous improvement, organizational effectiveness, and learner outcomes.

- **WELL Seal:** WELL Building Institute's internationally recognized certification for organizations that promote health and well-being.
- **National Accreditation Commission:** a national accreditor of early childhood education programs against standards for curriculum quality, staff expertise, family engagement, health and safety, and operational excellence.
- **National Early Childhood Program Accreditation:** a national accreditor of early childhood programs on educational quality, teacher-child interactions, learning environments, administration, and health and safety standards.

Nationally Accredited Centers



86%

of our centers and programs hold national accreditation

SUPPORTING QUALITY ACROSS OUR CENTERS

Behind every accredited center is a team working to help deliver a consistent, high-quality experience for children and families. Our Quality Business Partner team works with center leaders to prepare for accreditation, monitor evolving state requirements, and strengthen teaching and program quality across our brands.

Working closely with our Government Affairs, Compliance, and Education teams, they help align our programs with state early learning standards, Quality Rating and Improvement Systems, and universal pre-K requirements. Research-based tools such as the Classroom Assessment Scoring System and the Infant/Toddler Environment Rating Scale help measure classroom quality and identify opportunities for improvement.

Child Development and Readiness Outcomes

Preparing children for success in school and beyond

Every family wants to know how their child is learning and growing. We regularly assess children's development so teachers can understand each child's progress, identify opportunities for additional support, and share meaningful insights with families. We use nationally recognized assessment tools including:

- **BRIGANCE Early Childhood Screen III Tool:** a nationally recognized developmental screening tool that measures children's progress across physical, language and literacy, cognitive, and social-emotional development.
- **DESSA-mini (Developmental Social-Emotional Assessment):** used at select Champions programs to measure and track children's social-emotional development over time.

These tools help teachers stay closely connected to each child's developmental progress, recognize when a child may benefit from additional support, and share meaningful updates with families.



BRIGANCE EARLY CHILDHOOD SCREENING

In 2025, we expanded our use of the BRIGANCE screening tool to assess children's developmental progress across our programs, helping us identify where our programs are having the greatest impact and where opportunities for improvement may exist.



We completed our first full year of universal developmental screening across KinderCare programs, screening approximately **150,000 children** using the BRIGANCE Early Childhood Screen III. This process was implemented across **1,454 early learning centers** and **70 Champions sites**.

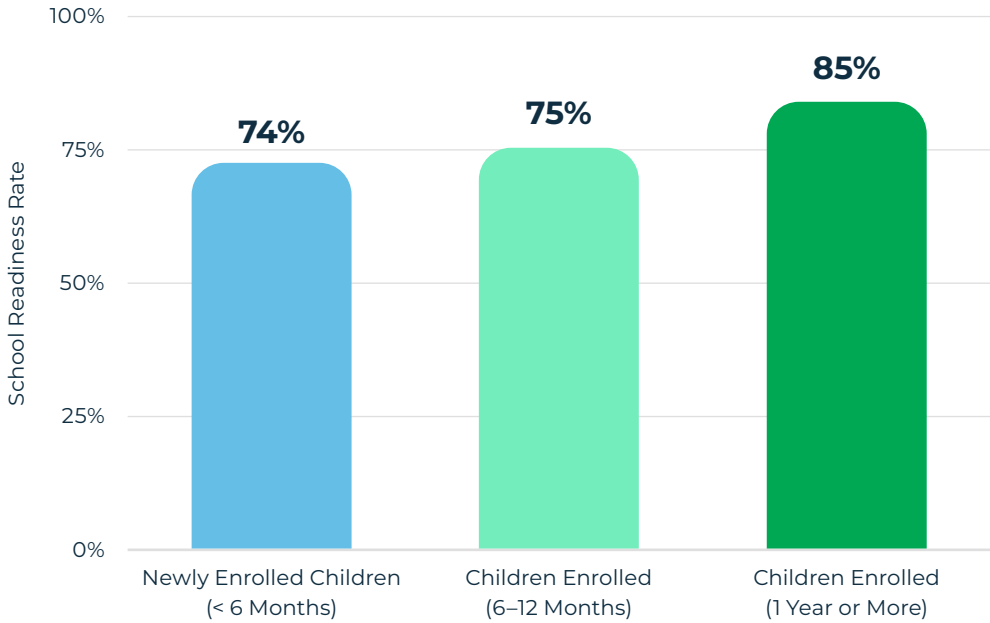


BRIGANCE Screening Highlights School Readiness Progress

Every family wants to know their child is learning, growing, and prepared for what’s next. To better understand children’s progress, we analyzed our 2025 BRIGANCE screening data across approximately **81,000 children screened** in both Fall 2024 and Spring 2025. The results showed children in our care are building the skills they need to meet and exceed developmental milestones for their age. Children who remained at KinderCare longer also demonstrated greater growth in school readiness, reinforcing the value of consistent, high-quality early learning.



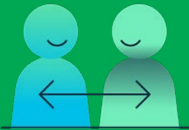
BRIGANCE Screening 2024–2025 Results



Total Kindergarten-eligible Children Enrolled a Year or More (n = 12001); Newly Enrolled Children (< 6 Months) (n = 4580); Children Enrolled 6–12 Months (n = 1556). Groups with <10 children not shown.



Based on the 2024–2025 BRIGANCE screening results, children enrolled at KinderCare for one year or more had an **11% higher school readiness rate** compared to newly enrolled peers.



EARLY SUPPORT IN ACTION

When teachers recognize a child may need additional support, acting early can make all the difference. Following Fall 2025 BRIGANCE screenings at a KinderCare Learning Center in Mesa, Arizona, two children were identified as needing additional developmental and behavioral support.

Working alongside the center leadership team, our Community Partnership team helped interpret the screening results, guide next steps, and connect the family with Arizona’s Early Intervention program. The team also partnered with the Individualized Education Services team to provide ongoing coaching and support for teachers.

Within a few months, both children were receiving Early Intervention services at the center and at home. The center reported meaningful developmental progress, demonstrating how early identification, coordinated support, and strong partnerships can make a meaningful difference for children and families.

Healthy and Safe Classrooms

Creating spaces where children can thrive

Health and safety are fundamental to the care families expect from us. We take a proactive, multi-layered approach to health and safety that combines standardized policies, live reporting, proactive risk identification, and continuous improvement.

Our National Support Center (NSC) develops health and safety policies that are carried out across our centers with support from the Human Resources, Legal and Risk, Health and Safety, and Governance and Advocacy teams. Together, these teams work to align our policies and practices with evolving federal, state, and local requirements, including the Occupational Safety and Health Administration (OSHA).

Quality Business Partners (QBP) work directly with center teams to:

- **Identify safety and quality risks in real-time**
- **Share feedback on policies and opportunities to improve**
- **Provide hands-on coaching and support**

Insights from this work are shared with center, district, and NSC leaders, enabling enterprise-wide visibility into safety performance. This closed-loop feedback system makes sure that lessons learned in our classrooms directly inform policy enhancements, training priorities, and improvement efforts across the organization. Maintaining these standards is also essential for compliance with state and federal quality rating requirements.

Monitoring and Managing Health and Safety Risks

We also use data from several sources to monitor performance and identify patterns. Center staff document incidents in real time through our CARES self-

reporting platform, helping us surface and address potential issues quickly. The CARES data is also supplemented by site licensing compliance data and family-reported concerns through our Customer Care platform. This information helps us respond quickly and address the root causes of health and safety issues.

2025 Health and Safety Team Initiatives

► **One Foot In, One Foot Out**

A targeted training program supporting educator supervision during key transition moments, driving a 20% improvement in supervision outcomes across centers in 2025.

► **Infant Teacher Certification Program**

A company-wide certification program that standardizes safe sleep and infant care practices across all centers, with 97% of employees certified in 2025.

► **Nutrition**

Enhanced mealtime practices put teachers at the table with children and set age-appropriate food-prep standards, reducing risk and promoting safe and healthy consumption across all classrooms.



WELL HEALTH-SAFETY RATING

KinderCare is the first and only national early childhood education provider to earn the WELL Health-Safety Rating across more than 1,500 centers and corporate headquarters. The rating provides independent validation of the health and safety standards families expect when they choose KinderCare and reflects our ongoing commitment to strengthening those environments.

This rating recognizes organizations that maintain high standards for:

- Operational policies
- Maintenance protocols
- Emergency preparedness
- Rigorous cleaning and sanitization procedures



Family Engagement

Strengthening partnerships with families

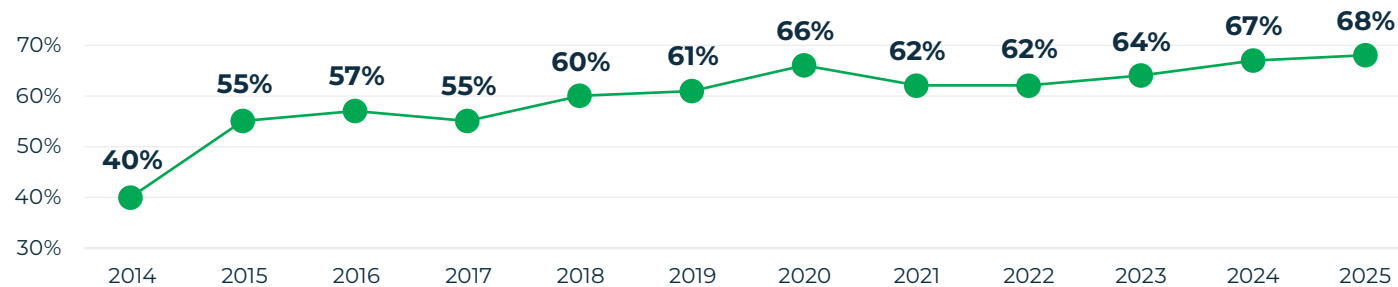
Our shared responsibility to support a child’s care, learning, and development is grounded in trust. Giving families opportunities to tell us how we’re doing helps us understand whether we’re earning that trust, what they value, and where we can improve.

Throughout the year, we listen through family forums, family-teacher conferences, daily conversations with educators, our digital app, and customer support interactions. While each of these channels helps us understand families’ experiences, our annual Family Engagement Survey provides a consistent, organization-wide measure of engagement annually. It allows us to assess results across centers, identify broader trends, and track progress over time.

What We Measure

The survey looks at both families’ overall connection to KinderCare and the everyday experiences behind it. Overall engagement is measured through three core questions: whether we deliver on our promises, whether families feel proud to be KinderCare customers, and whether they see us as the right provider for their family. Responses to these questions determine the percentage of families considered fully engaged under Gallup’s methodology. The survey also examines six dimensions of the family experience: relationships, environment, education, care, communication, and problem resolution.

Growth in Families Reporting Full Engagement



2025 FAMILY ENGAGEMENT RESULTS

86%
family participation

68%
fully engaged

TURNING FEEDBACK INTO ACTION

Survey results inform action at both the center and organization-wide levels.

► At our centers

Center teams discuss results with families, set priorities, and develop action plans. In 2025, faster access to results and digital action planning helped teams document actions and monitor progress.

► Across KinderCare

Leadership reviews center plans and broader patterns to identify organization-wide opportunities, reinforce accountability, and share effective approaches.

HOW FEEDBACK LEADS TO ACTION

Survey Results



Team Discussions



Family Conversations

Action Plans



Leadership Review



Ongoing Improvement

Our People

High-quality early childhood education starts with exceptional people. Every day, our employees bring our purpose, beliefs, and service values to life by creating safe, welcoming, and enriching experiences for children and families. We invest in their growth, development, and well-being because when our people succeed, every child and family benefits.

10 years

consecutive Gallup Exceptional Workplace Award recipient

74%

of employees engaged, ranking in Gallup's 78th percentile nationally

51 hours

average annual training per employee supporting safe, high-quality care

20

teachers recognized through our Educational Excellence Awards



Employee Engagement

Listening and acting on feedback

We want KinderCare to be a place where employees love to work. When employees thrive, they are better positioned to create strong experiences for children and families.

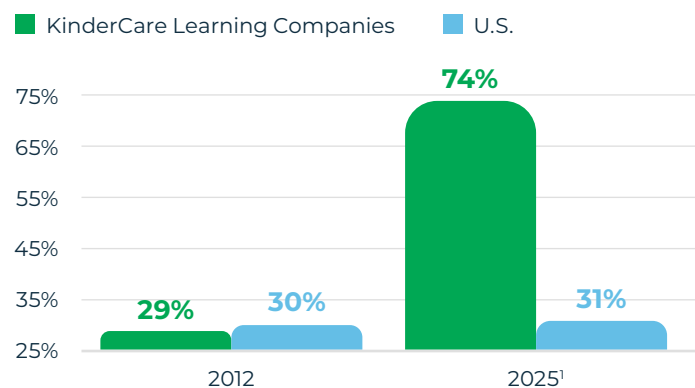
Our annual Employee Engagement Survey provides a consistent, organization-wide measure to understand whether employees feel supported, connected, and able to do their best. It allows us to identify broader patterns, compare our performance with Gallup's external benchmark, and track progress over time.

What We Measure

Using Gallup's Q12 framework, the survey assesses 12 elements of the employee experience across four areas: basic needs, individual contribution, teamwork, and growth. These questions examine whether employees understand what is expected of them, have the resources and support to succeed, feel valued and connected to our purpose, and have opportunities to learn and grow.

Together, these questions provide a consistent view of the conditions that shape engagement, helping us understand where the employee experience is strong and where greater focus may be needed.

Employee Engagement Growth



¹ U.S. as of August, 2025. KinderCare as of November, 2025.

2025 Employee Engagement Results

~40,000
employees participated

90%
response rate

74%
fully engaged

78th
percentile nationally²

² Compared with Gallup's U.S. employee engagement database.



A NATIONAL DISTINCTION

In 2025, KinderCare earned Gallup's Exceptional Workplace Award for the tenth consecutive year. We remain the only early childhood education company to earn this distinction as well as one of only eight organizations worldwide with ten or more wins.³

³ Gallup announced the 2025 Exceptional Workplace Award in 2026. This report aligns the award and related statistics with the 2025 reporting period to reflect when the underlying actions occurred.

TURNING FEEDBACK INTO ACTION

Survey results inform action at both the team and organization-wide levels.

► Within our teams

Teams review their results, identify priorities, and establish engagement commitments through action plans. In 2025, faster access to results helped teams begin planning sooner and track actions and progress more consistently.

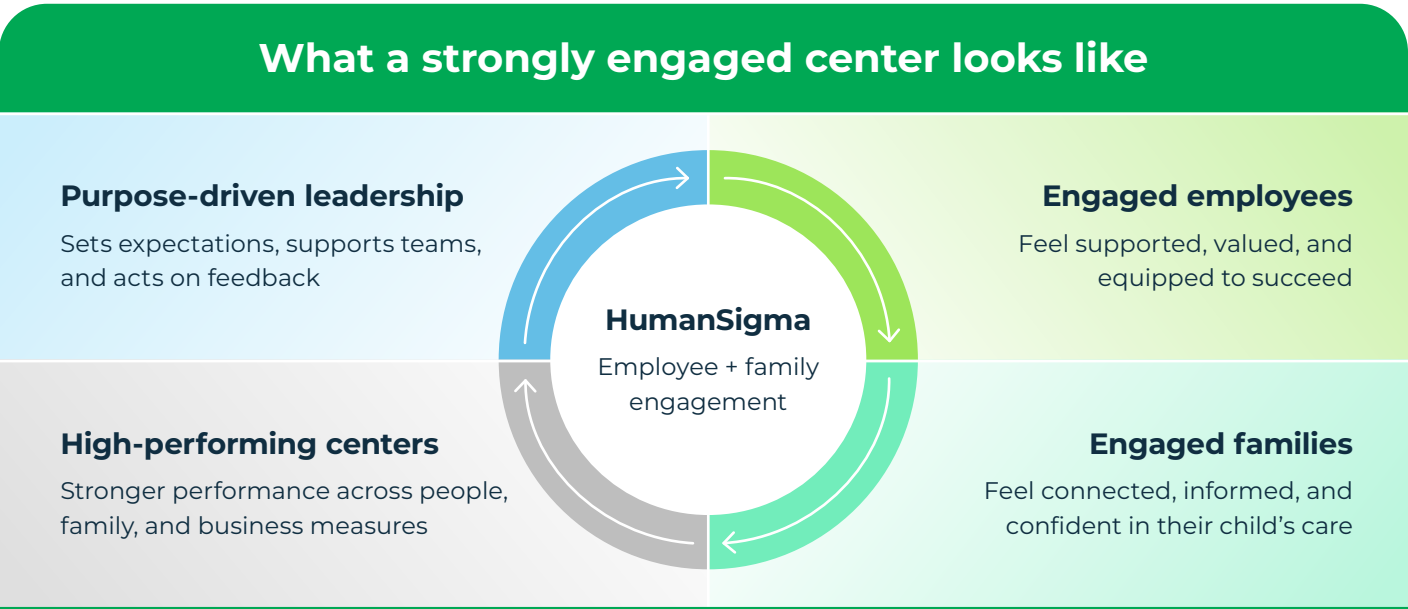
► Across KinderCare

Leaders review results and action plans to identify broader patterns, monitor progress, and determine where additional support or organization-wide action may be needed. To assess follow-through, we added a question to the annual survey asking employees whether their teams made progress on the engagement commitments established through action planning.

Creating stronger centers through engagement

Every center is seen through two closely connected perspectives: employees experience it as a workplace; families experience it through their children’s care, learning, and relationships. We measure each experience independently, then bring the results together to understand the center as a whole, what is working well, where the experiences may be disconnected, and where we can improve.

Gallup’s HumanSigma¹ methodology combines employee and family engagement results at the center level and benchmarks the combined results against Gallup’s broader client database. Centers are grouped into six HumanSigma levels based on the strength of those results. This combined view helps leaders focus attention and action where it could strengthen both experiences. It also provides a consistent basis for reviewing progress and holding leaders accountable for follow-through. We consider HumanSigma alongside operational measures and other feedback.



Employee Composition and Culture

Supporting the people behind our care

From teachers in our centers to field-based employees to our national support teams, our workforce represents a wide array of expertise and perspectives. We value the different experiences and backgrounds our people bring, and we see that reflected in the richness of our classrooms.

Understanding who makes up our workforce is an essential complement to our engagement metrics. By looking closely at the composition of our teams and how their experiences differ across roles, we are better able to support our employees and strengthen the culture that shapes their experience.

As of the end of 2025, approximately 43% of our employees identified as members of underrepresented groups, highlighting how our workforce brings a range of life experiences to our classrooms and teams. Our workforce was 94% female, reflecting gender demographics across the early childhood education and care industry.

In 2025, average hourly wages were \$20 for female employees, \$26 for male employees, and \$20 for employees identifying as undeclared. These figures reflect average wages across our workforce and do not account for differences in role, level, tenure, location, or other factors that may affect compensation. We continue to evaluate these averages as part of our broader efforts to strengthen transparency and opportunity for our workforce.



Our 2025 Workforce

GENDER		EMPLOYEE COUNT	
Female		40,666	
Male		2,626	
Undeclared		103	

ROLE		EMPLOYEE COUNT	
Executives		114	
Corporate Leadership		200	
Center-Site Leadership		1,700	
Field Leadership		259	
Corporate Staff		1,115	
Center-Site Staff		40,007	

EMPLOYMENT STATUS	TOTAL	FEMALE	MALE	UNDECLARED
Full Time	35,546	33,493	1,977	76
Part Time	7,849	7,173	649	27
Temporary ¹	82	68	13	1

¹Temporary employees are included in the employment status figures but excluded from all other workforce tables.

Creating a culture where employees feel seen and heard

Just like our young learners, our people do their best work when they feel seen, supported, and connected to the community around them. From the moment employees join our team, we prioritize building a respectful and engaging culture, with training during the onboarding process focused on supporting each other.

Our people-centered mindset is also infused in our leadership practices. Senior leaders, hiring managers, and human resource professionals reinforce fair decision-making and equip teams with guidance and resources for employees with a wide range of backgrounds.

Our **Employee Resource Groups (ERGs)** strengthen this work by creating spaces for connection, dialogue, and shared experience. These employee-led communities foster a deeper sense of belonging across roles and enhance employee experiences by connecting our people across regions and brands through newsletters and virtual events. We currently have five established and two emerging Employee Resource Groups.

We also create space for connection and shared learning by hosting events throughout the year, such as heritage month programming, speaker sessions, and gatherings that foster understanding, celebrate different perspectives, and strengthen our sense of community.

Equally important is holding ourselves accountable to the culture we are building. Through our annual engagement survey, we gather direct feedback on employees' experiences of fairness, inclusion, and opportunity, and use these insights to assess how our practices support equitable outcomes across the organization and pinpoint where we need to improve.



Joining the Women's ERG has given me a meaningful space to connect with colleagues, whether new, remote, or simply looking for a sense of belonging. It's been a rewarding community where we celebrate women who have shaped our lives, support one another, and give back together."

— **Ruby Alter**
TALENT ACQUISITION SUPERVISOR



Employee Recruitment

Attracting and hiring talent to support high-quality care

Our belief in the value of unique experiences and perspectives shapes not only who we hire, but how we hire. We aspire to create a thoughtful and equitable experience for every candidate throughout the hiring process.

In 2025, we started working with a new Candidate Relationship Management (CRM) tool and Application Tracking System to better build and manage talent pipelines. We broadened our partnership with Handshake to attract early career candidates and actively engage recent graduates and alumni across 1,600+ colleges and universities. These new tools have increased our long-term talent pipeline while reducing our time to hire. Our teams also use platforms, technology, and tools such as Indeed, LinkedIn, Appcast, and Employer Branding to bring in talent.

The child care industry continues to face workforce availability challenges and high turnover, reinforcing the importance of bringing the right teachers into our classrooms and making sure the first-year experience sets our new hires up for success. To support these

efforts, we use a research-informed talent selection tool to enhance hiring decisions and find teachers who are both qualified and committed to improving students' educational experiences and outcomes.

As part of the application process, teacher and field leader candidates complete Gallup-developed talent assessments designed to evaluate job-related attributes relevant to their roles. The assessments provide an additional source of information alongside resumes, interviews, and other considerations, supporting a more consistent and holistic hiring process. We also provide ongoing training to our Human Resources professionals to support hiring practices that meet nondiscrimination requirements.



HANDSHAKE EARLY TALENT AWARD

In 2025, KinderCare received Handshake's Early Talent Award for the second consecutive year. The recognition reflects our ongoing work to create opportunities for early-career employees to build their skills, contribute meaningfully, and continue growing in their careers.



Employee Benefits

Supporting employee well-being through meaningful benefits

Once employees join KinderCare, we support them in their professional growth and in their overall health and well-being throughout their career journey.

Health and Wellness Benefits

We provide a wide range of benefits to our full-time employees to support physical and mental health and financial security. In 2025, our benefits package included:

- ▶ **Health and Wellness:** medical, dental, vision, life, and disability insurance coverage, and access to wellness resources, including a gym discount program.
- ▶ **Financial Security:** 401(k) retirement plan with employer match, early wage access, and commuter benefits.

- ▶ **Family Support:** child care tuition discounts, fertility coverage, and child adoption assistance.
- ▶ **Mental Health:** expanded access to 24/7 professional mental health support, offering confidential, short-term counseling and referrals for long-term care.

Employees receive information on benefit offerings annually during the Open Enrollment period, along with ongoing communication covering new programs to deliver broad reach and accessibility.



EMPLOYEE ASSISTANCE PROGRAM

In 2025, we introduced a new Employee Assistance Program provider, expanding access to short-term mental health support through a broader provider network and the addition of 24/7 text-based services.

CONTINUING EDUCATION OFFERINGS

We support employees' professional growth through education benefits. All full-time employees are eligible for:

- ▶ **Free Teacher Credentialing**
Full funding to obtain the Child Development Associate (CDA) credential, the most widely recognized certification in early childhood education.
- ▶ **Tuition Reimbursement**
Up to \$1,500 per year for tuition, books, and fees for degrees, certifications, or specialized training.



Workforce Development

Building skills and leadership across our workforce

Employee engagement and fulfillment are rooted in opportunities for growth and development. Our Talent Investment team supports employees across the organization through workforce development programs, training, and resources that help them build skills and advance their careers.

New Teacher Experience

► The Challenge

First-year teacher turnover remains one of the biggest challenges facing early childhood education. In 2025, first-year teacher turnover was 108%, compared to 40% among tenured teachers.

► Our Response

In 2024, we launched the Teacher Pathways Initiative to better understand what new teachers need to feel prepared, supported, and motivated to stay.

► What We Learned

The first 100 days are the most critical. Research with more than 600 current and former teachers reinforced the importance of the first 100 days in building confidence, engagement, and long-term retention.

Our Teachers Pathways initiative led to investments in a variety of efforts to enhance the onboarding and first-year experience programs so that new teachers feel prepared, supported, and confident as they grow with us. In 2025, we introduced updated learning experiences, coaching resources, and digital tools that help new employees build confidence, develop key teaching skills, and feel connected to their teams and centers.

These initiatives have strengthened early career support, reduced turnover, and ensured leadership accountability for their contribution to a new hire's experience. We remain committed to finding additional ways to enhance our new teacher's experience and will continue integrating learnings from the teacher pathways research into our early career development investments.

Training Programs for Employee Development

Creating a strong foundation begins early. We have created intentional and tailored programs to help new employees onboard with confidence. For example, new teachers receive more than 12 hours of facilitator-led training within the first week, and new Center Directors are paired with peer mentors who offer expert guidance on caring for and educating children responsibly.

That commitment to growth continues throughout an employee's journey at KinderCare. All center and site employees complete quarterly training, CPR certification, health and safety courses, mandated reporter training, and ongoing eLearning programs tailored to their roles to reinforce consistent standards of care across the organization. In 2025, each KinderCare employee completed an average of **51 hours** of mandatory training, spanning reporting requirements, health and safety, state-specific requirements, and infant training.

We continuously evaluate our training programs using employee feedback, performance measures, and operational data to strengthen learning and ensure employees are equipped to deliver high-quality experiences for children and families.



Leadership Development Opportunities

As employees take on new roles and grow in their careers, we provide role-specific learning opportunities and leadership programs to improve internal advancement.

- Our **Emerging Leader Program** offers three levels of development for field employees, Assistant Directors, Center Directors, and District Leaders to build the leadership capabilities needed to advance within the organization. We select participants for this program based on full group performance data, as well as leader nominations and reviews, making sure access to these advancement opportunities is equitable.
- For more senior roles, our **Cultivate Program** supports Directors and Senior Directors in strengthening leadership effectiveness and engagement, while advancing key capabilities such as strategic thinking, enterprise mindset, and influence.

Together, these programs encourage internal career mobility and create clear pathways for advancement, all while strengthening the leadership culture across KinderCare.



KINDERCARE-SPONSORED PROFESSIONAL DEVELOPMENT DAYS

Each year, we host two in-person **Professional Development Days** that allow teachers to step away from the classroom and participate in trainings that strengthen teaching practices and deepen knowledge of child development and learning. These days provide intentional, supported time for teachers to connect with peers, share ideas, and develop new skills. Sessions are tailored by brand to make sure the content is relevant to the unique needs of each role and learning environment.

In 2025, Crème's Professional Development Day focused on preparing teachers for the launch of a new curriculum planned for implementation in early 2026. As the curriculum varies between children in different developmental stages, these trainings emphasized both practical classroom application and alignment on key developmental milestones.

RECOGNITION PROGRAMS

The skill, dedication, and care our teachers bring to their work every day make a lasting difference for children and families. Our recognition programs help us celebrate those contributions and the educators who make them possible.



Educational Excellence Awards

KinderCare's annual **Educational Excellence Awards** recognize our teachers who demonstrate passion, dedication, and a commitment to excellence, exemplifying KinderCare's Service Values and Standards of Excellence in Teaching. In 2025, center leaders submitted more than 150 nominations, resulting in 20 winners. Award recipients receive KinderCare-sponsored professional development opportunities, a one-year membership to a national professional association, a cash award, and a financial contribution to support their site.

Esteemed Educator Program

Long-tenured employees are essential to shaping KinderCare's culture and educational quality. Through our **Esteemed Educator Program**, we recognize teachers who have dedicated 40 years of service to KinderCare and the early childhood education profession. Honorees are recognized for this milestone and receive a financial gift to acknowledge their commitment. In 2025, 22 employees celebrated this momentous milestone.



Connie Jordan

Center Director, Mentor South KinderCare

From toddler teacher to Center Director, Connie has built a four-decade career with KinderCare. Her daughter also attended KinderCare as a child and later became an employee.

Healthy and Safe Work Environments

Creating spaces where employees feel safe and supported

When our teams feel well, they are better able to create safe, nurturing environments for children. We encourage our employees to prioritize their own health and well-being as an essential part of caring for others.

Employee self-care is an important part of workplace safety. Our Health and Safety team emphasizes employee self-care to prevent workplace injury and illness, empowering staff to speak up when they need support, take breaks, and respond to potential risks early. For example, during flu season, we provide reminders to help prevent the spread of germs and offer employees one paid hour each year to receive any needed vaccine.

Training and data help us strengthen prevention. Employee health and safety training is integrated into our biannual Professional Development days, quarterly online courses, and ongoing training

efforts. We also monitor incidents to better understand where risks lie and strengthen our prevention efforts over time. In 2025, KinderCare employees experienced 1,420 incidents of work-related illness or injury.

Specialized training helps employees provide safer care. For relevant roles, we provide opportunities to deepen health and safety expertise through industry-relevant certifications and training. In 2025, we introduced Infant Safety Certification, focused on the safe care of our youngest children.

Together, these efforts give employees the knowledge, skills, and confidence to provide a high standard of care.



2025 PHYSICAL SAFETY PRIORITY TOPICS

Throughout the year, we shared practical guidance to help employees prevent injuries, prepare for emergencies, and support their well-being.

- Everyday prevention: safe lifting; slips, trips, and falls
- Preparedness and security: emergency preparedness; vehicle break-ins
- Employee well-being: mental health support resources

Our Communities

When families have access to reliable, high-quality early childhood education, entire communities benefit. Children arrive at school set up to succeed, parents are better able to participate in the workforce, and employers gain a more stable workforce. As one of the nation's largest providers of early childhood education and care, expanding access is one of the most important ways we support long-term community well-being.

5,000+

military children served

~40%

of children in our care supported through subsidy funding

45%

expansion in centers participating in pre-K and slot-based funding

1,000+

employer partners offering on-site sponsored centers and specialized tuition benefits



Early Childhood Education Access

Expanding opportunities for children and families

Expanding access to high-quality early childhood education and care is one of the most meaningful ways we can support children, families, and communities.

Through public-private partnerships and government-funded programs, we can help more families access affordable, high-quality care while supporting workforce participation and child development.

Access to affordable child care isn't just an individual struggle. The challenge reflects a structural gap that affects workforce stability and economic opportunity across communities. Families need care that's high-quality, affordable, and dependable.

Parents see child care is essential to workforce participation.



73%

said it would be impossible to do their job without high-quality child care



67%

said they have or would consider changing jobs because child care is too expensive or difficult to find

Source: KinderCare Learning Companies and Harris Poll, 2025 Parent Confidence Report

MILITARY PROGRAMS

Military families rely on child care programs that can adapt to the unique needs of service life. Honoring their service, we work hard to show up as their consistent, trusted partner. Today, we serve nearly 5,000 children as part of the Military Child Care in Your Neighborhood (MCCYN) financial assistance program. This work addresses a critical need for military families who often face limited access to reliable, high-quality child care due to frequent relocations, non-traditional work schedules, and capacity constraints on base.

To further expand this support, in 2025, our Government Programs and Policy (GPP) team executed a first-of-its-kind contract with the U.S. Department of Defense (DoD) to offer child care slots for military families across 7 centers in the San Diego area. The funding secured through this contract will allow us to serve more than 100 additional children.



State and Federal Subsidy Agencies

Public funding helps more families access high-quality early education.

Approximately 40% of the children in our care in 2025 were supported through subsidy funding. This reflects both the growing need and the critical role public funding plays in making early childhood education accessible.

We help families navigate multiple funding programs through one coordinated experience. Through partnerships with federal, state, and local agencies, we help families access child care subsidies, public pre-K, Head Start, and the Child and Adult Care Food Program (CACFP). Rather than running these programs in parallel, we work to align them within a single delivery model so a child can move through their day supported by multiple funding streams operating in unison.

In practice, this might look like a child attending a part-day public pre-K program, receiving wraparound care supported by subsidy funding, and benefiting from nutritious meals supported by CACFP, while their sibling participates in a district-funded before- and after-school program. By coordinating these resources, we help reduce fragmentation, increase access to care, and improve stability for families.

Dedicated support helps families access the resources available to them. For many families, navigating these programs can be overwhelming and time-consuming, especially while balancing work and caregiving responsibilities. To ease the burden, our subsidy teams work directly with families to explain eligibility requirements, identify funding opportunities, and complete enrollment.

Partnerships with public agencies help expand access nationwide. In 2025, we served children through government program participation and slot-based funding arrangements across 21 states, reinforcing our role as a committed partner in expanding access to early childhood education and care nationwide. Behind the scenes, our Government Affairs, Program Operations, and Program Administration teams work closely with public agencies and community partners to uphold program quality and sustain access over time.



SUPPORTING THE WHOLE FAMILY THROUGH BRAIDED FUNDING

Braided funding combines multiple public funding sources to create one coordinated child care experience for families.

When a family in Arizona needed care for their children, no single funding program met all of their needs. Their preschool-aged child qualified for **Head Start** and received nutritious meals through **CACFP**, while child care subsidy helped cover wraparound care before and after preschool. Their older sibling attended a district-funded before- and after-school program.

Rather than asking the family to navigate multiple providers and separate systems, KinderCare coordinated these funding sources into one seamless experience. Both children could attend the same center, giving their caregivers reliable care they could count on while maintaining consistent routines for their children.

CONNECTING FAMILIES TO THE RESOURCES THEY NEED

We know from our research that families in our Subsidy programs may need additional resources to support their children's health and well-being. To bridge that gap, experts on our Education teams collaborated to launch a Community Resource Map. This Map is a comprehensive, state-specific tool that helps Center and Site Directors more easily connect families to essential services.

By improving access to resources such as Early Intervention (e.g., Help Me Grow and Child Find), Medicaid, and other community-based supports, the tool enables earlier identification of needs and more timely, individualized support for children. This approach strengthens our ability to respond to each child's unique developmental profile while helping families access support beyond the classroom.

KinderCare Learning Companies Kids Scholarship

Supporting students beyond our classrooms

For generations, families have trusted us to support children at the beginning of their educational journeys. As those children grow, our commitment to their potential continues. The KLC Kids Scholarship Program extends that commitment beyond early learning, helping former KinderCare Learning Centers, Crème Schools, and Champions students pursue education after high school and take the next step toward their aspirations.

Created in 2019 to commemorate KinderCare’s 50th anniversary, the national program has awarded more than 140 scholarships to students across the country.

The program is open to graduating high school seniors and current college students. Renewable awards may be applied toward tuition at accredited two- or four-year colleges, universities, and other eligible post-secondary programs. Recipients are selected based on academic aspiration and financial need, along with qualities such as leadership, perseverance, service, and a clear sense of purpose.

A total of 20 former KinderCare students received \$5,000 scholarships for the 2025–2026 academic year, including 12 first-time recipients and eight returning scholars. Of the 20 recipients, 11 are children of KinderCare employees. Together, this year’s scholars are pursuing education and career paths across fields including medicine, education, and community service.

Their ambitions demonstrate how educational opportunity can reach beyond individual achievement. By using their knowledge, skills, and experiences to serve others, scholarship recipients have the potential to strengthen the communities around them.



2026 Scholarship recipients are turning an education into service



“My goal is to pursue a career in medicine where I can combine science with compassion to help make high-quality healthcare more accessible to underserved communities. Inspired by my mother’s career in healthcare and my family’s experiences, I hope to use my education to serve others, advocate for equitable care, and make a meaningful difference in people’s lives.”

— **Aayusha Subedi**
2025-2026 KLC KIDS SCHOLARSHIP RECIPIENT

“My goal is to attend medical school after graduating and start a career path of becoming a doctor. I would like to use my minor in Spanish to help Latin American communities around the world gain access to more healthcare opportunities.”

— **Ellen Piotraschke**
2025-2026 KLC KIDS SCHOLARSHIP RECIPIENT

Public Pre-K

Diversifying enrollment and expanding access

Early access to high-quality learning can change the trajectory of a child's entire education. Expanding public pre-K helps us diversify our funding sources, which strengthens our long-term health, while reaching children from different backgrounds, supporting working families, and strengthening school readiness across entire communities.

Through partnerships with state and local agencies, our Government Programs and Policy team brings more public pre-K contracts to our centers, while the Government Funding team supports enrollment and implementation. This strategic partnership and growth helps us retain current families and serve new families in markets where public pre-K demand is high. Throughout the 2025–2026 school year, we served approximately 5,000 children in public pre-K classrooms within our centers, reflecting a 34% increase in the number of children served in public pre-K compared to the 2024–2025 school year.

This growth reflects both increasing demand and the importance of coordinated multi-scale teams to make care more accessible across our national network. We also expanded the number of centers participating in pre-K and other slot-based funding contracts by 45%, enabling more families to access early learning opportunities in their communities. We will continue to make public pre-K program expansion a priority as part of our commitment to removing access barriers for families in our communities.



Employer-Sponsored Child Care

Providing care where it's needed most

In our 2025 Parent Confidence Report, 72% of parents reported knowing someone who left the workforce due to child care challenges, and 60% were concerned they may need to step back from their own careers due to parenting responsibilities. For many working parents, balancing the demands of a career and caregiving is increasingly difficult.

We exist to change that by helping employers support working parents, strengthen retention, and solve care gaps that traditional child care models may not address.

Through close partnerships with employers, our Account Management team designs and supports customized programs that solve challenges specific to employers across different industries. Because KinderCare operates across multiple care models, we can help employers identify solutions aligned to their workforce composition, operational needs, and geographic footprint.

In 2025, we partnered with more than 1,000 employers to help working families access child care and school-age programs, serving more than 37,000 children through employer-sponsored solutions. Depending on the needs of each employer and workforce, these solutions included on-site or near-site child care centers, tuition assistance, back-up care, priority enrollment, and before- and after-school or school-break programs.

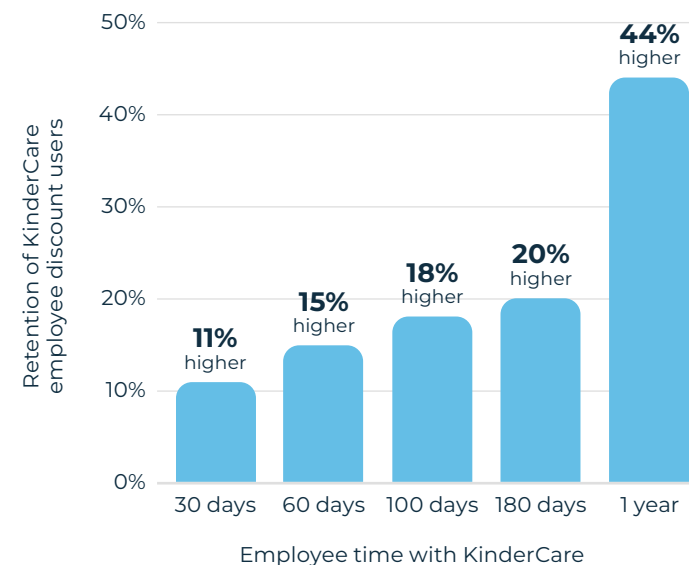
OUR EXPERIENCE AS AN EMPLOYER

The first year of employment is a critical period for frontline employee retention. In 2025, KinderCare employees who used our child care discount had higher retention at every measured interval, culminating in 44% higher retention after one year compared with employees who did not use the benefit.¹

Our own experience reinforces the role child care can play in supporting workforce stability. That insight also informs how we work with employers to develop child care solutions around the needs of their workforce, particularly in industries with in-person work requirements, essential staffing needs, and fewer flexible work options.

Retention of KinderCare Employees Using the Child Care Discount

Compared with employees who did not use the discount



¹This data covers employees hired 5/1/24-5/31/25.

SUPPORTING SHIFT-BASED WORKERS

For many shift-based workers, including those in healthcare and law enforcement, traditional child care options do not align with the realities of their working schedules. Closing that gap requires looking beyond standard models of care.

In 2025, the National Law Enforcement Foundation (NLEF) identified a significant child care need among law enforcement families, many of whom work 12- to 24-hour shifts. NLEF saw an opportunity to approach child care access and workforce retention as interconnected issues.

Together, NLEF and KinderCare developed a customized model built around the unique demands of law enforcement schedules. KinderCare adapted our operating model to provide extended-hour care and opened our first center offering 24-hour child care.

NLEF estimates the cost of recruiting and training a single police officer at \$250,000. By providing law enforcement families with access to high-quality, affordable, 24-hour care, KinderCare's partnership with NLEF can help improve officer retention and reduce recruitment and training costs. This business case helped shape a model designed to create value on both sides: reliable care for law enforcement families and a retention tool for agencies working to keep experienced officers.



Our Responsible Operations

Responsible operations are the systems, practices, and governance structures that help us earn and maintain our families' trust. From health and safety to privacy and ethics to facilities management, environmental stewardship, and business resilience, these systems enable us to provide high-quality early childhood education and care consistently, responsibly, and at scale. They support the day-to-day experiences of children, families, and educators while helping us manage risk, meet stakeholder expectations, and prepare for the future.

2nd year

of enterprise-wide Scope 1, 2, and 3 greenhouse gas inventory

518

centers fully transitioned to LED lighting

1st

climate-related financial risk report published

1st

Supplier Code of Conduct published



Environmental Management

Managing our environmental impact

Across our center network, responsible environmental management helps us provide safe spaces, supports operational continuity, and builds resilience to future challenges. Our approach focuses on creating data systems that help us understand and manage our environmental impacts and support informed decision-making, regulatory compliance, and long-term planning.

To achieve this, we collaborate across Real Estate, Design and Construction, Legal, Growth Finance, and Strategy teams to integrate environmental and operational considerations into broader facility management and development processes to provide visibility into operational performance and infrastructure investments. In 2025, we continued to strengthen our environmental data infrastructure through robust systems management controls, data vetting, and data ownership.

Design and construction decisions incorporate constraints such as zoning, licensing requirements, building codes, site conditions, and operational efficiency needs, which collectively inform our approach to new and existing centers. Approval processes for our real estate and development decisions involve senior leadership across Finance, Growth Finance, Human Resources, Strategy, and Growth Strategy and Operations functions.



Energy Use and Efficiency

Operating thousands of centers across the United States requires thoughtful management of energy and utilities to enable both reliable operations and responsible resource use. In 2025, we continued to advance strategic energy management practices to navigate increasingly complex and volatile energy markets.

Our Facility team closely tracks regional market dynamics, utility pricing trends, and regulatory developments to inform purchasing decisions across different states and utility regions. This includes leveraging third-party electricity suppliers where beneficial, adjusting procurement strategies based on changing market conditions, and managing natural gas purchases to balance cost and risk over time.

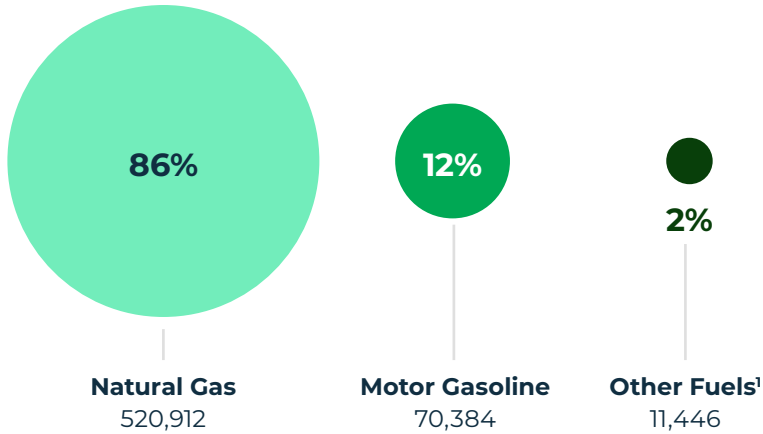


ENERGY USAGE

Over the past decade, we have steadily built our facilities' ability to track and report on energy use by strengthening our centralized energy data management system.

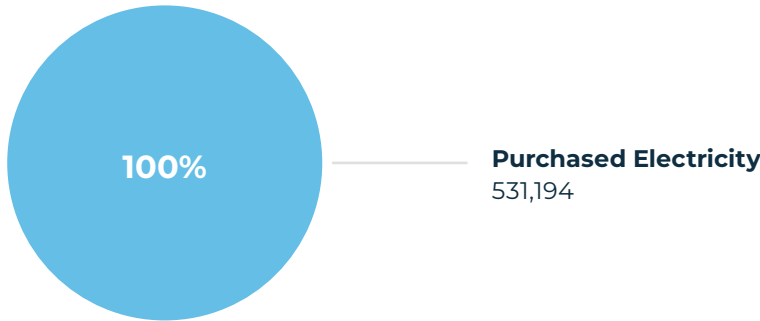
2025 Energy Usage (GJ)

Scope 1 Total: 602,741



¹Other fuels include propane, fuel oil, ethanol, and diesel.

Scope 2 Total: 531,194



ENERGY EFFICIENCY PROGRAMS

In addition to our efforts to improve the accuracy of our energy tracking and reporting, our Facilities team manages two core energy efficiency programs across our centers:

- **Energy Management Systems (EMS):** Deployed across **365** centers currently, EMS enables real-time HVAC monitoring, remote system diagnostics, and automated scheduling to reduce unnecessary off-hour energy use.
- **LED Lighting Retrofits:** At our centers, we have focused on transitioning to LED lighting, with **518** centers fully transitioned as of 2025. These retrofits reduce electricity consumption and ongoing maintenance needs while supporting more efficient and consistent facility operations across our network.



Greenhouse Gas Emissions

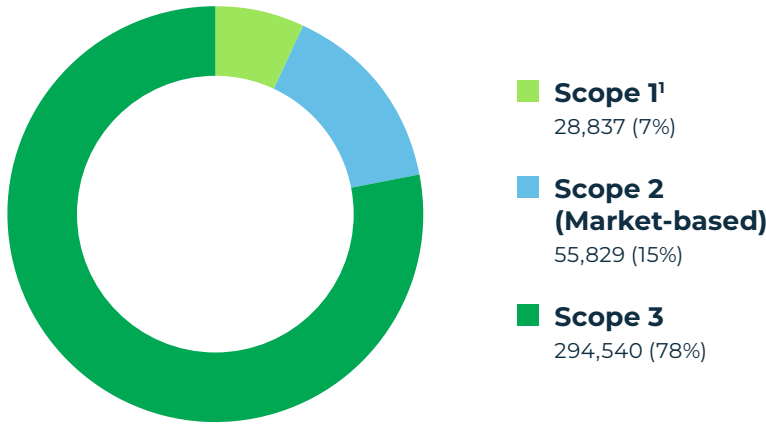
Over the past four years, we have steadily expanded our greenhouse gas emissions reporting to better understand the environmental impact of our operations and value chain footprint. We began conducting Scope 1 and 2 emissions inventories in 2021 and expanded this work in 2023 through a formal Scope 3 screening assessment with an environmental consultancy. In 2024, we completed our first comprehensive Scope 1, 2, and 3 inventory.

This year, we continued improving the quality and consistency of environmental data by strengthening internal controls, refining data collection processes, and integrating emissions reporting into our Enterprise Resource Planning (ERP) system. We also received limited assurance for our Scope 1 and 2 emissions for the fourth consecutive year, reflecting our continued commitment to reliable, decision-useful reporting.

In 2025, Scope 3 emissions continued to make up the majority of our emissions footprint, accounting for approximately 78% of our total emissions. Within Scope 3, **Downstream Transportation and Distribution**, which represents student transportation to and from our centers and sites, remained our largest emissions category at approximately **42%**, followed by **Purchased Goods and Services** at approximately **22%**. These results underscore the distributed nature of our operations and the significance of value chain activities, particularly student transportation, in our overall footprint.

As our reporting continues to mature, we remain focused on improving data quality by reducing our reliance on estimates and expanding the use of primary operational data. These efforts strengthen the accuracy of our emissions inventory and provide better insights to support future business decisions and identify opportunities to reduce emissions over time.

Emissions by Scope (MTCO₂e)



SCOPE 1 AND 2 LIMITED ASSURANCE DOCUMENTATION

In 2025, KinderCare received limited assurance of our Scope 1 and 2 emissions for the fourth consecutive year.

Scope 3 Emissions by Category



¹ Biogenic CO₂ emissions from the combustion of biofuels are reported separately per the GHG Protocol and are not included in Scope 1 totals above. In 2025, biogenic CO₂ emissions totaled approximately 371 MTCO₂.

Climate Risk and Resilience

Climate resilience is about protecting our ability to deliver on our purpose. As weather patterns change and operational risks evolve, understanding where our business is most vulnerable helps us prioritize investments that keep children safe, support employees, and provide families with the reliable care they depend on.

Because we operate thousands of learning environments across diverse geographies, understanding where climate-related risks are increasing helps us prioritize investments that strengthen safety, reduce operational disruptions, and support long-term business resilience.

In 2024, we completed a Climate Risk Assessment (CRA) aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework. The assessment provided a clearer understanding of how physical climate risks, such as extreme heat and severe weather, could affect our centers, workforce, operations, and long-term business resilience. These insights are helping inform facility planning, capital investments, and enterprise risk management across the company.

In 2025, we continued integrating insights from the assessment into operational and strategic planning, particularly across facilities, real estate, and enterprise planning functions. Our Facilities, Operations, and Strategy teams work closely together to determine ways to apply these insights, helping strengthen operational resilience and inform decisions around infrastructure, capital planning, and long-term business continuity. The CRA deepened our understanding of both acute and chronic physical risks, as well as considerations associated with the transition to a lower-carbon economy, informing discussions related to operational resilience, infrastructure reliability, capital planning, and business continuity.

Moving forward, we will continue to expand how CRA outputs are operationalized across the business, including further integration into risk management processes, facility planning considerations, and long-term resilience strategy development.

Additional information related to the process and results of our 2024 CRA is published in our [2025 Climate-related Financial Risks Report](#).



Business Integrity and Governance

Upholding responsibility and ethics across our business

Ethical conduct and responsible decision-making are foundational to how we operate as both an employer and a trusted provider of care. Our approach to ethical and responsible governance is grounded in putting families first and supported by clear policies, strong oversight, and accountability across our business. As we continue to grow as a publicly traded company, we recognize there is more work to do, and we remain focused on strengthening our ethical and compliance practices so families can continue to place their trust in how we operate.

Corporate Responsibility Management Structure

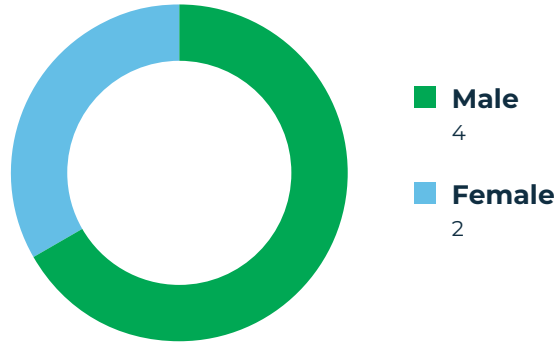
Our Nominating and Governance Committee of the Board maintains oversight of KinderCare’s corporate responsibility priorities.

This Committee receives regular updates from the Sustainability Executive Committee on policies, programs, and initiatives related to our four priority areas. Guided by the Executive Committee, our Sustainability Steering Committee and dedicated Working teams are responsible for implementing sustainability initiatives across the organization.

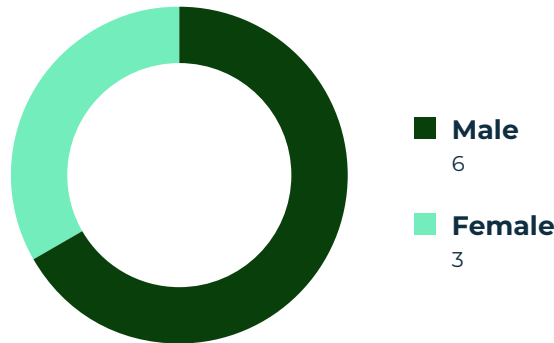


OUR BOARD AND EXECUTIVE MANAGEMENT

Board of Directors by Gender



Executive Management by Gender



Across our Board of Directors and Executive Management, four members identify as members of underrepresented groups, helping shape a leadership team that brings a broad range of perspectives to decision-making.

Ethical Conduct and Decision-Making

Our ethics and compliance policies guide day-to-day behavior across KinderCare to consistently integrate integrity into how we work.

We manage oversight of ethical conduct through a cross-functional approach, with our Legal, Employee Relations, and Human Resources teams working closely together to provide clear guidance and resources to support ethical conduct across the organization. Our core policies, including our Employee Code of Ethics, Supplier Code of Conduct, and Corporate Governance Guidelines, among others, reflect this work. Through training, information sessions, and communication, these teams integrate our core policies throughout the employee experience. In 2025, we formally assessed 100% of our operations for risks related to corruption through our annual risk assessment, and identified no significant corruption risks or incidents of corruption.

Employee Code of Ethics

Throughout 2025 and 2026, we updated our internal Employee Code of Ethics to create a more practical and accessible resource for employees across all roles and brands. The updated Code addresses key topics such as compliance, conflicts of interest, confidentiality, accurate record keeping, health and safety, and anti-corruption and anti-bribery practices. It also includes practical examples to help employees navigate everyday decisions at KinderCare with care and integrity. We finalized the revised Code in 2026 and are now communicating and distributing it across the organization.

The updated Code also serves as a central resource, connecting employees to additional policies and guidance, including our:

- ▶ **AI Acceptable Use Policy**
- ▶ **Code of Business Conduct and Ethics**
- ▶ **Confidentiality Policy**
- ▶ **Employee Handbook**
- ▶ **Insider Trading Policy**
- ▶ **Record Retention Policy**
- ▶ **Social Media Policy**

Whistleblower Protection

A culture of accountability depends on our employees and stakeholders feeling safe speaking up. To support this, our Employee Code of Ethics includes a whistleblower policy that encourages confidential and anonymous reporting for employees and stakeholders and includes strict language on non-retaliation for reporting. We also provide access to an externally managed **Ethics Hotline**, allowing employees, shareholders, and vendors to raise concerns safely and anonymously.

Our Employee Relations team reviews reports submitted through the Hotline and partners with field leaders and Human Resource Business Partners (HRBPs) to investigate issues and achieve appropriate resolutions. We track reports and related data in an online portal and deliver this to the Board Audit Committee quarterly to identify patterns, strengthen oversight, and inform actions that further support a respectful, ethical, and safe workplace culture.

Together, these practices are designed to make sure that employees and external stakeholders can raise concerns with confidence, knowing they will be heard and addressed responsibly.



ACCESS TO POLICY UPDATES

In 2025, we implemented a new technology solution from NAVEX (“Policy Tech”) to support more consistent, accessible, and high-quality policy development and distribution across the organization. This investment makes sure employees can more easily access the information and guidance they need to navigate their responsibilities with confidence and clarity.

Regulatory Compliance

Compliance Framework and Oversight

Operating in the child care industry means supporting children and families in their most formative years, making strong compliance practices essential to how we operate. We continue to strengthen our governance structures to meet evolving regulatory expectations.

Our Disclosure Committee brings together perspectives from Financial Reporting, Legal, Investor Relations, and Communication teams. This cross-functional group meets quarterly to discuss compliance priorities, identify emerging risks, and strengthen our approach to public reporting and disclosure. By creating a shared forum of leaders across the organization for compliance discussions and problem-solving, we can respond proactively to challenges and uphold compliance expectations across business functions.

Employment Law Practices

With more than 43,000 employees, maintaining compliant employment practices is critical to supporting our people and sustaining our operations. Our Employment Law team closely tracks evolving local, state, and federal regulations to make sure we align with labor and employment best practices.

To reinforce accountability and support leadership, the team partners with HRBPs to deliver biannual training on employment practices and compliance. These teams also work together to create ethics and compliance training for field leaders. We provide regular updates through a monthly employment law briefing, ensuring HR teams stay informed and prepared to consistently support employees.

Supplier and Partner Compliance

Our corporate responsibility principles extend beyond our own operations to the suppliers that provide products, services, and technology across our brands. In 2025, we formalized these expectations in a Supplier Code of Conduct, which is posted on our public website and incorporated into standard terms templates for all new contracts and amendments.

This Code outlines our standards across areas such as labor and human rights, worker health and safety, facilities standards, product quality and safety standards, ethical business practices, environmental responsibility, and data protection and privacy.

As we continue to advance this work, we are focused on improving visibility into our supplier base and expanding the adoption of these expectations across our value chain. In 2025, we implemented a new enterprise resource planning (ERP) system that centralizes source to pay processes.

We have also shared the Supplier Code of Conduct broadly across KinderCare teams and encourage employees to raise any concerns related to supplier non-compliance. In parallel, we are working to integrate these expectations more fully into our contractual relationships by updating our largest spending agreements and embedding Code commitments into all new and renewed agreements.

Our focus is for suppliers representing 50% of our total supplier spend to be contractually obligated to comply with these standards by the end of 2026. By clearly communicating our expectations to our suppliers, we are strengthening partnerships that reflect the same standards of integrity that guide our own operations.



Data Privacy and Cybersecurity

Families trust us with more than their children's care. They also entrust us with personal information about their children, families, and household needs. Protecting that information is an important part of providing care responsibly and maintaining the trust families place in us.

To safeguard our data and information systems, we maintain an enterprise-wide cybersecurity framework based on industry-leading standards. The framework encompasses administrative, technical, and physical controls, including real-time monitoring, access management, and incident response capabilities designed to help protect sensitive information and support business continuity.

The Audit Committee of the Board of Directors, which regularly reviews risks related to data privacy, information security, and back-up information systems, leads the oversight of cybersecurity and data privacy. The committee receives cybersecurity briefings twice each year to support ongoing governance and accountability. Day-to-day management of the program is led by our Head of Information Security and Compliance, who brings more than 30 years of experience and reports directly to the Chief Information Officer.

Led by the IT department, we continue to strengthen the processes, tools, and frameworks used to protect our systems from both internal and external threats. These efforts support the integration of administrative, technical, and physical safeguards.

In 2025, we enhanced our automation and tooling capabilities to improve response times to security events and strengthen overall security management. Notably, we now conduct our penetration testing on a continuous basis rather than at a single point in time, allowing teams to identify and address potential risks more proactively.

To support accountability and ongoing improvement, our reporting mechanisms enable security and compliance teams to identify and track risks through a formal risk register that assigns clear ownership and remediation timelines, with regular review by technical leaders.

We also monitor key performance metrics, including investigation ratios, speed of remediation, and number of vulnerabilities identified in our software code to evaluate effectiveness and guide ongoing improvements to our program. No material privacy or cybersecurity incidents from the reporting period required disclosure under applicable regulations.

Data Privacy and Cybersecurity Training

Maintaining a strong cybersecurity and privacy culture requires ongoing education, accountability, and collaboration across the organization. We regularly review and update our policies to align with evolving regulatory requirements and industry best practices, while identifying opportunities to further strengthen our program. Access to sensitive child and family information is tightly controlled, with plans to expand employee training on the topic in the near future.

As we continue to strengthen this approach, we are working to integrate cybersecurity and data privacy training into onboarding and annual training programs by 2027. We also require all third-party service providers to meet our standards for privacy and data protection, reinforcing our responsibility to safeguard the information entrusted to us across every part of our operations.

CYBERSECURITY TABLETOP EXERCISE

In 2025, we conducted a tabletop exercise to enhance our approach to incident response, bringing together both technical and executive teams. Through a simulated ransomware attack and a simulated internal center management system (CMS) breach, teams worked through how to identify, contain, and respond to potential incidents, while also developing coordinated communication strategies for affected stakeholders.



Closing Statement

Corporate responsibility is intrinsic to the work we do each day. Through Our Classrooms, we help children learn and grow in environments where they feel safe, supported, and known. Through Our People, we invest in the teachers and employees who make those experiences possible. Through Our Communities, we work to expand access to high-quality early childhood education and care. Through Our Responsible Operations, we maintain the systems, governance, and accountability practices that help families depend on us every day.

This report reflects both progress we have made and the work that lies ahead. As the needs of children and families continue to evolve, so will our efforts to support them. By continuing to put families first, we aim to strengthen the confidence that children, families, employees, and communities place in us every day.



Appendix

The following appendix presents disclosures reported in reference to the Global Reporting Initiative (GRI) and in alignment with the Sustainability Accounting Standards Board (SASB) Education Standards.



Global Reporting Initiative (GRI) Index

GRI STANDARD	RESPONSE
General Disclosures	
GRI 2: General Disclosures 2021	2-1 Organizational details KinderCare Learning Companies, Inc.: 5005 Meadows Road, Suite 200, Lake Oswego, Oregon 97035-4288. KinderCare Learning Companies, Inc. (KinderCare): As of January 3, 2026, we operated over 2,700 centers and sites in 41 states and the District of Columbia. We are a publicly traded company and was listed on the New York Stock Exchange (NYSE) on October 9, 2024, under the symbol KLC. As Partners Group (PG) owns a significant percentage of the company's common stock, KinderCare is a "controlled company" under the NYSE rules.
	2-2 Entities included in the organization's sustainability reporting This report covers KinderCare Learning Companies, Inc. (KinderCare) and our three consumer-facing brands and employer solutions: KinderCare Learning Centers (KCLC), Crème de la Crème Schools, Champions, and KinderCare Learning Companies for Employers.
	2-3 Reporting period, frequency, and contact point Reporting period: The reporting period primarily covers the fiscal year (FY) 2025, from December 29, 2024, to January 3, 2026. Frequency: Annual Contact point: Danielle Ricketts, Senior Manager of Sustainability and Corporate Responsibility, Email: danielle.ricketts@kindercare.com.
	2-4 Restatements of information There were no restatements of information during the reporting period.
	2-5 External assurance Corporate Responsibility Report Assurance: At this time, we have decided to not seek external assurance for the 2025 Corporate Responsibility Report. Greenhouse Gas Emissions: For FY2025, our Scope 1 and 2 greenhouse gas emissions calculations received limited assurance. See Assurance Documentation.
	2-6 Activities, value chain, and other business relationships See Our Business, Pages 5–8, and Stakeholder Engagement, Page 13.
	2-7 Employees See Our People, Page 24.
	2-8 Workers who are not employees See Our People, Page 24.
	2-9 Governance structure and composition See Business Integrity and Governance, Page 42, our 2026 Proxy, Corporate Governance Section, and KinderCare Learning Companies, Inc. Corporate Governance Guidelines.
	2-10 Nomination and selection of the highest governance body See our 2026 Proxy, Page 6.
	2-11 Chair of the highest governance body See our 2026 Proxy, Page 6–7.
	2-12 Role of the highest governance body in overseeing the management of impacts See Business Integrity and Governance, Page 42, and our 2026 Proxy.
	2-13 Delegation of responsibility for managing impacts See Business Integrity and Governance, Page 42, and our 2026 Proxy.
	2-14 Role of the highest governance body in sustainability reporting See Business Integrity and Governance, Page 42, and our 2026 Proxy.
	2-15 Conflicts of interest See Business Integrity and Governance, Pages 42–45, and our Code of Business Conduct and Ethics.

GRI STANDARD		RESPONSE
General Disclosures		
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	See Business Integrity and Governance, Pages 42–45 , our 2025 10-K , and our 2026 Proxy .
	2-17 Collective knowledge of the highest governance body	A discussion of each of our Directors' experiences and skills can be found on Pages 6–8 of our 2026 Proxy .
	2-18 Evaluation of the performance of the highest governance body	See our 2026 Proxy , Pages 9–15.
	2-19 Remuneration policies	See our 2026 Proxy , Pages 20–46.
	2-20 Process to determine remuneration	See our 2026 Proxy , Pages 20–46.
	2-22 Statement on sustainable development strategy	See CEO Letter, Page 4 .
	2-23 Policy commitments	See Business Integrity and Governance, Pages 42–45 , and our Code of Business Conduct and Ethics .
	2-24 Embedding policy commitments	See Business Integrity and Governance, Pages 42–45 , and our Code of Business Conduct and Ethics .
	2-25 Processes to remediate negative impacts	See Business Integrity and Governance, Pages 42–45 , and our Code of Business Conduct and Ethics .
	2-26 Mechanisms for seeking advice and raising concerns	See Business Integrity and Governance, Pages 42–45 , and our Code of Business Conduct and Ethics .
	2-27 Compliance with laws and regulations	See Business Integrity and Governance, Pages 42–45 , our Code of Business Conduct and Ethics , our 2025 10-K , and our 2026 Proxy .
	2-28 Membership associations	National Association for the Education of Young Children (NAEYC), National Accreditation Commission for Early Care and Education Programs (NAC), National Early Childhood Program Accreditation (NECPA), Cognia, Partnership for a Healthier America (PHA), Early Care and Education Consortium (ECEC), Child Care Aware® of America (CCAoA), and National Child Care Association (NCCA).
	2-29 Approach to stakeholder engagement	See Stakeholder Engagement, Page 13 .
	2-30 Collective bargaining agreements	We have no employees covered by collective bargaining agreements.
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	See Stakeholder Engagement, Page 13 .
	3-2 List of material topics	See Stakeholder Engagement, Page 13 .
GRI Relevant Disclosure: Corporate Governance (KinderCare Material Topic: Corporate Governance)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Business Integrity and Governance, Page 42 .
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	See Business Integrity and Governance, Page 42 , our 2026 Proxy , Corporate Governance Section, and KinderCare Learning Companies, Inc. Corporate Governance Guidelines .
Anticorruption (KinderCare Material Topics: Risk and Compliance and Ethics, Values, and Culture)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Business Integrity and Governance, Pages 42–44 .
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption	See Business Integrity and Governance, Page 43 .
	205-2 Communication and training about anticorruption policies and procedures	See Business Integrity and Governance, Page 43 .
	205-3 Confirmed incidents of corruption and actions taken	See Business Integrity and Governance, Page 43 .

GRI STANDARD		RESPONSE
Customer Privacy (KinderCare Material Topic: Data Privacy and Cybersecurity)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Data Privacy and Cybersecurity, Page 45 , Business Integrity and Governance, Page 42 , and our 2025 10-K .
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	See Data Privacy and Cybersecurity, Page 45 .
Non-GRI Topic: Quality of Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	See High-Quality Early Learning, Page 15 , and Business Integrity and Governance, Page 42 .
KinderCare Own Disclosure: Developmental Screening Tools	Early Childhood Screening Tool	See Child Development and Readiness Outcomes, Pages 17–18 .
Non-GRI Topic: Access to Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Early Childhood Education Access, Pages 32–33 , and Business Integrity and Governance, Page 42 .
KinderCare Own Disclosure: Subsidy Funding	Percentage of KinderCare families receiving subsidy funding.	See Early Childhood Education Access, Page 20 .
Non-GRI Topic: Customer Services and Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Family Engagement, Page 20 , and Business Integrity and Governance, Page 42 .
KinderCare Own Disclosure: Family Engagement	Description of family engagement approaches	See Family Engagement, Page 20 .
Training and Education (KinderCare Material Topic: Employee Engagement and Development)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Employee Engagement, Page 22 , Workforce Development, Page 28 , and Business Integrity and Governance, Page 42 .
GRI 404: Training and Education	404-1 Average hours of training per year per employee	See Workforce Development, Page 28 .
	404-2 Programs for upgrading employee skills and transition assistance programs	See Workforce Development, Pages 28–29 .
Occupational Health and Safety (KinderCare Material Topic: Employee Engagement and Development)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Healthy and Safe Work Environments, Page 30 , and Business Integrity and Governance, Page 42 .
GRI 403: Occupational Health and Safety	403-5 Worker training on occupational health and safety	See Healthy and Safe Work Environments, Page 30 .
	403-9 Work-related injuries	See Healthy and Safe Work Environments, Page 30 .
Employment (KinderCare Material Topics: Talent Acquisition and Retention and Compensation and Benefits)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Employee Recruitment, Page 26 , Employee Benefits, Page 27 , Workforce Development, Pages 28–29 , and Business Integrity and Governance, Page 42 .
GRI 401: Employment	401-1 New employee hires and employee turnover	See Workforce Development, Page 28 .
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	See Employee Benefits, Page 27 .

GRI STANDARD		RESPONSE
Diversity and Equal Opportunity (KinderCare Material Topic: Culture and Connection)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Employee Composition and Culture, Pages 24–25 , and Business Integrity and Governance, Page 42 .
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	See Employee Composition and Culture, Page 24 , and Business Integrity and Governance, Page 42 .
	405-2 Ratio of basic salary and remuneration of women to men	See Employee Composition and Culture, Page 24 .
Customer Health and Safety (KinderCare Material Topic: Student Safety)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Healthy and Safe Learning Environments, Page 19 , and Business Integrity and Governance, Page 42 .
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	See Healthy and Safe Learning Environments, Page 19 .
Energy (KinderCare Material Topic: Environment and Climate Change)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Environmental Management, Page 38 , and Business Integrity and Governance, Page 42 .
GRI 302: Energy	302-1 Energy consumption within the organization	See Energy Use and Efficiency, Page 39 .
	302-4 Reduction of energy consumption	See Energy Use and Efficiency, Page 39 .
Emissions (KinderCare Material Topic: Environment and Climate Change)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Environmental Management, Page 38 , and Business Integrity and Governance, Page 42 .
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	See Greenhouse Gas Emissions, Page 40 .
	305-2 Energy indirect (Scope 2) GHG emissions	See Greenhouse Gas Emissions, Page 40 .
	305-3 Other indirect (Scope 3) GHG emissions	See Greenhouse Gas Emissions, Page 40 .
	305-5 Reduction of GHG emissions	See Energy Use and Efficiency, Page 39 , and Greenhouse Gas Emissions, Page 40 .

Sustainability Accounting Standards Board (SASB) Index—Education

Table 1. Sustainability Disclosure Topics & Metrics

TOPIC	ACCOUNTING METRIC	CODE	UNIT	RESPONSE
Data Security	Description of approach to identifying and addressing data security risks	SV-ED-230a.1	N/A	See Data Privacy and Cybersecurity, Page 45 .
	Description of policies and practices relating to collection, usage, and retention of student information	SV-ED-230a.2	N/A	See Our Responsible Operations, Pages 42–45 .
	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of children affected	SV-ED-230a.3	%	We saw no material data breaches in FY2025.
Quality of Education and Gainful Employment	Graduation rate	SV-ED-260a.1	%	Not applicable to KinderCare as an early education and child care service provider.
	On-time completion rate	SV-ED-260a.2	%	Not applicable to KinderCare as an early education and child care service provider.
	Job placement rate	SV-ED-260a.3	%	Not applicable to KinderCare as an early education and child care service provider.
	Description of policies relating to student indebtedness and program loan defaults	SV-ED-260a.6	N/A	See Our Communities, Pages 32–36 .
Marketing and Recruiting Practices	(1) Description of policies to ensure disclosure of key performance statistics to prospective children in advance of collecting any fees, (2) discussion of outcomes	SV-ED-270a.1	N/A	See Our Classrooms, Pages 15–18 .
	Total amount of monetary losses as a result of legal proceedings associated with advertising, marketing, and mandatory disclosures	SV-ED-270a.2	USD	In 2025, we did not experience any monetary losses related to these items.
	(1) Instruction and student services expenses, (2) marketing and recruiting expenses	SV-ED-270a.3	USD	(1) In FY2025, our cost of services, excluding depreciation and impairment, was \$2.128 billion. (2) In FY2025, we spent \$28.3 million on marketing and recruiting expenses, including recruiter and coordinator labor salaries.
	Revenue from: (1) government-funded student aid, (2) private student loans	SV-ED-270a.4	USD	In FY2025, our subsidy revenue was \$1.001 billion.

Table 2. Activity Metrics

ACTIVITY METRIC	CODE	UNIT	RESPONSE
Number of children enrolled	SV-ED-000.A	Number	In FY2025, our average weekly ECE full-time enrollment (FTEs) was 142,248.
Number of applications received for enrollment	SV-ED-000.B	Number	New Student Enrollment (NSE) totals are not disclosed for FY2025.
Average registered credits per student, percentage online	SV-ED-000.C	Number, %	Not applicable to KinderCare as an early education and child care service provider.
(1) Number of teaching staff, (2) all other staff	SV-ED-000.D	Number	See Employee Composition and Culture, Page 24 .



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This Corporate Responsibility Report includes forward-looking statements. These forward-looking statements generally can be identified by the use of words such as “anticipate,” “expect,” “plan,” “could,” “may,” “will,” “believe,” “estimate,” “forecast,” “goal,” “project,” and other words of similar meaning. These forward-looking statements address various matters including our ability to successfully meet our Corporate Responsibility goals presented in this Corporate Responsibility Report within the expected timeframe.

Each forward-looking statement contained in this Corporate Responsibility Report is subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statement. For a discussion of some of the risks and important factors that could affect such forward-looking statements, see the section entitled “Risk Factors” in the Company’s Annual Report on Form 10-K for the fiscal year ended January 3, 2026 and in the Company’s other filings with the Securities and Exchange Commission.

The Company cautions readers not to place considerable reliance on the forward-looking statements contained in this Corporate Responsibility Report. The forward-looking statements in this Corporate Responsibility Report speak only as of the date of this document, and the Company undertakes no obligation to update or revise any of these statements.

The goals presented in this Corporate Responsibility Report are aspirational and not guarantees or promises that such goals will be met. Inclusion of Corporate Responsibility-related or other information in this report is not an indication that such information is necessarily material to investors.

Information containing any historical information, data, or analysis should not be taken as an indication or guarantee of any future performance, analysis, forecast, or prediction. Past performance does not guarantee future results.

None of the information in this Corporate Responsibility Report constitutes an offer to sell (or a solicitation of an offer to buy) any security, financial product or other investment vehicle, or any trading strategy.

