

Confidence in Action

*For the future
we share*



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About This Report



This inaugural Corporate Responsibility Report, *Confidence in Action*, outlines the approach of KinderCare Learning Companies (KinderCare) to corporate responsibility and provides an overview of initiatives and performance across our business.

The report highlights activities and accomplishments from fiscal year 2024 (Dec. 31, 2023, to Dec. 28, 2024) with select disclosures from calendar year 2024 (Jan. 1, 2024, to Dec. 31, 2024) and updates through the time of publication in 2025. The report details how our corporate responsibility initiatives support our broader purpose and reflect our commitment to the children, families, educators, clients, and communities we serve. The report establishes a baseline for tracking and reporting our efforts over time and is intended to be published annually.

To provide transparency on industry-relevant disclosures, this report has been developed in alignment with two corporate responsibility frameworks: the Global Reporting Initiative (GRI) standards (reported in reference to) and the Sustainability Accounting Standards Board (SASB) Education standards.

Letter from Our CEO

For more than five decades, KinderCare Learning Companies’ purpose has remained the same: to build confidence in children, families, and the future we share. Since opening our first center in Alabama in 1969, that purpose guides how we help hardworking families pursue their dreams.

That’s why we’re proud to introduce **Confidence in Action**, our corporate responsibility strategy for turning purpose into progress. It focuses on three priorities where our expertise can make the greatest impact: in our classrooms, through our people, and across our communities. Confidence in Action offers a framework that enables us to stay accountable and achieve measurable progress. This strategy guided the progress we made in 2024 that you’ll see in this report.

OUR CLASSROOMS

Confidence takes root in our classrooms when children feel safe and inspired to explore. Our teachers create environments that encourage curiosity and independence, equipping children with the skills and self-assurance to thrive. In 2024, more than 100,000 children benefited from developmental assessments through our expanded use of BRIGANCE. We also advanced quality across our programs, with more than 87% of centers achieving national accreditation. We set new standards for health and safety, becoming the first national early childhood education provider to earn the WELL Health-Safety Rating.

OUR PEOPLE

Confidence grows in people through our purpose-led culture. From day one, our employees have access to onboarding, coaching, and clear career pathways. We also invest in training, credentialing programs, and tuition assistance. These commitments earned us the Gallup Exceptional Workplace Award for the eighth consecutive year in 2024, making us one of only two companies worldwide to reach this milestone, and the first in our industry to do so.

OUR COMMUNITIES

Confidence extends to communities when families can access care they trust. We see child care as essential infrastructure—unlocking opportunity for children, families, and communities. Reliable, high-quality care allows working parents to fully participate in the workforce, which strengthens local economies and helps businesses thrive. Throughout 2024, more than 100,000 children attended our programs through subsidized tuition.

RESPONSIBLE OPERATIONS

Confidence also comes from running our business responsibly. Our corporate responsibility program is



anchored by strong governance and ethical practices. That commitment extends to strengthening the resilience of our operations, ensuring we are equipped to meet the environmental challenges of today while preparing for those ahead. In 2024, we conducted an enterprise-wide greenhouse gas inventory and completed our first climate risk assessment aligned with the Task Force on Climate-Related Financial Disclosures, a global framework that helps organizations evaluate and disclose climate-related risks and opportunities.

SHARED FUTURE

This report marks an important step forward: a strategy made visible, backed by data, and brought to life by our people. And while we’re proud of this progress, we know our work is never done—we’re always looking for what’s next. Together, we’re building a stronger, more confident future.

Sincerely,

Paul Thompson
Chief Executive Officer

Our Business

KinderCare Learning Companies is a leading provider of early childhood and school-age education and care, founded in 1969 to help families thrive. More than 55 years later, our family of brands remains guided by the same purpose: building confidence for kids, families, and the future we share.

Our Brands



A trusted leader in high-quality early childhood education, providing research-based curriculum and care in community learning centers nationwide for children from infancy through school age.



An elevated early learning experience known for curated spaces and amenities, classroom rotations, and an emphasis on enrichment beyond the traditional daycare model.



A partner to schools and families, delivering before- and after-school enrichment programs and break-time camps that spark children's curiosity while supporting their academic and social growth.

Through **KinderCare Learning Companies for Employers**, we partner with employers nationwide to extend our early childhood and school-age programs as a workplace benefit, ranging from on-site and near-site centers to back-up care and tuition support for employees and their families.

Our Beliefs

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



More than
2,500
centers and sites
nationwide



More than
43k
employees



200k
children enrolled
in 2024

Corporate Responsibility

Corporate responsibility is how we build trust, support those we serve, and stay true to our purpose. Through Confidence in Action, we bring that commitment to life for families, educators, clients, and communities.



2024 Corporate Responsibility Highlights



**NYSE:
KLC**

is listed on the New York Stock Exchange (NYSE) after completing our initial public offering

87%

of our centers and programs were nationally accredited

~\$8.5M

in contracts secured for more than 1,800 new public pre-K classroom spots

100K+

children were assessed using the BRIGANCE® Screening Tool

\$150K

awarded to alumni of our programs through KLC Kids Scholarship Fund

353K

employees at more than 40 companies received employer-sponsored child care benefits

8x

consecutive Gallup Exceptional Workplace Award recipient



Energy Management Platform implemented in our energy data system to integrate enhanced data quality checks



Scope 1, 2, and 3 emissions inventory conducted enterprise-wide

3rd

consecutive year receiving limited assurance for our Scope 1 and 2 emissions

Our Approach

Confidence in Action

Confidence in Action is our corporate responsibility platform for transparency, trust, and long-term impact, helping us deliver on our purpose. Advancing education, uplifting educators, building stronger communities, and investing in a more sustainable future.

This platform is rooted in our commitment to children, families, educators, clients, and communities. It shapes how we lead with purpose, meet the expectations of those who count on us, and uphold transparency and trust in everything we do as an organization. It is centered on three priority areas where our scale, expertise, and partnerships position us to lead: **Our Classrooms, Our People, and Our Communities.**

Our Classrooms



We spark confidence by giving every child the tools and experiences they need to take their first steps toward a lifetime of learning.

Our People



We strengthen confidence by creating careers that inspire, develop, and reward the people shaping brighter futures for kids and families.

Our Communities



We expand confidence by making care more accessible, championing families, and building partnerships that strengthen the future we share.

Responsible Operations

We act with integrity—strengthening governance, protecting privacy, reducing our environmental impact, and ensuring accountability across our business.



“

Confidence in Action is our next chapter in a story we’ve been writing for more than 50 years. It’s how we show up for children discovering the world, for teachers building careers they love, and for communities shaping the future we share. It’s a promise that every classroom we open, every partnership we form, and every decision we make is rooted in trust, purpose, and the belief that together, we can help every child grow with confidence.”

—Jeff Spiegel, Chief Brand Officer

Stakeholder Engagement

Bringing **Confidence in Action** to life takes more than ambition—it requires action, leadership, and accountability at every level. It starts by listening to the people who count on us, including our families, employees, educators, community partners, clients, suppliers, investors, and policymakers.

Children are at the center of our purpose. We strive to ensure every child who comes into our classrooms has the opportunity to learn, grow, and shine bright.

Families provide the trust and partnership that shape how we deliver care, strengthen programs, and uphold our purpose.

Employees drive our long-term strength and success as a business through their skills and expertise.

Educators turn our purpose into action, bringing learning to life and shaping children’s confidence for their long-term learning journey.

Community Partners collaborate with us to expand access to care, strengthen our services, and amplify our impact for families nationwide.

Clients extend our reach by partnering with us to make child care more accessible for working families and essential to a thriving workforce.

Suppliers provide the products and services that support our efforts to operate reliably and responsibly.

Investors hold us accountable as we drive long-term impact.

Policymakers create the conditions for stronger child care systems, and we work with them to advance access and quality of care for all.



Stakeholder Priorities

Our approach to corporate responsibility is guided by the material topics that shape our classrooms, drive our business performance, and reflect the priorities of our stakeholders. These topics were identified in a materiality assessment we conducted with a third party in 2022, which included interviews, surveys, and in-depth research.

We gathered insights from voices across multiple stakeholder groups, including board members, leaders, employees, center staff, families, investors, analysts, business and community partners, and government agencies. As the world around us changes, we will continue to evolve our approach, revisiting this assessment in the future to stay aligned with the needs of our stakeholders.



Our Classrooms

The early years of a child's life are critical for building the skills and confidence that shape lifelong learning. Classrooms that create warm and welcoming spaces where children are supported and inspired to learn make that journey possible.



Our Classrooms

Across all ages, our educational approach is built on a research-based curriculum, responsive teaching practices, and rigorous standards for health and safety.

Our classrooms are designed to reflect children’s interests, foster belonging, and create environments where every child feels safe, welcome, supported, and ready to learn.



High-Quality Early Learning

We seek to bring our classrooms to life through our proprietary curriculum and responsive teaching practices. Aligned to school readiness standards, informed by child development research, and developed with input from academic experts and independent third-party experts, our curriculum is designed to evolve with children as they grow. It fosters learning across cognitive, physical, and emotional domains, while supporting each child’s unique path of growth and discovery.

Healthy and Safe Programs

We aim to create classrooms where children’s health, safety, and well-being are prioritized. Our approach focuses on health and safety, reflecting regulatory and best-practice standards. Staff receive ongoing training on emergency preparedness, safe sleep, nutrition, and mental health. Through proactively monitoring, continuous improvement, and partnerships with experts, we strive to foster safe spaces where children grow and thrive.

Our Service Values

Developed with direct feedback from families, our six Service Values reflect the emotional connection, trust, and high-quality experience teachers aim to deliver in every classroom.

- Talking with families

An important part of my job is **talking with families** about their children
- Our Center

My team works together to make **our center** warm and welcoming
- Care

I genuinely **care** about every kid in my classroom
- Anticipate

I **anticipate** and quickly resolve families’ concerns
- Relationships

I build great **relationships** with families
- Every child

I respond to the unique needs and interests of **every child**

High-Quality Early Learning

We are committed to continuously improving our curriculum by assessing and aligning with the most up-to-date science, current educational research, and important accreditation standards.

Built around key guiding principles, its objective is to:

- **Support growth over time**, meeting children where they are developmentally, nurturing both their skills and confidence as they grow.
 - **Embrace a whole-child approach** that nurtures cognitive, social-emotional, and physical development and encourages self-awareness, belonging, empathy, and confidence.
- **Create accessible learning environments** designed to include children of all abilities and backgrounds.
 - **Expand enrichment opportunities** that spark curiosity, exploration, and discovery through programs like phonics, Spanish, S.T.E.A.M., and cooking.

Assessing the Impact of Our Programs

Through third-party tools and internal evaluations, we regularly assess how children are developing in our programs and where we can provide support. These assessments are aimed at both measuring progress and improving how we teach, train, and connect with families.

Our programs are designed to meet the expectations of each states' early learning standards, including Quality Rating and Improvement Systems (QRIS) and universal pre-K guidelines. Collaboration between our curriculum development and compliance and government relations teams helps us develop our programs to not only align with state requirements but to exceed national quality benchmarks and support future accreditation.

“

Assessments are our way of listening closely to each child’s story. They help us see not just where a child is today, but how we can nurture their next steps. When we share that picture with families, it deepens our connection and helps us work together to give every child the best possible support.”

—Dr. Lisa Grant, Vice President,
Education Programs



Individualized Education Services Support

We provide expert consultation to help staff address developmental, emotional, and behavioral needs in their classrooms. Whether a child has a disability, language delay, or is experiencing trauma, stress, or grief, our goal is to meet them with empathy and intention.

Through our Individualized Education Services Support Hotline, teachers connect with specialists for timely, hands-on guidance to support our educators and provide children with the care and understanding they need. In 2024, we supported more than 7,000 requests, helping educators ensure children felt understood, safe, and ready to learn.

To measure these efforts, we use the **BRIGANCE® Early Childhood Screen III Tool**—a nationally recognized screening that evaluates if children are meeting key developmental milestones across physical, language and literacy, cognitive, and social-emotional domains.

The insights from this tool help our teachers:

- Consistently monitor development across all settings and regions
- Identify children who may benefit from extra support
- Tailor learning experiences to each child’s unique needs

In 2024, for the first time, we completed a system-wide implementation of the BRIGANCE® screening for more than 100,000 children across all our sites and centers. These results became a valuable part of family conferences, offering parents a window into their child’s successes and areas of growth under our care.

We also use a range of specialized tools across our brands to strengthen instructional quality and support whole-child development:

- The **Developmental Screening Conversation Guide** helps educators have open, personalized conversations with families to better understand and support each child.
- The **Standards of Excellence in Teaching (SET)** framework supports Center Directors and District Leaders in evaluating and continuously improving instructional practices.

- At select Champions sites, the **DESSA-mini®**, a nationally normed social-emotional assessment, is used to track children’s growth in non-traditional learning environments.

Together, these tools focus on supporting children’s learning and growth while helping families feel informed and engaged with their child’s progress.

Pursuing Accreditation and Third-Party Validation

We pursue voluntary national accreditations for all our centers, validating our impact and holding ourselves accountable. In 2024, we earned third-party validation from several independent organizations, including:

- [National Association for the Education of Young Children](#)
- [Cognia](#)

Our choice to obtain voluntary accreditation reflects our commitment to external accountability, high-quality programming, and continuous improvement, and it supports our alignment with the highest tiers of state QRIS standards. The accreditation process includes classroom observations, staff and family engagement, and health and safety reviews.

In 2024, **more than 87% of our centers and programs were nationally accredited**—compared to fewer than 15% of U.S. early childhood education providers. We’re working steadily toward our goal of 100% accreditation.

2024 BRIGANCE® Findings & Highlights



100,000

children across all our centers were screened using BRIGANCE®.



Longer enrollment at KinderCare is correlated with stronger outcomes: Children enrolled for extended periods were **more likely to meet or exceed** developmental milestones.



82%

of kindergarten-eligible children screened in Spring 2024 met school readiness benchmarks based on BRIGANCE® indicators.

Health and Safety

Keeping children safe is core to our purpose. In 2024, we deepened our investment in the systems, training, and partnerships that strengthen safety across every classroom, center, and region.

At the center of this effort is our Health and Safety team. This team implements and evolves our standard operating procedures, monitors performance trends, develops new safety initiatives, and updates leadership on relevant changes. They also champion best practices and continuous improvement across our centers.

The Health and Safety team's work is carried out in close partnership with our Center Operations team and field-based Quality Business Partners. Together, they provide our centers with ongoing coaching, in-person visits, and hands-on collaboration with field leaders to build safety confidence across every level of our organization.

- In 2024, the team led several key initiatives that improved safety across our operations:
- **Training and Communication:** Everyone learns differently, so we deliver safety content through podcasts, online learning modules, newsletters, and hands-on training, ensuring each employee gets timely, role-specific information.
 - **Child Supervision Records (CSRs):** Present in every classroom and on every bus run, CSRs track which children are in a teacher's care at any given moment.
 - **Infant Teacher Certification:** We implement a specialized certification program for infant teachers to enhance training and reinforce safety protocols.
 - **Tummy Time Standard:** We codified a standard for tummy time in 2024, supporting infant development while maintaining a safe and structured classroom environment.

“Health and safety are at the heart of what we do. Alongside our teachers and field teams, we strive to build safe, welcoming spaces where children can explore, learn, and grow. By staying attentive to every detail—from safe sleep to secure entry—we aim to give families the peace of mind that their children are cared for and protected.”

—Jen Kaddi, Sr. Director, Quality, Health, and Safety

Fueling Learning through Nutrition

Since 2014, we have joined forces with [Partnership for a Healthier America](#) to improve food equity and build strong nutrition programs across our centers. In alignment with the Wellness Child Care Assessment Tool, we promote physical activity, limit screen time, and uphold robust nutrition standards for food and beverages.

In 2024, we brought even more healthy, balanced options to children's plates. We refreshed our menus quarterly with the help of registered dietitians, introduced family-style dining to promote socialization and healthy habits, implemented cut-size guidance to reduce choking hazards, and invested in additional support and resources for center cooks. In total, we served more than **20 million healthy meals and snacks** across our sites.

WELL Health-Safety Rating

In 2024, we earned the [WELL Health-Safety Rating](#) from the International WELL Building Institute across our KinderCare community-based centers, onsite employer-sponsored centers, and our corporate headquarters.

This third-party designation reflects rigorous evaluation of:

- ▶ **Operational Policies**
- ▶ **Maintenance Protocols**
- ▶ **Emergency Preparedness**
- ▶ **Health and Safety Communications**

We are the largest education provider and only national early childhood education provider to receive this distinction.



Our People

Early childhood education is rooted in relationships, built on trust, and driven by care. We're working to raise the bar for what it means to work in this field by equipping educators with the tools and support to build their confidence and a rewarding career.

Our People

Our purpose comes to life through the teachers and staff who bring it into practice every day. From guiding a toddler’s first steps to building family partnerships, each team member plays a critical role in helping children feel safe, supported, and ready to learn.

Every day, more than **43,000 passionate individuals** bring our purpose to life:

- **42,000+ teachers and staff** create safe, joyful, and enriching spaces in our centers and sites
- **290 field team members** support our daily operations with care and expertise
- **1,400 employees** at our National Support Center work behind the scenes to provide teachers and center staff the tools they need to feel supported and confident

Our people are the heart of the work we do across the country. Their dedication drives our impact, and we believe the same level of care should be reflected in how we support them. We invest in our teachers, uplift our center teams, and support our National Support Center staff. This investment includes providing resources for teachers to enhance their credentials, offering clear career pathways, and creating a culture where people feel connected to our purpose and proud of their work.



Employee Recruitment

We work hard to find and welcome passionate, purpose-driven talent at every level of our organization. Our research-backed talent selection tools help us identify educators who are not only qualified but truly inspired to help young minds grow.

To reach future teachers and leaders, we partner with Handshake, connecting us with more than 1,500 colleges and more than 15 million students, graduates, and alumni each year. We also use platforms like Indeed and LinkedIn to share who we are and help prospective applicants better understand our work and purpose.

“

Teachers are the heart of what we do every day. Investing in them creates better and more consistent family experiences, while giving us the ability to grow by welcoming and serving even more children.”

—Jess Harrah, Chief People Officer

Workforce Development

We want every employee to feel supported and inspired in their day-to-day work and long-term journey with us. At KinderCare, we're building more than jobs—we're creating a place where people can strengthen skills, connect with others, and build fulfilling, long-term careers in early education.

Our Talent Investment team plays a vital role in making that vision a reality. They design and deliver workforce development programs, learning experiences, trainings, and resources that empower our people. These efforts have been carefully individualized for different roles and responsibilities across the organization, ensuring each employee receives personalized, meaningful support to help build confidence and achieve success in their role.

Onboarding

Starting a new role is an important transition, and onboarding can look different across functions and locations. We continue to refine our approach to help new employees feel prepared, connected, and supported from their very first day.

For our new center teachers, our **First 100 Days Program** offers an immersive and supportive start, blending eLearning, virtual training, mentoring, and role-specific resources to help new teachers feel supported from day one.

Since 2022, we have expanded our virtual onboarding program to include live, facilitator-led training sessions. These sessions bring new employees together from across the country to connect and learn with one another during their first weeks to create a sense of community and belonging.



Teacher Pathways Initiative

We are committed to creating the best possible environment for our people to learn and grow as career educators. To support this goal, over the past two years, we have launched a strategic initiative to better understand the experiences of our new center staff. By evaluating key teacher touchpoints, such as our wage strategy, teacher selection process, and onboarding experiences, we have been able to meaningfully invest in projects with the objective of making KinderCare the best place for our teachers to learn and grow as career educators.

In 2024, we launched our Teacher Pathways initiative, a multi-year teacher-focused engagement to strengthen our new teacher's experiences and map out the most meaningful improvement areas. As part of this effort, throughout 2024, our Talent Investment team, together with our Research and Insights team, interviewed and surveyed more than 600 current and former teachers to gather insights into what made them feel supported, valued, and inspired to stay in their role. These insights informed improvements to our onboarding and support programs and will continue to shape how we can better invest in our new teacher experience moving forward.



73%
of our teachers stayed with us
for more than a year.

Teacher Training and Professional Development

Across our centers and sites, employees engage in a variety of essential training programs designed to ensure our teachers are delivering the highest quality care possible. This includes quarterly trainings, CPR and health and safety certifications, mandated reporter training, and ongoing eLearning courses.

Twice a year, we pause classroom operations for our **Professional Development Days** to provide our teachers with dedicated time to build new skills and explore new teaching strategies with their peers. In 2024, our new teachers completed an average of **24 hours of onboarding training per week** during their first month, reflecting our commitment to continuous learning.

Annual Educational Excellence Awards

As our educators grow their skills, we are proud to highlight those who go above and beyond through our recognition initiatives. Our **Educational Excellence Awards** honor the exceptional educators who exemplify passion, dedication, and excellence across all KinderCare brands. We recognize both early career educators and tenured teachers who exceed expectations in the classroom, honoring the full spectrum of talent within our business. Each award recipient receives professional development opportunities, including monthly teaching and leadership workshops and a full-year membership to the National Association for the Education of Young Children. To further recognize their impact, each recipient is awarded a personal cash prize, along with an additional financial award designated for their center or site.

Esteemed Educator Program

Our Esteemed Educator program pays tribute to the remarkable milestone of educators who have been **part of our team for 40 years**. Each recipient receives special recognition, a celebration, and a financial gift.



★ In 2024, we recognized **27 Educational Excellence Award recipients** whose work reflects an unwavering commitment to high-quality education and care.

► Sierra O'Berry, Grand Blanc KinderCare, and Lajahia Pate, Brookdale KinderCare, two of our 2024 Educational Excellence Award winners who were nominated by their leaders and recognized for demonstrating exceptional dedication to their profession.



★ In 2024, we recognized **15 Esteemed Educators** who not only demonstrate exceptional longevity but also exemplify a relentless passion for early childhood education.

► Esteemed Educator Myra Arbuckle (left) celebrates her 40-year milestone at Park Road KinderCare in Charlotte, NC with her Center Director, Kimberly Doster (right).

Employee Benefits

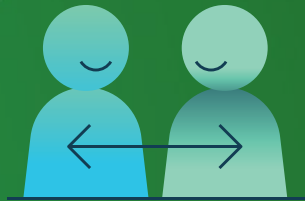
Full-time employees can access a wide range of benefits designed to support their health, stability, and peace of mind. In 2024, our benefits package included:

- **Health and Wellness:** Medical, dental, vision, life, and disability insurance coverage.
- **Financial Security:** 401(k) retirement plan with employer match, early wage access, and commuter benefits.
- **Family Support:** Child care tuition discounts and child adoption assistance.
- **Mental Health:** 24/7 access to professional mental health support, offering confidential, short-term counseling and referrals for long-term care.



All full-time employees are eligible for:

- **Free Teacher Credentialing:** We cover the full cost for teachers to earn their Child Development Associate (CDA) credential, the most widely recognized certification in early childhood education.
- **Tuition Reimbursement:** We offer up to \$1,500 per year to cover tuition, books, and fees for degrees, certifications, or specialized training that supports career growth beyond the CDA.



Funded by Employees for Employees: OneFund

When life brings unexpected challenges, no one should have to face them alone. That’s why we created the OneFund—an employee-funded relief program that offers financial assistance to team members during times of crisis. OneFund is made possible through the generosity of our own people and reflects the care and community that defines KinderCare.

★ In 2024, **200 employees** received support during moments of personal hardship.

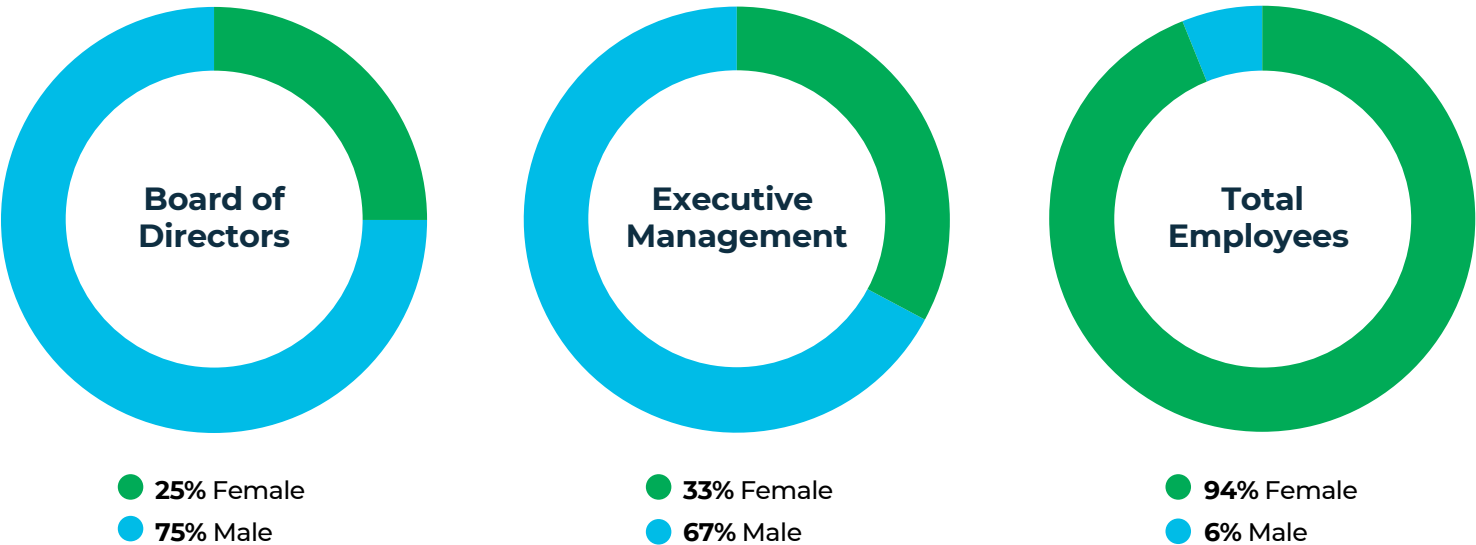
Employee Culture and Engagement

Employee Culture

Our workforce is as unique and dynamic as the families we serve. In 2024, 94% of our employees were women, reflecting the strong representation of women in the child care industry.

Our employees also reflect the wide range of people who live in the communities we serve, enriching the learning experiences we offer and creating welcoming environments where every child can shine.

► KinderCare’s 2024 Workforce Composition¹



1) As of December 28, 2024.





2024 Employee Engagement by the Numbers

74%

► Teacher engagement rate in 2024
(1% increase from 2023)

8x

► Gallup Exceptional
Workplace Award
consecutive recipient

2x

► Employee engagement
increase across the
company since 2018

Employee Engagement

An engaged workforce fuels strong business outcomes. That's why, for more than a decade, we've partnered with Gallup to track engagement across our organization, from classrooms to our National Support Center.

Each year, we invite every employee to share their perspectives through our annual employee engagement survey. We use this feedback to strengthen our culture and drive progress. Our 2024 survey results showed:

- 75% of our total workforce reported being fully engaged, which is more than double the national average and places us in Gallup's 81st percentile.¹
- Teacher engagement increased to 74% in 2024, placing our largest employee population in Gallup's 78th percentile of fully engaged employees.

Clear drivers of engagement among our field team included enriching feedback, open and trusting managers, and strong support systems as motivators for success. Equally important, we found that behaviors like having a best friend at work, receiving the training needed to perform well, and consistently living our Service Values were linked to stronger family outcomes. In 2024, our drive to bring connection to our culture helped us earn **Gallup's Exceptional Workplace Award** for the eighth consecutive year, making us the first and only child care education provider to receive this distinction.

¹) Gallup defines employee engagement as the involvement and enthusiasm of employees in their work and workplace. Source: [How to Improve Employee Engagement in the Workplace—Gallup](#).

We believe great work happens when our people feel welcomed and empowered. One of the ways we cultivate a workplace culture of connection is through our employee-led resource groups. These groups help build confidence and foster community while providing a safe space for employees to feel seen and supported by their peers.





Our Communities

Access to care remains one of the biggest barriers our families face. We're working to change that through public funding, community partnerships, and local investment. When high-quality early childhood education and care is accessible, children learn, parents thrive, and communities grow stronger.

Our Communities

Child care is a pillar of community health, economic opportunity, and long-term resilience. By reducing access gaps and strengthening local partnerships, families get the support they need to thrive.

Through targeted initiatives such as helping families navigate subsidy programs, advocating for public investment in early childhood education, and developing collaborations with local organizations, we’re focused on creating a lasting impact in our communities.

In 2024, we partnered with:



- ▶ **800+** state and local subsidy agencies to ensure continuity of care
- ▶ **30+** local governments and school districts to deliver high-quality pre-K or Head Start programs
- ▶ **300+** school districts to offer Champions before- and after-school programs¹

1) In school year 2024-2025.



2025 Parent Confidence Index

For the past six years, we’ve partnered with The Harris Poll to better understand what families need and the critical role child care plays in working families’ lives. Through this annual survey, we publish the [2025 Parent Confidence Index](#), which illustrates how access to early childhood education helps parents feel more capable, confident, and supported in their parenting journey.

In 2024, our findings were clear: high-quality child care was identified as the #1 resource for reducing stress and strengthening family support systems. These insights reaffirm the heart of our purpose and deepen our commitment to continuous improvement, excellence, and greater access to the care families count on.

- ▶ **Child care benefits attract and retain talent**
50% of parents surveyed reported they are actively seeking employment with child care benefits.
- ▶ **Child care improves productivity**
57% of parents report that unreliable child care has negatively impacted their work performance in the past.

Access to Education

Expanding Access to Early Childhood Education

Across the country, families face a difficult reality: choosing between care they can afford and care they can trust.

A 2023 study from the Center for Law and Social Policy found that 54% of parents reported facing challenges finding child care within their budget. This burden falls hardest on low- and middle-income families, making it even harder to maintain employment while securing the kind of care they want for their children.

Affordability should never be a barrier to quality care. That’s why we’re focused on expanding access to affordable, high-quality early education so more children can benefit from safe, nurturing care, regardless of their family’s financial circumstances.

Our dedicated Subsidy team was the only one of its kind among major child care providers as of 2024. This team offers tools, guidance, and hands-on support to help families understand and access public funding they may qualify for but find difficult to navigate. Their work helps families feel informed and empowered every step of the way.

► Three integrated teams help deliver support services to our families:



“Our support doesn’t stop at tuition assistance. We also help connect families to other publicly funded programs like military fee assistance, state-funded preschool, and Head Start. Many of these programs offer essential wraparound services for children with disabilities or developmental delays, and we’re proud to play a role in connecting families to those resources.”

—Louise Strong, Sr. Director, Government Funding

► Throughout 2024, our support services helped deliver impact to more than **100,000** children nationwide, enabling them to attend our centers through subsidized tuition. This represents approximately **40%** of the children KinderCare serves.

Advocacy Efforts for Public Pre-K

In 2024, we made our largest investment in expanding public pre-K access. Through strategic state and local partnerships, our Government Affairs and Policy team secured contracts for more than 1,800 new public pre-K slots, representing approximately \$8.5 million in awards across 46 centers. This milestone not only exceeded our original goal of 1,000 slots, but it also opened doors for hundreds more children to start their educational journey in safe and nurturing environments.

To support this growth, we strengthened our internal systems to better track enrollment trends, capacity planning, and implementation. We also equipped our field teams with tools and training to meet public program quality standards while continuing to deliver personalized care.

Looking ahead to 2025 and beyond, we believe this momentum positions us not just as a trusted partner, but as a national leader in delivering high-quality pre-K in partnership with the public sector.



► Michigan Case Study

In Michigan, where we expanded pre-K offerings in close collaboration with state agencies, the early impact has been promising. Participating centers experienced increased enrollment and revenue, along with deeper family and educator engagement. These early results affirmed what we’ve long believed: that expanding access to pre-K benefits children, families, and the long-term health of our centers and communities.



“As the public sector continues to prioritize pre-K to expand educational access and economic opportunity for parents, we’re advocating for systems that strengthen the entire sector. We see public pre-K not as a competition, but as a collaboration, and we’re committed to helping shape a mixed-delivery system that works for families and providers alike.”

—Patrick Murray, Vice President, Government Affairs

Employer-Sponsored Child Care

Closing Access Gaps through Workplace Partnerships

For many working parents, especially those with demanding schedules or living in areas with limited child care options, reliable care is hard to find and even harder to afford. This lack of access doesn't just affect families, it impacts workforce participation, economic mobility, and long-term child development.

Through partnerships with leading employers, KinderCare helps close care gaps through tailored child care benefit solutions that bring early education offerings closer to where families work. These solutions range from on-site centers and tuition subsidies in our community centers to flexible back-up care, creating the stability parents need to stay in the workforce and the consistency children need to thrive.

In 2024, our network of employer-sponsored programs continued to grow, supporting working families across sectors like health care, manufacturing, education, and financial services. These programs have proven benefits: reduced absenteeism, improved retention, and stronger well-being for both parents and their children.

In 2024, 64% of parents believed employers should offset the cost of child care for their employees.¹ Employer-sponsored care delivers early education to families who might otherwise be left behind. As more companies seek to support working parents, we're proud to be a partner in building a more accessible, resilient child care system that works for families, employers, and communities alike.



► **Supporting working families**
4.9 million people missed work because they were caring for children not in child care.²

1) Source: [KinderCare 2025 Parent Confidence Index](#).
2) Source: U.S. Census Bureau, [2023 Household Pulse Survey Data Tables](#).

KinderCare Learning Companies' Kids Scholarship Fund

The lessons, friendships, and care children receive in our programs stay with them long after they leave our classrooms. We're proud to continue supporting our alumni's educational pursuits. Through our Kids Scholarship Fund, we offer scholarships to KinderCare alumni who are preparing for or already pursuing a degree in a two- or four-year accredited program.

Since 2019, we've awarded more than \$500,000 in scholarships to help open doors and lighten the financial load for students and their families. In 2024 alone, we were honored to provide \$150,000 in scholarships to 21 incredible students from across the country to support them in continuing their journey of learning, growth, and possibility.

“Receiving this scholarship meant so much to me personally, because it helped me afford college. My time at KinderCare definitely not only made me a creator, but a critical thinker as well.”
—Scholarship winner



Responsible Operations

Across every part of our business, we work to hold ourselves to high standards of governance, ethics and compliance, data protection, and environmental responsibility. Responsible operations are essential to earning families' trust and building a more resilient future.

Responsible Operations

From reducing our environmental footprint to upholding strong governance practices, we integrate responsibility into the way we work every day.

Environmental Operations

Understanding where our operations have the greatest impact on the environment and where environmental-related exposure poses risks to our business is essential for laying the foundation for mitigation and long-term resilience.

To achieve this, we're developing systems to track and reduce our energy use and emissions and assess how environmental disruptions could affect our operations. In 2024, we focused on strengthening our environmental management systems and deepening our understanding of our environmental impacts and potential risks.

Energy and Emissions

Given the size of our operational footprint, scalable, accurate systems to track and manage our energy and greenhouse gas emissions are necessary to reduce our environmental impact and increase operational efficiency.

Energy Usage

Over the past 10 years, we have enhanced our facilities' ability to track and report on energy use by strengthening our centralized energy

data management system. In 2024, we implemented enhanced quality checks to detect and correct anomalies, ensuring our energy data accurately reflects actual energy consumption patterns. This work is driving strategic decisions around which centers to prioritize for future energy efficiency improvements.

Energy Efficiency Programs

In tandem with efforts to enhance energy usage monitoring and reporting accuracy, we've also engaged in two core energy efficiency programs over the last several years:

- **Energy Management Systems (EMS):** EMS now operates in 367 centers, allowing real-time HVAC monitoring, remote troubleshooting, and scheduling to minimize off-hour usage, leading to an average 11% drop in energy consumption in those centers.
- **LED Lighting Retrofits:** LED lighting retrofits have also progressed with 446 centers as of 2024 fully transitioned to LED lighting, reducing electricity use and operating costs across our centers.



Community Solar Commitment

In 2024, we joined a new community solar partnership in Illinois through a five-year agreement with Dimension Energy. This program will deliver discounted solar energy and renewable energy credits to 80 of our centers once solar production begins in late 2025. Our early participation locks in cost savings and a lower emissions footprint for years to come, and reflects our commitment to long-term, scalable renewable energy investments.

Tracking and Reporting Our Emissions

We have spent the past three years advancing our emissions reporting to better understand the full impact of our direct and indirect footprint. Since 2021, we have conducted a Scope 1 and 2 emissions inventory, using quality inputs from our energy data management system. Additionally, in 2023, we partnered with an environmental consultancy to lead a formal Scope 3 screening to identify applicable emissions categories and prepare us to conduct a comprehensive emissions inventory.

In 2024, we expanded this work, collaborating with data providers across the business to gather information to conduct a full Scope 1, 2, and 3 emissions inventory. As a result of these efforts, our **Scope 1 and 2 emissions** achieved limited assurance for the third year in a row, and we calculated our first comprehensive Scope 3 inventory. Our inventory results revealed that our 2024 **Scope 3 emissions** (resulting from KinderCare’s value chain activities) comprised 81% of our total emissions.

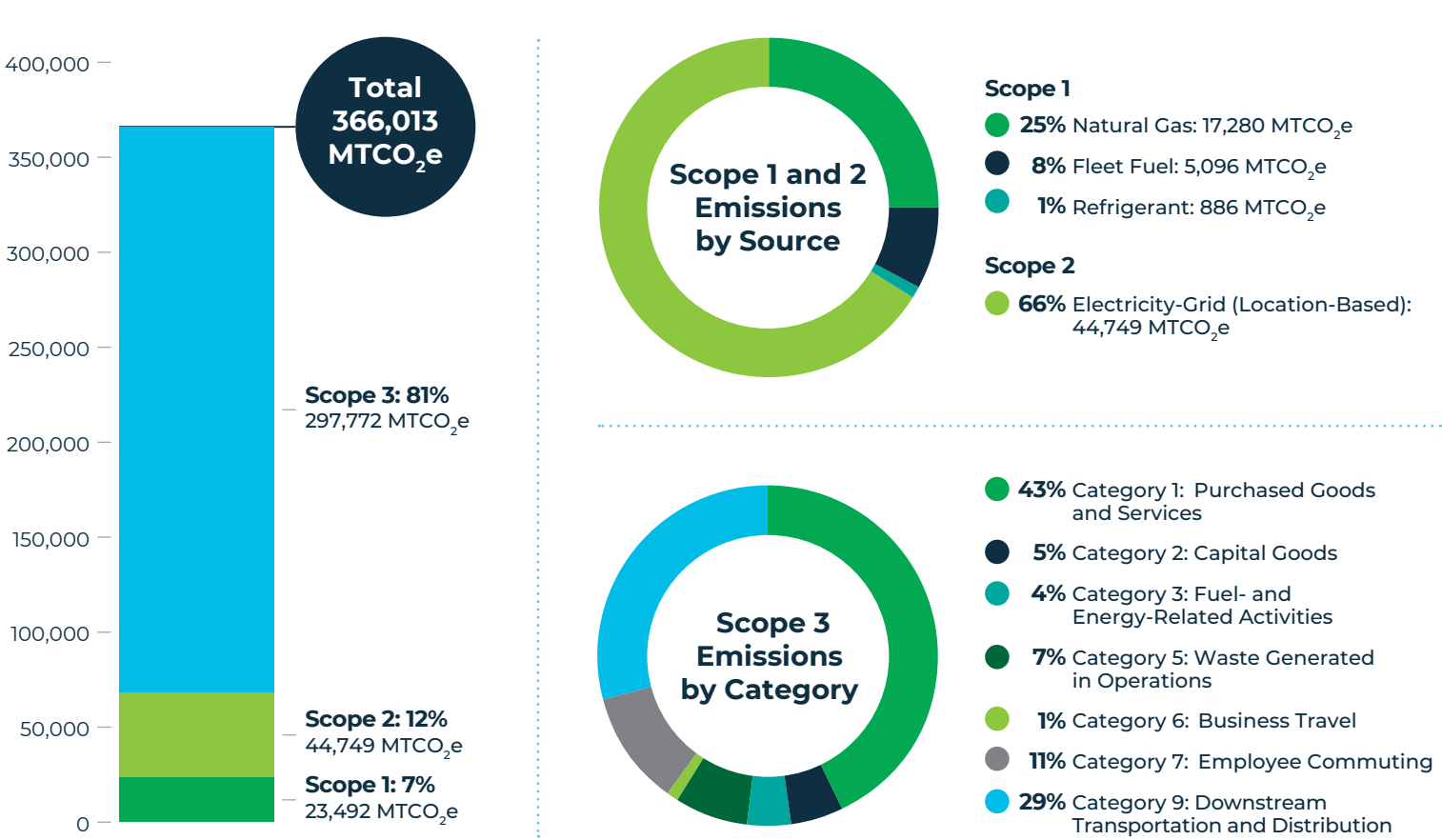
Category 1: Purchased Goods and Services and **Category 9: Downstream Transportation and Distribution**, which captures the emissions associated with our students’ commutes to and from our centers, comprised 72% of our total Scope 3 emissions composition and approximately 58% of our total inventory.

Through our 2024 initiative to improve emissions data quality, we gained clearer visibility into our highest-impact emissions areas, laying the groundwork for targeted reduction strategies. In 2025, we will continue refining the quality of our energy and emissions data to build the foundation for meaningful emissions reporting and reduction efforts in future years.



[Scope 1 and 2 Limited Assurance Documentation](#)

KinderCare’s 2024 Scope 1, 2, and 3 Emissions Inventory



Notes:

- Scope 1: Direct GHG emissions from sources owned or controlled by KinderCare. Due to rounding, the Scope 1 and 2 emissions values shown in the graphic may not add up exactly to the totals. Scope 1 stationary combustion emissions from propane and fuel oil are negligible and therefore not shown.
- Scope 2: Indirect GHG emissions from the generation of purchased electricity consumed by KinderCare in the reporting year.
- Scope 3: Indirect GHG emissions that occur in KinderCare’s value chain but are not owned or directly controlled by KinderCare.
- KinderCare’s 2024 Scope 1, 2, and 3 emissions were calculated in accordance with the GHG Protocol, ghgprotocol.org.

Assessing Climate Risks and Opportunities

Our environmental resilience efforts focus on maintaining continuity of care, minimizing risk, and ensuring we remain a dependable resource for families.

In 2024, we made strides toward climate preparedness by conducting our **first enterprise-wide climate risk assessment (CRA)**—a process that helps companies identify and address risks and impacts related to climate change. Through this process, we evaluated how physical impacts of climate change, such as extreme weather events, and transition risks, like evolving regulations, could impact our operations, assets, and communities, now and in the future.



The results of our CRA equip us to reduce the impacts from and adapt to the evolving challenges of future climate scenarios; make informed, forward-looking decisions that support our long-term resilience and business continuity; and identify opportunities for innovation.

Conducted in accordance with the recommended framework disclosures contained in the Final Report of Recommendations of the **Task Force on Climate-related Financial Disclosures (TCFD)**, this assessment will prepare us to meet new environmental reporting requirements set by the State of California while also improving transparency for stakeholders.

Our CRA was developed using climate science, industry benchmarks, and business insights. This holistic approach to climate risk analysis ensured that the assessment was both data-driven and informed by the expertise of those most

familiar with our business. The results culminated in the identification of top climate-related risks and opportunities for our business.

We then used this information to quantify the top potential financial risks to our business. For each top risk, we identified key metrics to baseline, measure, manage, and reduce or adapt to these risks.

In the coming years, we intend to build on this work by expanding our climate-related risk tracking capabilities, further developing our climate risk mitigation strategy, and formalizing program ambitions to enhance the long-term success and resilience of our business to climate-related impacts.

We plan to publish additional information related to the process and results of our 2024 CRA in a forthcoming Task Force on Climate-related Financial Disclosures (TCFD) report.

Business Operations

Our operations are built on a foundation of ethical decision-making and responsible business practices, ensuring we uphold the highest standards of conduct across all areas of our business.

Corporate Responsibility Governance

Corporate responsibility is integral to our purpose and guides how we operate, make decisions, and create value for our stakeholders. From the classroom to the boardroom, our work is supported by a governance structure that ensures strategic alignment, internal accountability, and long-term impact.

Our Nominating and Corporate Governance Committee, which is managed by members of our Board of Directors, oversees our corporate responsibility program, ensuring our efforts align with our business strategy and the needs of our stakeholders. Our Sustainability Executive Committee provides strategic direction to our Sustainability Steering Committee and dedicated Working Teams, which help turn our goals into action and bring these initiatives to life across our three priority areas: **Our Classrooms, Our People, and Our Communities.**

Ethical Conduct and Integrity

To translate our values into consistent action, we have built a strong ethics and compliance infrastructure that guides employee behavior and decision-making at every level. We’ve developed strong policies that facilitate our commitment to responsible conduct, including a robust Employee Code of Ethics, Supplier Code of Conduct, and Corporate Governance Guidelines. Additionally, we provide targeted training, informational sessions, and document resources to ensure ethics and compliance expectations are integrated into employee onboarding, leadership training, and day-to-day operations.

To drive accountability, in addition to including whistleblower protections in our Code of Business Conduct and Ethics, our standalone whistleblower policy enables confidential, anonymous, and retaliation-free reporting for all employees and stakeholders. We also have an externally managed **Ethics Hotline** that is available for employees to report ethical concerns anonymously. Reports are shared with KinderCare’s Employee Relations team, which collaborates with field leaders and Human Resource Business Partners (HRBPs) to investigate concerns and deliver effective resolutions.

→

[Nominating and Corporate Governance Committee Charter](#)





Regulatory Compliance

Our Employment Law team monitors changing employment laws at the local, state, and federal level to ensure implementation of best practices in labor and human rights. To strengthen accountability and equip leaders, the team partners with our HRBPs to lead bi-annual trainings on employment practices and compliance best practices. They also share timely insights through a monthly employment law update, keeping our HR teams informed and equipped to support employees with clarity, consistency, and care.

Data Privacy and Cybersecurity

Safeguarding the privacy and security of employee and family information is essential to protecting the communities we serve. Our enterprise-wide cybersecurity framework is based on industry-leading standards that encompass administrative, technical, and physical controls—from real-time monitoring and robust incident response plans to regular updates across our infrastructure and custom-built software.

In 2024, we maintained timely patching and vulnerability remediation based on severity levels, with executive oversight driving accountability across our IT teams. No material privacy or cybersecurity incidents from the reporting period required disclosure under applicable regulations.

To maintain the quality and effectiveness of our data privacy and cybersecurity program, our dedicated team stays abreast of the changing landscape of cybersecurity and privacy risks. In addition, we review our privacy policies regularly to align with regulatory standards and explore improvements to data retention practices for student records. Internally, access to personal information is tightly controlled and all employees receive training on data confidentiality and responsible use. We also require all third-party service providers to meet our standards for privacy and data protection.

“Protecting the privacy and security of the families and employees we serve is more than a compliance requirement—it’s a responsibility we take personally. In a constantly evolving threat landscape, our team works every day to stay ahead of risks, strengthen our defenses, and ensure that trust in KinderCare is well placed.”

—Sean Ventura, Head of Information Security and Compliance



Closing Statement

This year marked a milestone for KinderCare Learning Companies with the publication of our first Corporate Responsibility Report: Confidence in Action. Our report reflects the deep connection between our business and impact and affirms our dedication to transparency, accountability, and integrity. Guided by our purpose to build confidence for kids, families, and the future we share, this report outlines the foundations of our corporate responsibility program. Our program is built upon our three core priority areas: our classrooms, our people, and our communities, and is guided by our commitment to responsible business operations in all aspects of our strategy.

While this report captures where we are today, it also reflects the values that guide where we are headed. As we look toward the future, we will continue to deepen our impact across these foundational priorities, strengthening the learning environments we create, supporting the dedicated professionals who make them possible, and expanding our connection to the families and communities we serve. Together with our families, educators, clients, and communities, we will continue to build a future where every child can learn and grow, in a world that is safe, supportive, and full of opportunity.



Appendix

The following appendix presents disclosures aligned with the GRI (reported in reference to) and SASB frameworks, reflecting our commitment to leading global reporting 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 Rd, Suite 200, Lake Oswego, OR 97035-4288. KinderCare Learning Companies, Inc. (KinderCare) Sites: As of December 28, 2024, we operate more than 2,500 centers and sites in 40 states and the District of Columbia. We are a publicly traded company and became listed on the New York Stock Exchange (NYSE) on October 9, 2024, under the symbol KLC. Partners Group (PG) owns a significant percentage of our common stock; therefore, we are 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 School, 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) Dec. 31, 2023, to Dec. 28, 2024, with select disclosures from our calendar year (CY), Jan. 1, 2024, to Dec. 31, 2024, with select updates through the time of publication in 2025. Frequency: Annual Contact point: Danielle Ricketts, Senior Manager of Sustainability, Email: danielle.ricketts@kindercare.com
	2-5 External assurance	Corporate Responsibility Report Assurance: At this time, we have decided to not seek external assurance for the 2024 Corporate Responsibility Report. Greenhouse Gas Emissions: For CY 2024, 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, Page 3, and Corporate Responsibility, Pages 6-8.
	2-7 Employees	See Our People, Pages 15, 19-20.
	2-8 Workers who are not employees	As of the end of FY24, we had 389 non-employee workers.
	2-9 Governance structure and composition	See Responsible Operations, Page 30, and our 2025 Proxy .
	2-10 Nomination and selection of the highest governance body	See our 2025 Proxy .
	2-11 Chair of the highest governance body	See our 2025 Proxy .

GRI Standard		Response
General Disclosures		
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	See Responsible Operations, Page 30, and our 2025 Proxy .
	2-13 Delegation of responsibility for managing impacts	See Responsible Operations, Page 30, and our 2025 Proxy .
	2-14 Role of the highest governance body in sustainability reporting	See Responsible Operations, Page 30, and our 2025 Proxy .
	2-15 Conflicts of interest	See our Code of Business Conduct and Ethics .
	2-16 Communication of critical concerns	See Responsible Operations, Page 30, our 2024 10-K , and our 2025 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 7-9 of our 2025 Proxy .
	2-18 Evaluation of the performance of the highest governance body	See our 2025 Proxy , Pages 9-13.
	2-19 Remuneration policies	See our 2025 Proxy , Pages 18-40.
	2-20 Process to determine remuneration	See our 2025 Proxy , Pages 18-40.
	2-22 Statement on sustainable development strategy	See CEO Letter, Page 2, and Corporate Responsibility, Page 6.
	2-23 Policy commitments	See Responsible Operations, Pages 30-31, and our Code of Business Conduct and Ethics .
	2-24 Embedding policy commitments	See Responsible Operations, Pages 30-31, and our Code of Business Conduct and Ethics .
	2-25 Processes to remediate negative impacts	See Responsible Operations, Pages 30-31, and our Code of Business Conduct and Ethics .
	2-26 Mechanisms for seeking advice and raising concerns	See Responsible Operations, Pages 30-31, and our Code of Business Conduct and Ethics .
	2-27 Compliance with laws and regulations	See Responsible Operations, Pages 30-31, our Code of Business Conduct and Ethics , and our 2024 10-K , Pages 21, 38.
	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), National Child Care Association (NCCA).
	2-29 Approach to stakeholder engagement	We engage regularly with families, children, employees, stockholders, lenders, government entities, third-party providers, analysts, and media to support our purpose and business goals. Engagement is tailored to each group—ranging from curriculum and enrollment support, talent development, and Gallup surveys to investor reporting, regulatory compliance, vendor oversight, and external communications. This ensures strong relationships, accountability, and impact.
	2-30 Collective bargaining agreements	We have no employees covered by collective bargaining agreements.

GRI Standard		Response
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	See Corporate Responsibility, Pages 7-8.
	3-2 List of material topics	See Corporate Responsibility, Page 8.
GRI Relevant Disclosure: Corporate Governance (KinderCare Material Topic: Corporate Governance)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Responsible Operations, Page 30.
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	See Responsible Operations, Page 30, and KinderCare Learning Companies, Inc. Corporate Governance Guidelines .
Anticorruption (KinderCare Material Topic: Risk and Compliance and Ethics, Values, and Culture)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Responsible Operations, Page 30.
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption	In 2024, we did not identify any significant risks related to corruption.
	205-2 Communication and training about anticorruption policies and procedures	See Responsible Operations, Pages 30-31.
Customer Privacy (KinderCare Material Topic: Data Privacy and Cybersecurity)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Audit Committee oversees risks related to cybersecurity, including data privacy, technology and information security, information systems, and associated monitoring and control mechanisms. With more than 30 years of IT security expertise, our Head of Information Security and Compliance spearheads our data privacy and cybersecurity efforts, reporting directly to the Chief Information Officer as well as regularly reporting and updating the Audit Committee. The Head oversees our Information Security department and functions, working together to implement a range of risk management strategies including regular IT security audits and partnerships with external providers to conduct periodic penetration testing. This approach helps ensure the proactive detection and prevention of potential cybersecurity threats across the organization. See our 2024 10-K .
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2024, we did not identify any substantiated complaints concerning breaches of customer privacy under applicable regulations.
Non-GRI Topic: Quality of Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	We are committed to providing educational excellence in our services, and we work to achieve this through our differentiated curriculum, seeking voluntary third-party accreditation, and our use of research-based assessment tools. See Responsible Operations, Page 30, and Our Classrooms, Pages 10-12.
KinderCare Own Disclosure: Developmental Screening Tools	Early Childhood Screening Tool	See Our Classrooms, Pages 11-12.

GRI Standard		Response
Non-GRI Topic: Access to Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Responsible Operations, Page 30, and Our Communities, Pages 22-25.
KinderCare Own Disclosure: Subsidy Funding	Percentage of KinderCare families receiving subsidy funding	See Our Communities, Page 23.
Non-GRI Topic: Customer Services and Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	We are committed to providing educational excellence in our services, and we work to achieve this through our differentiated curriculum, seeking voluntary third-party accreditation, and our use of research-based assessment tools. See Responsible Operations, Page 30, and Our Classrooms, Pages 10-12.
KinderCare Own Disclosure: Family Engagement	Description of family engagement approaches	We engage with our families and assess the success of that engagement using a variety of tools, including our biannual family conferences, engagement surveys, and our Human Signa Scores. See Our Classrooms, Pages 10-12, and our 2024 10-K , Page 5.
Training and Education (KinderCare Material Topic: Employee Engagement and Development)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Responsible Operations, Page 30, and Our People, Pages 15-17, 19-20.
GRI 404: Training and Education	404-1 Average hours of training per year per employee	In CY24, each employee received an average of 40 hours of training. This number excludes training that only impacts a subset of KinderCare employees, such as cooks and new hires.
	404-2 Programs for upgrading employee skills and transition assistance programs	See Our People, Pages 16-17.
Occupational Health and Safety (KinderCare Material Topic: Employee Engagement and Development)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Health and safety is a top priority and is overseen by our Health and Safety team, with execution carried out across our centers and sites by Managers, Directors, Teachers, and Staff. See Our Classrooms, Page 13.
GRI 403: Occupational Health and Safety	403-5 Worker training on occupational health and safety	See Our Classrooms, Page 13.
	403-9 Work-related injuries	These values reflect CY24 work-related injuries: Fatalities (0), Illness or Injury (453), Accident (995).
Employment (KinderCare Material Topic: Talent Acquisition and Retention and Compensation and Benefits)		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Responsible Operations, Page 30, and Our People, Pages 15, 18.
GRI 401: Employment	401-1 New employee hires and employee turnover	For CY24, our employee turnover rate was 65%.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	See Our People, Page 18.

GRI Standard		Response
Diversity and Equal Opportunity (KinderCare Material Topic: Culture and Connection)		
GRI 3: Material Topics 2021	3-3 Management of material topics	We are committed to ensuring all employees feel valued and supported, and we have policies in place to promote fair and equal treatment, including policies covering anti-discrimination, fair career advancement, fair dismissal, and fair hiring and recruiting. See Responsible Operations, Page 30, and Our People, Pages 15-20.
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	See Our People, Page 19.
	405-2 Ratio of basic salary and remuneration of women to men	For CY24, our average salary per hour: Female: \$19 vs. Male: \$25.
Customer Health and Safety (KinderCare Material Topic: Student Safety)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Health and safety is a top priority and is overseen by our Health and Safety team, and supported by the Quality Business Partner team, with execution carried out across our centers and sites by Managers, Directors, Teachers, and Staff. See Responsible Operations, Page 30, and Our Classrooms, Page 13.
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	We implement a variety of measures across the organization to assess health and safety in our centers and sites, including required state licensing, voluntary accreditations, internal safety reviews and reporting, and critical tools and resources pertaining to safe sleep, child supervision records, and emergency preparedness. See Our Classrooms, Pages 10, 13.
Energy (KinderCare Material Topic: Environment and Climate Change)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our environmental initiatives are part of our commitment to operating responsibly. Our facilities team leads the development of energy efficiency initiatives across our centers and sites and plays a critical role in developing and strengthening our greenhouse gas emissions reporting efforts. See Responsible Operations, Pages 27-30.
GRI 302: Energy	302-1 Energy consumption within the organization	Energy Usage CY24: 890434.98 Gigajoules (GJ)
	302-4 Reduction of energy consumption	See Responsible Operations, Pages 27-29.
Emissions (KinderCare Material Topic: Environment and Climate Change)		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our environmental initiatives are part of our commitment to operating responsibly. Our facilities team leads the development of energy efficiency initiatives across our centers and sites and plays a critical role in developing and strengthening our greenhouse gas emissions reporting efforts. See Responsible Operations, Pages 27-30.
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	See Responsible Operations, Pages 27-28.
	305-2 Energy indirect (Scope 2) GHG emissions	See Responsible Operations, Pages 27-28.
	305-3 Other indirect (Scope 3) GHG emissions	See Responsible Operations, Page 28.
	305-5 Reduction of GHG emissions	See Responsible Operations, Pages 27-28.

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 Responsible Operations, Page 31.
	Description of policies and practices relating to collection, usage, and retention of student information	SV-ED-230a.2	N/A	We publicly report our policies and practices relating to data privacy , which cover practices related to the collection, usage, and retention of student information. See KinderCare Legal Webpage .
	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of students affected	SV-ED-230a.3	%	In 2024, we continued to strengthen our defenses through real-time monitoring, vulnerability remediation, and executive oversight. Any material cybersecurity or privacy incidents would be disclosed in accordance with regulatory requirements.
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 programme loan defaults	SV-ED-260a.6	N/A	See Our Communities, Pages 22-25.

Table 1. Sustainability Disclosure Topics & Metrics

Topic	Accounting Metric	Code	Unit	Response
Marketing and Recruiting Practices	(1) Description of policies to ensure disclosure of key performance statistics to prospective students in advance of collecting any fees, (2) discussion of outcomes	SV-ED-270a.1	N/A	See Our Classrooms, Pages 10-12.
	Total amount of monetary losses as a result of legal proceedings associated with advertising, marketing, and mandatory disclosures	SV-ED-270a.2	USD	In 2024, 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 FY24, our cost of services, excluding depreciation and impairment, was \$2.033 billion. (2) In FY24, we spent \$30.5 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 FY24, our subsidy revenue was \$942.1 million.

Table 2. Activity Metrics

Activity Metric	Code	Unit	Response
Number of Students enrolled	SV-ED-000.A	Number	In FY24, our average weekly early childhood educators full-time enrollment (FTEs) was 145,149.
Number of applications received for enrollment	SV-ED-000.B	Number	For the fiscal year ending 2024, our average weekly full time enrollments (FTEs) were 145,149, an increase of 442 or 0.3% compared to FY2023.
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 Our People, Page 15.



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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 December 28, 2024 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.

