



Impact Report

2022

n.
family
club



N Family Club was founded to **rethink early years education**. Since opening the doors of our first London nursery in 2017, we have been having a positive impact on our children, families and team.

It's always been our mission at N to equip children for life in an ever-changing world. Who could have imagined the significance of that ambition over the last two years!

During the Covid-19 pandemic, our nurseries held a unique position within local communities with our Educators taking a key role in social infrastructure. Our team rose to that challenge exceptionally as they helped children stay safe, learn, develop and have fun.

The children of today will face a world with opportunities and challenges

that we can't yet even imagine. Our commitment is to prepare children for life in the modern world through our work both with them and with the people, communities and planet that make up their world. The way we treat our world today will affect the lives of generations to come, and we don't take that responsibility lightly.

This is our first impact report. In it, we want to look back at what we have accomplished and outline what we plan to achieve moving forward. We hope you enjoy reading the report and are as excited about our impact as we are. We'd love to hear the thoughts, questions and ideas this report generates for you.

Phil Sunderland
Founder and CEO



Get in touch:
impact@nfamilyclub.com

Positive Futures



One child, one
teacher, one pen
and one book can
change the world.

Malala

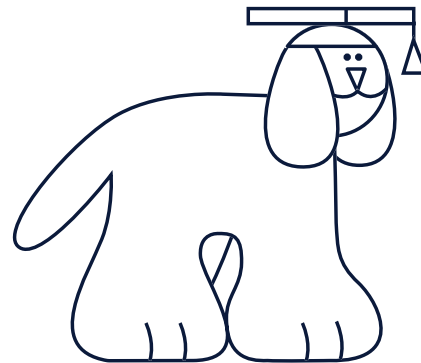


Positive Futures

The experiences children have between birth and age 5 have a lasting impact that shapes their lives. The relationships, experiences and environments of those first five years are pivotal.

At N, we've gone to great lengths to create a hugely impactful educational approach, progressive learning programme and imaginative environment all led by an inspiring team. We're proud of the outstanding impact we make on children's lives every day and are excited with how many more futures we can positively impact as N expands.

Every child should be afforded the opportunity of an outstanding education, but years of underfunding in the early years means accessing high quality provision is not possible for all, especially in areas of deprivation. The rise in social inequalities due to Covid-19 has only exacerbated the problem. As a socially conscious, growing business, we want to play our part in making a difference for some of these children.



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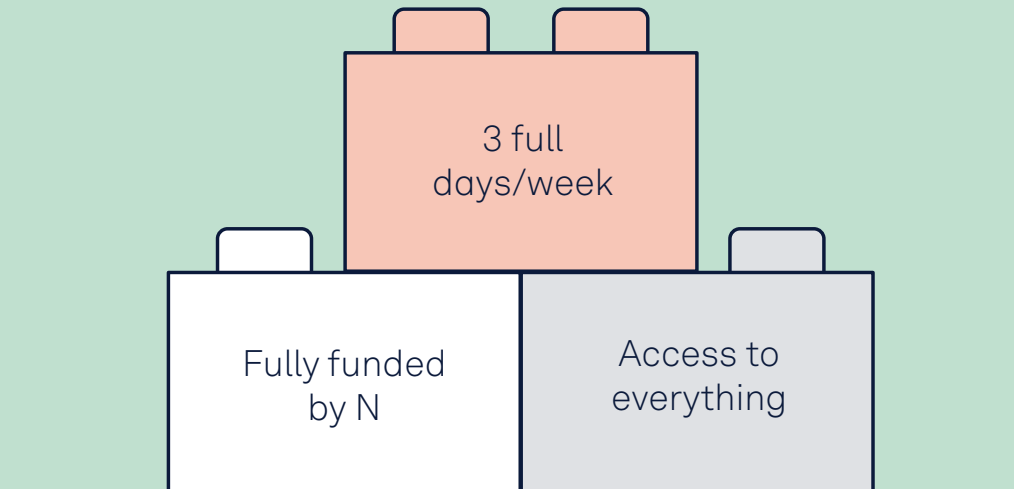
The beautiful thing about learning is that no one can take it away from you.

B.B. King

N Bursary

We are delighted to be launching our bursary scheme in 2022, which will see us provide places for a number of qualifying 2-5 year olds across our established nurseries. We hope that by removing the challenges of accessing affordable, high quality early years education for these families, we can positively impact the futures of these children.

We extend our thanks also to our first corporate sponsor, Gravis Capital, who have generously offered to increase the number of places we offer this year, becoming our first Positive Future Partner. We hope they will be the first of many!



Starting January 2022
More Nurseries = More Bursaries

War Child

As well as supporting children in our local communities, we will be continuing our support for children across the globe through our War Child partnership.

War Child have continued their work on the ground in Afghanistan throughout the rising conflict and trauma that escalated last summer. They have delivered fundamental life-saving support to the most vulnerable children

and continue to bring aid amidst the country’s food crisis which has left half of all children under five suffering from severe acute malnutrition.

As the right to an education is under threat for millions of Afghan children, especially girls, we are thankful that War Child continue to give boys and girls the opportunity to learn, develop and dream.

Our contributions to War Child:

2021	£50,000
2020	£37,000
2019	£22,000
2018	£12,500

In partnership with



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Thanks to N Family’s commitment every year we reach thousands more children caught in conflict zones around the world, providing safety and opportunity now and hope for tomorrow.

War Child

Fundraising & Community Engagement

To complement these initiatives, we want to support causes close to our team and families hearts. Throughout the year, we will support individual charity events in our nurseries while offering individual sponsorship to team members on a monthly basis. In 2022 we have launched the N Family Hub. A free hub of content and resources to support families whether they are an N customer or not.

THE
family
HUB



Planet



Education is the most powerful weapon which you can use to change the world.

Nelson Mandela



Planet

We believe that activism and impact on social and environmental issues should not be the niche, but the norm. We want to unleash a generation of children to do good, and our curriculum is designed to build the curiosity, confidence, capability and compassion for our children to become informed and inspired changemakers.

The launch of the N Curriculum in 2020 reflected this, with one of the key four pillars being Global Responsibility. Accessed by every child, this pillar includes a heavy environmentalism focus. Our Impact Champions within every nursery promote sustainability in every aspect of nursery life and will oversee the extension of the Eco Schools programme across all of our nurseries in 2022.



Reaching Net Zero

We want to align every aspect of the business towards the sustainability transition that the world so desperately needs. Last year, we worked with Planet Mark to calculate our carbon footprint baseline, which we aim to reduce, per person, year on year.

To be transparent about our progress, challenges and wins, here's an outline of some of the activities we have implemented and are planning.



Energy from Renewable Sources	90% of our electricity comes from renewable sources, such as wind and solar and we will hit 100% in 2022.	Almost there (2022)
Woodland	We partnered with Cool Earth, who tackle the root causes of deforestation, and protect vital carbon sinks.	✓
Waste	We will have zero waste to landfill to support our existing efforts to produce less waste and reuse, repurpose and recycle.	Almost there (2022)
Organic Waste	Separate food waste collections at all nurseries, to divert organic waste from landfill.	✓
Sustainable Nutrition	We have predominantly vegetarian sources of protein on our menu, reducing meat consumption reduces the many greenhouse gas emissions produced when farming animals.	✓

Sustainable Construction & Building Design	When constructing & renovating we use LED lighting, optimise buildings for natural light, ensure zero construction waste to landfill, improve insulation, fit double glazing where possible & use FSC timber & non-toxic materials. We use heat pumps which use natural warmth from the ground and air to heat buildings, replacing central heating powered by gas, oil and other fossil fuels. Our architects are a certified B-Corporation.	✓
Digital Products	We're proud to keep paperless records reducing our use of paper. We are conscious that manufacturing laptops and tablets is energy intensive. To cut carbon emissions we are exploring options to improve their lifespan and implement processes for responsible disposal.	Almost there (2022)
Transport	We've switched to electric vehicles for our in-house maintenance team, installed electric vehicle charging points at new nurseries and are committed to embracing public transport and reducing travel.	✓
Responsible Sourcing	We strive to work with companies with a similar sustainability ethos and actively engage with suppliers to reduce waste and emissions, identify hotspots & make greener products.	
Resources	Over ¾ of our nursery resources are wooden, metal or made from recycled plastic and we switch product lines to more sustainable options as these are developed.	✓
Carbon Removal	We will explore verified options for the emissions we can't reduce right now.	
Landscapes	Outdoor spaces are designed to retain as much of the existing trees and established landscape features as possible. Many of our outdoor areas include planting stations and vegetable patches.	✓

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It's an uncomfortable thought that most disposable nappies end up in landfill sites where they can take centuries to decompose. At N, 100% of our nappy waste is processed at an Energy from Waste Facility, where it is incinerated to produce electricity.

Claire Brown
Impact Manager



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Sustainability should be inextricably linked to education today. The climate and ecological crisis has implications for every aspect of our children's lives and as Educators we can help to create a generation keen to rewrite the current story.

Sarah Mackenzie
Chief Strategy Officer



People



I am so happy to work within a company that allows you to be truly yourself and celebrates individuals and diversity. Never felt so free to be me and to be proud of who I am.

N Team Member



People

To provide outstanding education, you need outstanding people and outstanding people deserve the best.

N Flex and the Real Living Wage

2022 will mark an exciting milestone for N Family Club. We pride ourselves on our industry leading salaries, benefits and plentiful learning and development opportunities. 2022 will see us make a huge amount of progress in our ambition to become a Real Living Wage employer, with 90% of our team across all nurseries earning the Real Living Wage or more, with aspirations to get everyone there as quickly as we can. Apprentice Educators will continue to have their training funded by us and can look forward to earning the Real Living Wage when they qualify. Following feedback from our teams, we've also created N-Flex, which will allow team members to opt for a new standard 4 day working week.

Equal Worth, Equal Opportunities

In 2021 we launched our first Belonging Survey and worked with our Belonging Representatives in each nursery to better understand our people, what we do well and where we can do better. Our intentions to create a true culture of belonging are best summed up in our Belonging Statement:

At N, we play as a team. We are global citizens, inspiring and developing the next generation and we encourage our people to bring their whole selves to work, every day of the week. Our diversity creates an environment to support the best in us. Everyone is welcome, respected and accepted. You don't have to 'fit in', we will take you as you are.

Be you. We are N Family.

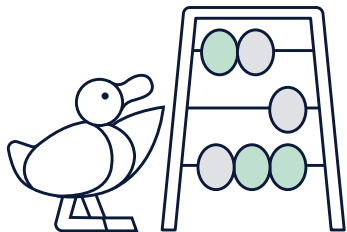
n.Flex

Gender Pay Gap

Getting it right on equal worth is an important part of a fair and inclusive workplace. In 2021, we've taken a closer look at N's gender pay and bonus gap – that is the average difference between pay for men and women.

We are confident that men and women are paid equally for doing equivalent jobs across our team. We celebrate our successes with women in leadership, and are working hard to encourage more men into Educator roles through our engagement with MITEY. This is a first step in our ambition to fully evidence how equal worth is realised throughout N.

In 2022, we will expand this analysis to other protected characteristics. Our Belonging Surveys are a key step in understanding who makes up N Family Club and shaping our actions, so we can make positive changes for everyone's future and to continue to do better on equal worth.



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Current Gender Pay Gap reporting guidelines require gender to be reported in a binary way, recognising only men and women. At N, we recognise that there are many people who do not fit into these binary categories and are also aware that some people's gender identity does not align with the sex they were assigned at birth.

N's own diversity data collection process ensures that team members can accurately and authentically select their gender identity. We want our team to feel comfortable to bring their whole self to work and we hope in the future to see regulated pay gap reporting recognising trans and non-binary team members too.

Mark Hassan-Ali
People Director

Gender Pay Gap

Median: When everyone's wages are lined up from lowest to highest, the man in the middle was paid 3% more per hour than the middle woman. The UK Average is 15.7%.

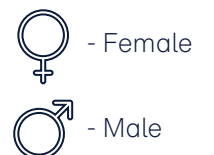
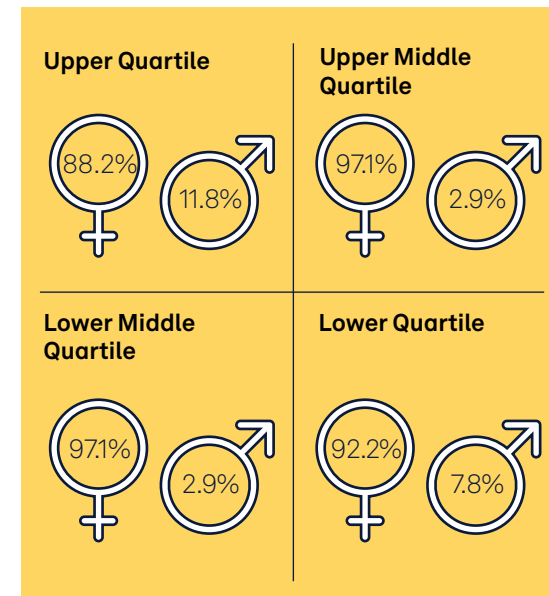
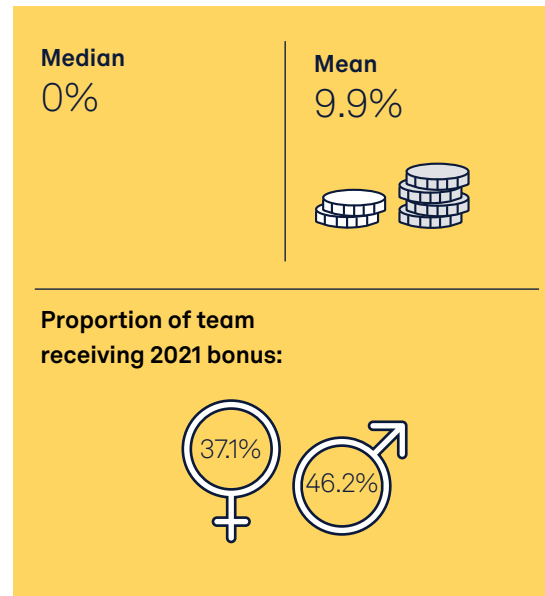
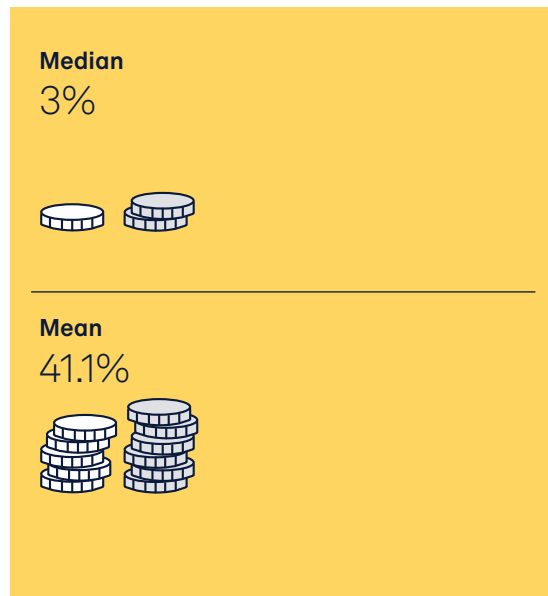
Mean: The mean gender pay gap is the difference between the average hourly earnings of men and women. Unlike the median, this is more affected by having a few individuals at the top or bottom of the scale. For us, we have more men in leadership positions than we have as Educators, so they don't balance out.

Bonus pay gap

We believe everyone should be rewarded for helping achieve our goals. That's why we've created a bonus structure that celebrates our successes, and motivates our teams to deliver at the highest level in every role. Our mean bonus gap has been affected by an uneven distribution of men across our nursery and support office roles - this will be an area of focus for our Talent Team in 2022.

Pay Quartiles

We have lined up everyone's wages from lowest to highest, and divided them into four groups. This shows you how many men and women are in each group, starting with the highest (UQ) and going down to the lowest (LQ). Having a small percentage of men in our Educator roles contributes towards having an uneven balance between the lowest and highest groups.

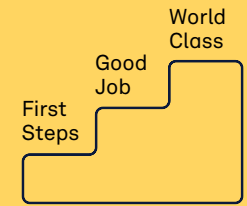


B Corporation

What You Do Is Who You Are

Since day one, N Family Club has created a values based company culture. As we continue to bring our vision to life, working towards **becoming the highest quality and most loved early years education group in the UK**, our culture and shared set of values are the thread of consistency that will ensure we remain fully committed to our team, children, community and planet.

In 2020 we set our intention to become a B Corporation – joining a global group of businesses who voluntarily meet higher standards of social and environmental performance, balancing profit and purpose. To become a B Corporation, every aspect of the business is microscopically reviewed, to ensure you're meeting the highest standards of social and environmental responsibility, accountability and transparency. Against a backdrop of fast growth and expansion, we feel that the structure and certification of B Corporation gives us the best framework to monitor and evaluate our impact.



Our Impact Strategy At A Glance

Initiative	Progress	Status
Positive Futures	N Bursary	NEW First Steps Launching in January 2022 and rolling out across all established sites during the year
	N Community Charity Events	NEW First Steps Supporting charity events across our calendar and activities
	N Family Club x War Child	CONTINUE World Class Continuing our support of War Child and increasing awareness of their work
Planet	Eco-Schools Green Flag	NEW First Steps Attaining Green Flag status across all nurseries
	Net 0	CONTINUE Good Job Measuring and reducing our carbon footprint by at least 2.5% per person this year
	Positive Nutrition	NEW First Steps Identify an independent endorsement for our menu for 2023
People	Equal Worth, Equal Opportunities	CONTINUE Good Job Expanding our equal opportunities and worth analysis to cover more protected characteristics and other aspects e.g.promotions
	Real Living Wage	NEW First Steps Launching 2022
	N-Flex	NEW First Steps A great work/life balance for all

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