

WHISTLEBLOWER PROTECTION POLICY

Sets out procedures of Nord Anglia Education Group to govern the receipt, retention, and treatment of complaints or concerns relating to ethical, legal, regulatory, Code of Conduct or Ethics or compliance policy breaches.

1 September 2025

Version No.	Issue Date	Issued By
1.0	25 March 2014	CLO
2.0	5 May 2014	CLO
3.0	Date Intranet goes live	Audit Committee
4.0	21 September 2016	Audit Committee
4.1	20 November 2019	GCO
5.0	22 August 2022	GRO
5.1	1 September 2025	GRO

RATIONALE FOR THIS POLICY

It is the policy of Nord Anglia Education Ltd and its affiliates (collectively, “Nord Anglia Education”, ‘we’, ‘us’, ‘our’) that we are committed to conducting its business with the highest standards of business ethics and to complying with all applicable laws and regulations.

Our shareholders, students, parents and guardians, business partners, regulators and other important stakeholders have high expectations of us in this regard. To help us meet our commitment, the Board of Directors (the “Board”) has issued a Code of Conduct and Ethics (“Code”) and a number of other specific corporate governance policies. These apply across the group to all employees, and it is very important these are followed.

The Board and Senior Management look to employees, subsidiaries, all affiliates, agents, consultants, and representatives wherever they are located who may be aware of any breach of our Code, our policies, laws or regulations to let us know so that we can assess and, where called for, investigate and take action to stop any inappropriate behaviour. This helps us strengthen our culture of compliance and ethics and helps protect Nord Anglia Education and its officers and employees against financial, reputational and regulatory risk.

In return for employees raising matters of concern, the Board and senior management commit to protecting the confidentiality of any person who makes a good faith report of actual or suspected violations of laws, regulations, our Code or compliance policies (a “Whistleblower”) and to prohibiting retaliation against them.

POLICY STANDARD

We expect employees and other persons with whom we do business to report suspicions of wrongdoing, including breaches of our Code, Policies, applicable laws and regulations. We offer several ways for people to report, including an independently managed hotline, where reports can be made (where local law permits) anonymously. Nord Anglia Education commits to taking all good faith reports seriously and, where there’s a case to answer, doing its best to investigating, with a view to identifying and eradicating any wrongdoing.

We will protect the confidentiality and, where applicable, the anonymity, of the Whistleblower to the fullest extent possible under law and consistent with the need to conduct an adequate review and the employee’s wishes. We will not tolerate retaliation against any Whistleblower who has made a report in good faith and will take best effort steps to protect any Whistleblower at risk of retaliation. We may be required to disclose details of the Whistleblower or the report if compelled to do so by a court or competent legal authority.

WHAT TO REPORT

Employees are expected to make a report if they are aware of, or suspect, there may be:

- breaches of our Code, policies or applicable laws or regulations, and/or
- other unethical behaviour; and/or
- concerns or suspicions relating to our accounting practices, internal accounting controls, fraud, internal accounting control weaknesses, misrepresentations in relation to our financial statements or audit reports or any deviation from the full and fair reporting of our financial condition (“Accounting Complaints”).

HOW TO REPORT

You may report in several ways, including:

- a) To your supervisor or Head of Department or Principal
- b) To your Human Resources department
- c) To the Chief Legal Officer and/or Global Risk Officer:

Nord Anglia Education
160 Victoria Street
London
SW1E 5LB
United Kingdom

Compliance@nordanglia.com

- d) Via the independently run ethics hotline. This may be done by phone, email, fax or by web-portal and may be made anonymously (except where local laws will not permit anonymous reports):

Toll-Free Telephone: Please see **Appendix 1** for a list of numbers.

Website: <http://report.syntrio.com/nordanglia>

E-mail: reports@syntrio.com (must include company name with report)

Fax: +1 (215) 689-3885 (must include company name with report)

- e) In relation to Accounting Complaints or ethical breaches relating to senior management, to the Chair of the Board Audit & Risk Committee:

Chairman of Board Audit & Risk Committee
Nord Anglia Education
160 Victoria Street
London
SW1E 5LB
United Kingdom

GRIEVANCES AND FALSE REPORTS

This Policy is not designed to provide an avenue or protection for raising employment-related grievances which do not relate to accounting practices or fraud, or which do not constitute breaches of the Code, policies or laws or regulations (e.g. complaints relating to pay, benefits, personal disputes etc.). Such grievances should be raised in the manner provided by and to your local Human Resources Department.

If it is established that the Whistleblower has made a deliberately false or misleading report, then that conduct itself is considered a serious matter and may render the person concerned subject to disciplinary proceedings.

WHAT IF YOU RECEIVE A WHISTLEBLOWER REPORT?

If reports are made to you locally as a manager, supervisor or Principal, you should notify the Chief Legal Officer and Global Risk Officer immediately at compliance@nordanglia.com to enable appropriate

assessment and, where needed, an investigation plan to be agreed. At no point should you attempt to investigate the matter without contacting the Chief Legal Officer and Global Risk Officer first. You should keep the report otherwise confidential and must not tell anyone else, including the subject of any report, as that may compromise the integrity of any investigation.

Reports made to the independent hotline vendor, based in the United States of America, will be sent to the Chief Legal Officer and Global Risk Officer based in the United Kingdom, except in cases where a potential conflict of interest has been identified, in which case, the Chairman of the Board Audit & Risk Committee will receive a copy. Employees making a report to the independent hotline vendor are deemed to agree to the international transfer of any personal information contained in their report as described.

INVESTIGATION

If you submit a whistleblowing report through Syntrio Reporting, you will be provided with a case log and you can use this number to log back into the Syntrio Reporting website where follow up communication can be initiated by both parties. Even if you submitted your original report anonymously and local law doesn't require disclosure you may remain anonymous throughout this process.

Once your report is received, Chief Legal Officer and Global Risk Officer (or, as the case may be, the Chairman of the Board Audit & Risk Committee) will assess and assign an appropriate Investigating Officer.

The Investigating Officer will, as soon as it is practically possible, send a written acknowledgement of the Whistleblower's report to the Whistleblower. Reasonable efforts will be made to promptly investigate reports which raise a case to answer in relation to the matters listed above. Whistleblowers will be periodically kept informed of the status of the investigation as well as action taken by us in response to any substantiated claims.

Chief Legal Officer and Global Risk Officer (or the Chairman of the Board Audit & Risk Committee) have the ability to appoint external advisors they deem necessary (e.g. external legal counsel, forensic accountants etc.) to support the investigation and access to all necessary books, records and personnel (subject to local laws) will be available to the Investigating Officer. If third parties are appointed to support the investigation process, they will be required to comply with the principles and procedures set out in this Policy.

If there is evidence of criminal activity then the Investigating Officer, in consultation with the Chief Legal Officer, will inform the police. Nord Anglia Education will take steps to ensure that the internal investigation does not hinder any formal police investigation.

Records of any report and investigation will be maintained for a minimum of 7 years after the report, or greater period required by relevant local laws.

CONFIDENTIALITY

Where local law permits, the Whistleblower may make anonymous disclosures. However, we are not able to provide protection to you if you do not identify yourself. If you make a disclosure to one of the available reporting channels and provide your details, all reasonable steps will be taken to protect your identity. Only those who need to know your identity for the purpose of investigating your report will be advised, and only with your permission.

RETALIATION

Retaliation against a Whistleblower or a person suspected of being a Whistleblower is absolutely prohibited.

Retaliation can include both direct and indirect forms of harassment, intimidation or victimisation in reprisal for making a report, including, without limitation, dismissal, demotion, suspension and more subtle forms of

retaliation, such as exclusion from meetings or projects, or taking away development opportunities that normally would be available.

Any Whistleblower who feels they have or are being retaliated against should advise the Chief Legal Officer and/or Global Risk Officer.

WHISTLEBLOWER PROTECTION OFFICER

If the Chief Legal Officer, Global Risk Officer, the Investigating Officer or any other person feels that the Whistleblower is either suffering or at risk of retaliation, they may appoint a Whistleblower Protection Officer ("WPO") to the Whistleblower.

The WPO will:

- a) Examine the immediate welfare and protection needs of a Whistleblower and seek a supportive work environment.
- b) Advise the Whistleblower of the legislative and administrative protections available to him or her including the right to be relocated or take leave of absence during an investigation where it will not be possible to maintain anonymity.
- c) Listen and respond to any concerns of retaliation.
- d) Raise the matter to senior management and/or the Board Audit & Risk Committee, as appropriate.
- e) Keep records of all aspects of the case management of the Whistleblower.
- f) Ensure the expectations of the Whistleblower are realistic.

BOARD AUDIT & RISK COMMITTEE OVERSIGHT

It is the responsibility of the Board Audit & Risk Committee to oversee the Whistleblowing programme to ensure its objectives are achieved.

The Board Audit & Risk Committee shall receive reports summarising all Whistleblowing reports made under this Policy, together with the status of any investigation, any findings and recommended actions and any claims of retaliation against the Whistleblower.

POLICY VIOLATION

Breaches of this policy, including participation in any act of retaliation against a Whistleblower, will be subject to sanctions, including potential dismissal and could under certain laws result in criminal prosecution.

APPENDIX 1 - WHISTLEBLOWING HOTLINE (TOLL FREE NUMBER)

Please follow the instructions below for your country. Five countries have direct dial numbers whilst the remaining require dialling a country number followed by the access code in Red below.

For USA, Mexico, Hong Kong, Cambodia & Czech Republic– Direct dial only using the below numbers:

USA 844-240-0005

Mexico: 01-800-681-5340

Hong Kong: 800-906-523

Cambodia: 1800-20-9675

Czech Republic: 800-880-804

For the Rest of the World follow the below instructions and check your local poster if your country is not listed below.

- 1) Ensure your phone provider accepts international dialling
- 2) Dial 800 31 26 4003 select their language (see step 4 below) and you'll be connected to a hotline operator.
- 3) If the number does not work, please refer to the number list in step 5 below.
- 4) Listen to and select your preferred language option or press "00" to speak to an operator to let them know what language you would like to communicate in.

- 5) Dial codes if the dialling code above does not work. Please note the limitations below marked either Y/N for if the number is available on a landline, mobile phone or payphone.

Country	Landline	Mobile	Payphone	Country Number
Brazil	Y	Y	Y	00 800 31 26 4003
China (North)	Y	N	N	00 800 31 26 4003
China (South)	Y	N	N	00 800 31 26 4003
Colombia	Y	Y	Y	00 followed by 1 or 3 digit carrier code 800 31 26 4003
Costa Rica	Y	Y	N	00 800 31 26 4003
Hungary	Y	Y	Y	00 800 31 26 4003
Italy	Y	Y	N	00 800 31 26 4003
Netherlands	Y	Y	Y	00 800 31 26 4003
Peru	Y	Y	Y	00 800 31 26 4003
Philippines	Y	N	Y	00 800 31 26 4003
Poland	Y	Y	Y	00 800 31 26 4003
Russia	Y	Y	Y	8~xx (dial 8, wait for dial tone, and dial international carrier selection code) 800 31 26 4003
Singapore	Y	Y	Y	000800 31 26 4003, 001800 31 26 4003, 002800 31 26 4003, 008800 31 26 4003, 011800 31 26 4003, 013800 31 26 4003, 018800 31 26 4003, 019800 31 26 4003, 020800 31 26 4003, and 021 800 31 26 4003
Slovakia	Y	Y	Y	00 800 31 26 4003
Spain	Y	Y	Y	00 800 31 26 4003
Switzerland	Y	Y	Y	00 800 31 26 4003
Thailand	Y	Y	Y	00 800 31 26 4003
United Kingdom	Y	Y	Y	00 800 31 26 4003