



ANNUAL REPORT

International French School
(Singapore)

2021



IFS International
French School
| Singapore |
LYCÉE FRANÇAIS

TABLE OF CONTENTS

MESSAGE FROM

DAVID BINAN, PRINCIPAL

JEAN-MARC DEROMEDI, PRESIDENT
OF THE EXECUTIVE COMMITTEE

1

International French School (Singapore)

- 1.1 Profile
- 1.2 Key figures
- 1.3 2021 highlights

2

Academic program and student achievements

- 2.1 A continuous journey from kindergarten to high school
- 2.2 School structure

3

Our governance

- 3.1 Leadership
- 3.2 The executive committee
- 3.3 The educational committee
- 3.4 Management team

4

Financial report

- 4.1 Revenues
- 4.2 Expenditures

5

Our donors

- 5.1 Corporate partners
- 5.2 Events sponsors



Dear Reader,

Since I arrived in the middle of this current academic year, I have been impressed by the degree of involvement of the IFS community in the learning process put in the service of the success of all and by the selflessness in meeting the challenges posed by the global Coronavirus pandemic in 2021. The mobilisation, collaboration and support shown in 2021 to ensure maximum health and educational continuity are to be admired.



Despite the difficulties of 2021, IFS has continued to offer each student the means and support they need to progress, succeed and flourish. Our vision for the school remains strong. To foster a learning experience that blends culture, structure, and passion, committed to making sure every student feels at home in a multicultural environment and is given the opportunities and support they need to reach their full potential.

Numerous pedagogical projects have helped IFS get recognised as a school of excellence, some of which have impacted other French institutions in the Asia-Pacific zone. The teaching staff put all their energy into transmitting knowledge and know-how. They contribute, day after day, to the development of autonomy, responsibility and citizenship of each student.

The school's success is reflected in the results of the French exams. Our 3ème (grade 9) students all passed the diplôme national du brevet in June 2021, with many of them receiving honours. And our Terminale students have all become baccalaureate holders with many excellent grades and distinctions. Their success has meant that IFS graduates can pursue their further education at world-class institutions of high learning across the globe.

A 100% success rate in the brevet and bac 2021 has become achievable for more and more students who do not grow up in French-speaking family environments. This success points to the inclusiveness and equity of French education and why an ever-increasing number of international families are choosing an IFS education.

The key to success is the constant support that each family gives to their child daily and the school's actions in supporting their needs. Students succeed when they and their families and the school move in the same direction, in an environment of trust.

All these successes come from the students' hard work, the teachers, the staff, the support of families and French companies abroad. It is important to acknowledge the investment made by students and staff, parents and companies in making this school a place where enthusiasm and pride are essential factors in its success and well-being.

The evolution of pedagogical practices allows us to meet the French National Education requirements while adapting them to our specific multilingual and international context. The school is driven to work towards excellence, inclusion and well-being for all.

It takes an active community to equip and prepare our students to excel in an ever-changing and uncertain world. At IFS, we are very grateful to have an engaged parent community whose trust we have earned and who believes in the school. Parent participation in steering groups, committees, the Board and our Groupe Humanitaire, to name just a few, are an essential part of the school's culture and learning environment.

I am very proud to have recently taken up the Principal's position at this dynamic, multilingual school. I hope you find our structured educational offering, passionate teachers, and multicultural environment a fit for your child.

I look forward to meeting you all and welcoming your family to IFS.

**DAVID
BINAN**



On behalf of the Executive Committee, I would like to extend a warm welcome to the International French School (Singapore) (IFS) Annual Report 2021.

As we look ahead to 2022, I reflect on the entire school community's resilience and resourcefulness in a very challenging 2020 and 2021. The global COVID-19 pandemic has marked the past two years, and the school has reacted and adapted as the situation dictated. I have tremendous pride and admiration for all of the IFS community as we pulled together during these challenging times and ensured that our children continued their education in the best possible manner.



6

The school undertook several health, safety, and security measures carried over from 2020. Social distancing measures, Temperature Screening, and Safe-Entry requirements were just some of the school's adaptations to keep our children safe and ensure their education continued under the best possible conditions.

In 2021 we experienced a sharp increase in the number of community cases of COVID-19 in Singapore. As a result, the Ministry of Education (MOE) and the Committee for Private Education (CPE) stepped up precautionary measures to safeguard the well-being of all students and staff. IFS was affected by this measure and implemented home-based learning for several weeks. Luckily this did not affect the 2021 exam period, and IFS students could proceed with their end of year exams never-the-less under strict Safe Management Measures (SMMs). Despite these constraints and difficulties, their excellent results are a testament to the student's discipline and determination and to the school for providing the environment for their success.

Despite these difficulties, IFS implemented several significant initiatives in 2021.

IFS offered students unable to travel holiday camps filled with sports, games, and cultural and artistic activities during several school holiday periods. At the beginning of 2021, IFS implemented one of its significant strategic objectives for the school. To acquire and distribute Chromebooks for all students in 5eme and Seconde grades. Promoting digital learning and evolving teaching practices in the classroom through digital tools.

IFS provided students with entirely new and renovated spaces and infrastructures, including Kids' Art & Creative Corner, a new climbing wall, a beautified Kindergarten lobby and recreational area, a new Tech Lab and more. Many of these initiatives were made possible by the generous support and partnership with corporate partners such as LVMH Perfumes & Cosmetics, CREDIT AGRICOLE – CIB, BNP PARIBAS and SOCIETE GENERALE. My sincere thanks and gratitude for their continued support.

And finally, but extremely important, IFS launched a homework assistance programme to support secondary students who encounter difficulties in school from time to time. This programme helped structure their time into specific learning activities and allowed them to ask questions and receive guidance from their teachers. An essential step in providing a learning environment that supports academic success and looks after the student's well-being.

At IFS, our vision for the school is to foster a learning experience that blends culture, structure and passion. Throughout 2021 the IFS community was tested to the limit. However, despite the difficulties and challenges, the school remained committed to making sure every student felt at home in a multicultural environment and was given the opportunities and support they needed to reach their full potential.

7

**JEAN-MARC
DEROMEDI**

1

INTERNATIONAL FRENCH SCHOOL (SINGAPORE)

1.1

Profile

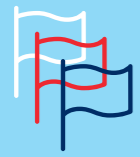
The International French School (Singapore) is a top private international school certified by the French Ministry of Education, operational in Singapore for over 50 years, and delivering a unique bilingual French-English education to international students aged 2 to 18. IFS offers families based in Singapore access to an affordable, premium, multicultural, multilingual schooling, delivered by highly experienced teachers with a track record of academic success.

The school at a glance

At IFS we are committed to making sure every student not only feels at home in a multicultural environment but are given the opportunities and support they need to reach their full potential. Our vision and mission are shaped by our belief that students excel when they are enjoying themselves, as well as when they are helping and learning from each other.



IFS at a glance



MULTINATIONAL MULTICULTURAL

IFS have a lively international environment, represented by over 70 nationalities.



BILINGUAL LEARNING

IFS creates an environment that nurtures cognitive skills through bilingual teaching and learning.



AFFORDABLE EXCELLENCE

IFS offers a high-standard international education at a competitive price.



A FOCUS ON RESULTS

IFS delivers the academic results needed to place our students in the best schools and universities in the world.



ONE CURRICULUM

IFS offers a fully certified French curriculum that provides a teaching and learning continuum from kindergarten through to high school.



ENJOYABLE EXPERIENCES

IFS organises activities and programmes to cultivate students' passions in arts, culture, sports, career and travel.



ENHANCED LEARNING

IFS encourages independent learning and analytical thinking through the use of digital tools and proven teaching methods.



DEDICATED TEACHERS

IFS hire experienced and passionate teachers committed to helping students reach their full potential.



GLOBALLY CONNECTED

IFS follow the same French curriculum as 522 schools in 139 countries, making it trouble-free for students to transfer: French Schools Network (AEFE).



WELL-ESTABLISHED WELL-REGARDED

At IFS, we are proud to have been teaching children from all around the world for over 50 years.

VISION
A learning experience that blends
culture, structure et passion.

MISSION
To be a school where:
When you learn, **teach**.
When you care, **share**.
When you achieve, **reach**.
When you gain, **give**.
When you enjoy, **express**.
When you excel, **encourage**.

IFS

Our purpose

At IFS we are committed to making sure every student not only feels at home in a multicultural environment but are given the opportunities and support they need to reach their full potential. Our vision and mission are shaped by our belief that students excel when they are enjoying themselves, as well as when they are helping and learning from each other.



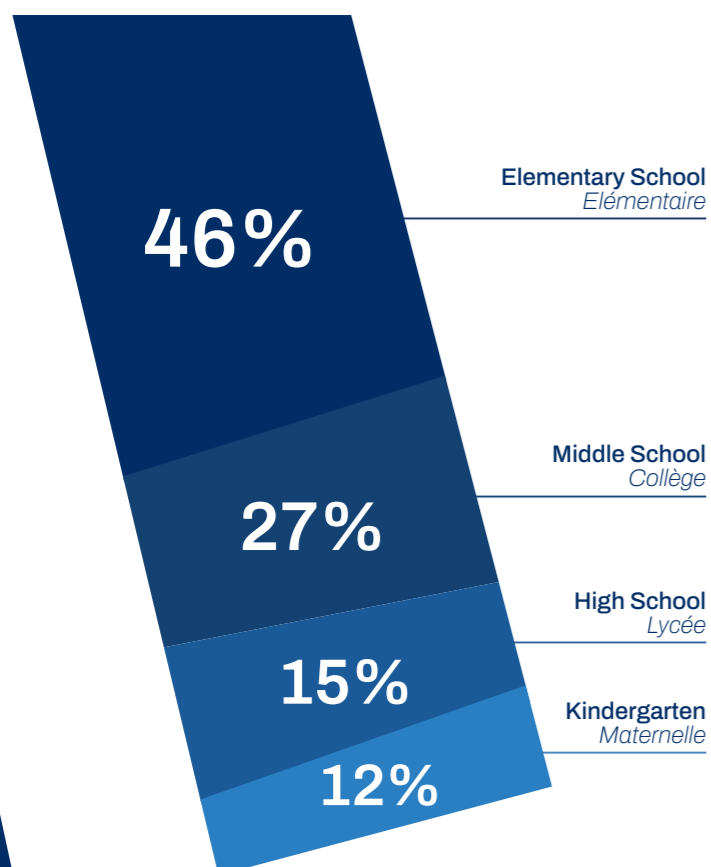
1.2 Key figures

260 teachers



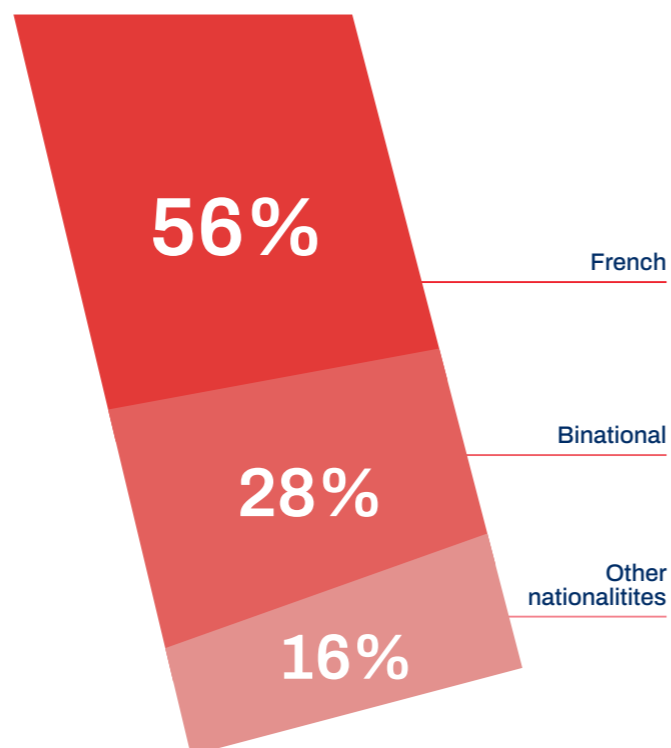
21 countries

2820 students between 2-18 years old



Figures for 2021

79 nationalities



Figures for 2021

Extra-curricular activities & holiday camps

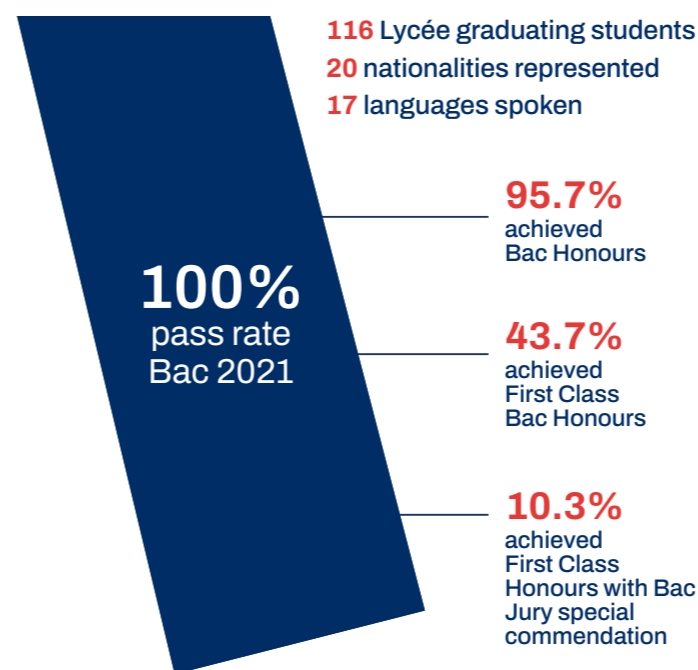
67 activities from Elementary to High School*: Academic & Artistic, Languages & Sports.

5 weeks of holiday camps were organised in 2021 (2 in April, 2 in July and 1 in December), welcoming 1944 students on campus.

*(No ECAs or Camps for Kindergarten in 2021, due to governmental Safety measures in place in 2021)

Outstanding results at all examinations

French Baccalauréat



IFS Terminale students achieved a **100% pass rate with 75% receiving high merits** (Très Bien and Bien).

IGCSE



116 students participated in this modified 2021 examination process, with 13 students choosing to take the International Baccalaureate Option (OIB).

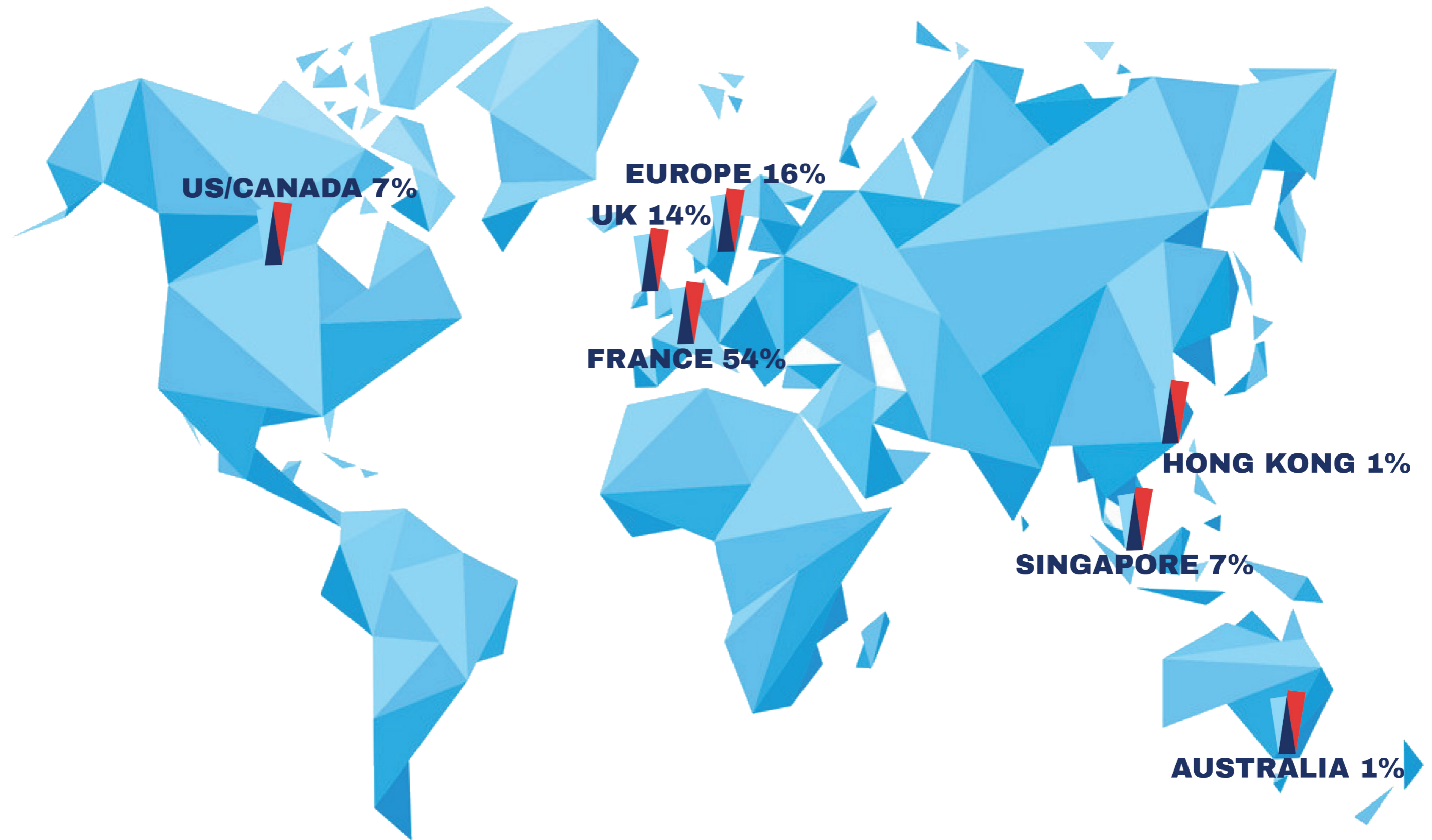
The performance of IFS high school students is again excellent this year, with a 100% pass rate and the proportion of distinctions at 96%, is up three points from 2020 and five points from 2019... the proportion of "Très Bien" distinctions... remain at an excellent level and above average for the Asia-Pacific region, confirming that IFS remains one of the best French high schools in the region.

highlighted his Excellency Mr Marc Abensour, Ambassador of France to Singapore at the 2021 Baccalaureate medal ceremony.

DNB (Diplôme National du Brevet):

178 students / pass rate 100%, with an outstanding 96.5% of students being awarded merits. 89% "Bien" (Good) and "Très Bien" (Very Good), 68.5% "Très Bien" (Very Good)

IFS graduates take up university places worldwide in 2021



1.3

2021 Highlights

IFS Day - 5th February 2021

The International French School (Singapore) celebrated on 5th February the first anniversary of its new name, branding and visual identity.

In February 2020, the Lycée Français de Singapour rebranded and became the International French School (Singapore). With a new logo, a new vision and a new mission, the rebranding reflected the growing community of international students at the school while retaining a French flavour, heritage, curriculum and pedagogical approach to teaching and learning.

To mark this first anniversary, IFS students and staff were encouraged to wear their 'IFS – Open Your Mind' T-shirts and celebrate the first-ever "IFS Day".

The IFS community gathered around the school's colours for this exciting commemoration. IFS installed decorations in the school's colours, and special branded areas were set up for students and staff to take memorable pictures on the day.



Exactly one year ago, the naming ceremony of the International French School in Singapore took place intending to emphasize that French education is open to every student, even to those who do not speak French! [...] This major development will continue to play an important role in favouring Singapore's attractiveness. I wish all a very happy anniversary to IFS!

H.E. Mr Marc Abensour, Ambassador of France to Singapore.



IFS does indeed have a bright future for the benefit of all its students.

Mr Christian Soulard, IFS 2021 Principal



2021 COVID-19 Health & Safety measures

COVID-19 safe measures

Faced with unprecedented challenges during a global pandemic, the IFS 2020-2021 school year saw many changes and adaptations to teaching and learning while respecting the sanitary measures related to COVID-19.

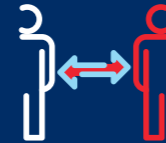
IFS put in place precautionary measures and procedures amid COVID-19 to maximize a high level of protection for students and staff :



Wearing of masks



Hydroalcoholic gels, frequent hand washing



Social distancing measures



Temperature screenings



Safe-entry requirements (or in the classroom by teachers for kindergarten and elementary school)



Trace Together application or Token



Enhanced sanitary measures by transport provider, Woodlands Transport, and our catering provider, Chartwells



Reinforcement of campus cleaning and disinfection measures

The health measures that IFS has taken in the wake of the coronavirus outbreak have been guided by the Singapore Government recommendations (MOE, MOH) the school received.

IFS shifted to full home-based learning (HBL) for four weeks at the end of the school year.

With the sharp increase in the number of community cases of COVID-19 in Singapore during this period, there was a need to reduce interactions and avoid the risk of large clusters of infections developing. As such, the Ministry of Education (MOE) and the Committee for Private Education (CPE) stepped up precautionary measures to safeguard the well-being of all students and staff. IFS was affected by this measure and implemented HBL.

From Wednesday, 19th May 2021, IFS Elementary, Middle, and High schools shifted to full Home-Based Learning (HBL) until 15th June 2021. From 15th June, students could return to school progressively grade by grade.

The exams proceeded as planned with strict Safe Management Measures (SMMs) in place.

Cultural events

IFS is an international multilingual school where students explore and participate in numerous cultural events. IFS cultivates students' respect and openness towards different traditions and cultures.

- College students explored the legend of Houyi and Chang E and learned about lanterns and mooncakes for the Mid-Autumn Festival.
- Kindergarten and Elementary Students learnt about the Deepavali Festival, dressing up in traditional Indian clothing, creating their own Diwali decorations and enjoying Deepavali treats.
- Christmas was celebrated all around the school: the creation of yarn-wrapped Christmas ornaments in Kindergarten, writing cards filled with warm wishes and happy thoughts in elementary, and the Students of the Music Workshop and the Secondary School Choir, directed by Ms Julie Demange, performed in an Online Christmas Concert.
- Students enjoyed King's cake (Galette des Rois) and King brioches to learn and share French culture and tradition.
- Students engaged with calligraphy, Chinese poem 'Chun Xiao' and Chinese 'Fish' painting for Chinese New Year.
- IFS cancelled Malay heritage week due to HBL.



In 2021, the Singapore International Model United Nations was conducted virtually!



As you will probably experience during this virtual SIMUN, it is quite challenging to negotiate issues [...] without meeting your counterparts. [...] I wish all of you very fulfilled negotiations.”

H.E. Mr Marc Abensour, French Ambassador to Singapore (opening ceremony) 



The first online edition of this educational conference brought together students from international schools in Singapore to discuss topical and current world issues.

Five international schools (German European School (Singapore), Overseas Family School, UWC South East Asia Dover, UWC South East Asia East and IFS) representing over 80 delegates attended the three-day conference. Twenty-six IFS delegates (from grade 10 to 12) participated in the online event representing Ireland, Kenya, Norway, Russia and the USA.

For the 2021 edition, the committees were: World Health Organisation, Environment and Development, Human Rights Council and Security Council.



Ideas change the world & zoom with/on

IFS continued its virtual events series, keeping the community active and able to explore new and engaging learning opportunities despite the pandemic:

- **“Ideas Change the World”,** a series of webinars and talks, welcoming many personalities and allowing us to exchange with them on exciting topics.
- **“IFS zooms with”,** a webinars series showcasing the contributions and initiatives of IFS educators.

In 2021, our video conferences and live talks series **“Ideas Change the World”** welcomed a succession of doctors and researchers, journalists and famous writers to speak about their latest novels or current research areas. Speakers and topics included:



Laurence Allard,

a sociologist of digital use, spoke about “Responsible use of digital tools and social networks: parents’ roles”.



Daniel Riolo,

a sports journalist and columnist that spoke about about his latest book, « **CHER FOOTBALL FRANÇAIS** », Éditions Hugo Sport.



Pierre-Marie Lledo,

Neuroscientist at the Institut Pasteur, spoke about “what recent discoveries on the brain’s functioning tell us about the way we learn”.



Laure Adler and Maria Teresa Priego,

a French journalist and a Mexican journalist, spoke about Simone de Beauvoir: “Simone de Beauvoir and the Writing of The Second Sex (1947-1948)”.



Thibaut Meurgue-Guyard,

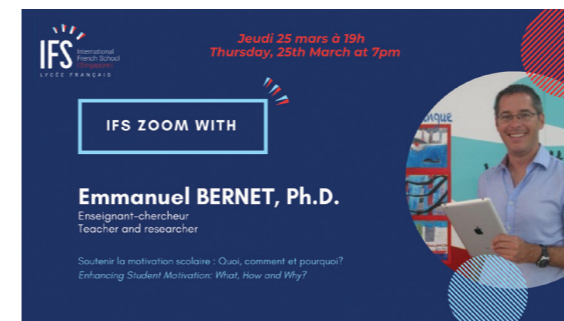
GreenTech entrepreneur & IT Sustainability consultant, speaking about “IT Sustainability and the Impact of tech on the planet”.



Marie Rose Moro,

child psychiatrist and French psychoanalyst, spoke about “Multilingualism, a treasure for children and teenagers”.

Our video conferences **“IFS ZOOM WITH”** highlighted:



Emmanuel Bernet,

a researcher and teacher at IFS, has been working on student motivation for several years: “Enhancing Student Motivation: What, How and Why?”



The Reggio Emilia Approach in IFS Maternelle.

This webinar was hosted by four experienced IFS teachers who implement this approach with our Maternelle students: Cynthia Clarke, Doli Lizaso, Tammy Cueilhes and SJ Lee.

Holiday Camps

The pandemic made it challenging to travel. As a result, IFS offered holiday camps during several school breaks.

Around twenty activities were proposed to the students from Kindergarten to Secondary school: sports, games, cultural and artistic activities, there was something for everyone!

Badminton • Basketball • Fencing • Football •
Gymnastics • Karate • Parkour • Rock-Climbing •
Roller • Skateboard • Survival Camp: The Invisible
Kingdom • Swimming • Track & Field • Water polo



Architect • Arts • Build a pet • Cartoon and caricature drawing • Chef's workshop • Chess • Da Vinci Inventors •
Eco-friendly art • English Drama • Filmmaking • Fine Arts • French Drama • Graffiti Street Art • Harry Potter School •
Improvisation Theater • Journey to Outer Space • Junior CSI • Jurassic World • Lego robotic • Coding • Let's move
in dance • Mythbusters • Photography • Pokemon: Earth & Sky • Race Car Engineering • Science & Technology •
Sewing • Spellwork & Sorcery • Spies & secret Agents • Video production

Chromebook implementation

At the beginning of the 2021 school year, IFS implemented one of its significant strategic objectives for the school. To acquire and distribute Chromebooks for all students in 5ème and Seconde grades.



26

Promoting digital learning and evolving teaching practices in the classroom and beyond through the use of digital tools. To date, three hundred sixty pieces of equipment have been made available to students.

IFS 5ème and 2nde students collected their new Google Chromebooks in September 2021.

Aimed to enhance productivity, the Chromebooks will help 5ème and 2nde students achieve their academic goals in the digital age. Their pedagogical use increased with each passing week, and development in teaching and learning practices continues today.

The equipment plan will continue over the next three years from grades 5 to 12 (5ème to Terminale).



Sponsored learning areas

Since the start of the 2021-2022 academic year, IFS provided students with entirely new or renovated spaces and infrastructures, including:

- The Kids' Art & Creative Corner. This space is designed as a "white canvas" so that students can take over and create larger-than-life works of art experienced in a communal area.

With the support of our partner LVMH Perfumes & Cosmetics.

LVMH
PERFUMES & COSMETICS



27

- A new climbing wall in the Elementary gym.

With the support of our partner CREDIT AGRICOLE - CIB.

CA CRÉDIT AGRICOLE
CORPORATE & INVESTMENT BANK



- A recycling corner in the Elementary bus bay. 90% of this equipment comes from used furniture from IFS or other partners in Singapore.



With the support of our partner
BNP PARIBAS.



- A new Tech Lab dedicated to technology at Secondary school. In line with the Green IFS initiative, part of the furniture comes from recycled materials.



With the support of our partner
SOCIETE GENERALE.



- A beautified Kindergarten lobby and recreational areas in a new IFS branded colour scheme.



With the support of our partner BNP PARIBAS.



- We renovated science labs at Secondary school.



The school's learning environment plays an essential role in every student's development and success. That is why IFS put a lot of care and consideration into the spaces provided, making sure they are designed to nurture each student's academic performance, curiosity and creativity.

Over the years, our campus buildings have evolved with the latest technologies, enabling IFS to support growing numbers of students and implement advanced teaching and learning styles.

Homework assistance

From September 2021, IFS implemented new internal school remediation programs in Secondary school.

IFS launched this programme to support some students who encounter difficulties in school from time to time to structure their time in specific learning activities. It is an opportunity for some students to access differently formulated explanations and help with their work.



There are two homework assistance programs: SOS and Coup de Pouce.

- The “SOS” program is ‘Rapid Individual Aid’ for students grade 6 to grade 12, during which they can drop by to ask a question about an exercise or a notion related to French or Math classes. Teachers are available to answer students’ questions about topics they have encountered in class and do not understand fully. Access is free with no reservation during lunch break (11:00 am / 1:00 pm) from Monday to Friday.
- ‘Coup de Pouce’ is a dedicated program for students (grades 6 to 12) who need help in French and Math. It takes place after school for one hour in the presence of a teacher, from Monday to Thursday between 4 pm and 6 pm (special access from 4 pm to 5 pm for grades 6 and 5). Admission is free and does not require a reservation.

Graduation

IFS class of 2021 graduated with outstanding Bac results and showed once again the strength of a bilingual international French education:

100%
pass rate
Bac 2021

116 Lycée graduating students
20 nationalities represented
17 language spoken

95.7%
achieved
Bac Honours

43.7%
achieved
First Class
Bac Honours

10.3%
achieved
First Class
Honours with Bac
Jury special
commendation

On 1st July 2021, the 2021 Lycée graduation ceremony took place under extraordinary circumstances due to COVID-19 health restrictions.

A hybrid ceremony, the graduation event took place in three separate ceremonies with students on campus and their parents and extended family watching via Zoom link.

Nevertheless, this joyous and momentous occasion for IFS Lycée students marked an important passage into the next phase of their young adult lives.

In his final Baccalaureate ceremony before a well-earned retirement, IFS Principal Mr Christian Soulard gave a moving and reflective graduation speech for his last set of Lycée students. Mr Soulard expressed his delight with the results,



You are the first set of students to take the reformed Baccalaureate with all the uncertainties that arise under these circumstances. No matter what, you obtained this Baccalaureate brilliantly. This year’s results are remarkable, believe me, compared to those obtained elsewhere. Bravo and congratulations”



2

ACADEMIC PROGRAM & STUDENT ACHIEVEMENTS

2.1

A continuous learning journey from kindergarten to high school

The French curriculum is a strong, globally respected system for anyone keen to give their child a life-long passion for learning. With historical roots as far back as 1789, the French education system has a reputation for having one of the best educational practices in the world.

With a nationally set curriculum, tested methods of teaching and learning, high academic standards and a structured approach to learning, more and more international families are considering the French national system as their choice of international education.



French education offers a strong focus on developing independent, analytical thinking across broad subject areas.



STRUCTURED

Meets the requirements of the French National Education programmes



ACADEMIC

Cultivates knowledge, communication, understanding & critical thinking



HUMANIST

Values tolerance, equality, opportunity & intellectual curiosity



TRANSFERABLE

Education without interruption from Kindergarten to Baccalaureate

MATERNELLE / KINDERGARTEN

Being & belonging

Level	Grade	Content & main skills
Toute Petite Section	N1	Building a foundation for learning and development
Petite Section	N2	Fostering student's sensory, motor, cognitive and social development
Moyenne Section	K1	Discovering the world of writing and numbers
Grande Section	K2	Exploring the world of languages

ÉLÉMENTAIRE / ELEMENTARY SCHOOL

Knowledge, capacities & abilities

Level	Grade	Content & main skills
CP	1	Providing a solid groundwork for knowledge, inquiry and exploration
CE1	2	Building the fundamentals: reading, writing, calculating, problem-solving and social skills
CE2	3	
CM1	4	
CM2	5	Stimulating every student's love for learning in Languages, Mathematics, Sports, Civic/Moral education, History, Geography, Science, Technology and the Arts

COLLÈGE / MIDDLE SCHOOL

Common core of knowledge, skills & culture

Level	Grade	Content & main skills
Sixième (6e)	6	Mastering the knowledge, skills, values, and attitudes necessary for academic success
Cinquième (5e)	7	Broad and balanced education: minimum 12 subjects including up to 4 modern languages
Quatrième (4e)	8	
Troisième (3e)	9	Gradual autonomy in individual work and group projects
		At the end of 3e, students sit for the Diplôme National du Brevet (DNB) exam

LYCÉE / HIGH SCHOOL

Delivering excellent academic results

Level	Grade	Content & main skills
Seconde (2nde)	10	Preparing students for academic success, higher education and life beyond school in their chosen paths of interest
Première (1e)	11	At the end of 2nde, students can sit for the IGCSEs
Terminale	12	At the end of Terminale, students sit for the French Baccalauréat

2.2

School structure

	NO. OF CLASSES	NO. OF STUDENTS	% STUDENTS IN ANGLAIS +, INTERNATIONAL SECTION, MANDARIN SECTION, AND EUROPEAN SECTION
Petite Section	4	75	-
Moyenne Section	5	108	34% Anglais +
Grande Section	9	185	49% Anglais +
CP	13	281	51% Anglais +
CE1	12	267	64% Anglais +
CE2	12	258	64% Anglais +
CM1	12	259	61% Anglais +
CM2	11	229	62% Anglais +
Sixième (6e)	9	187	50% International Section 11% Mandarin Section
Cinquième (5e)	9	201	49% International Section 11% Mandarin Section
Quatrième (4e)	9	196	56% International Section 6% Mandarin Section
Troisième (3e)	8	166	52% International Section
Seconde (2nde)	7	159	43% International Section 35% European Section 3% Mandarin Section
Première (1e)	6	128	12% International Section 61% European Section
Terminale	6	121	15% International Section 60% European Section

3

OUR GOVERNANCE

OUR INSTITUTIONAL STATUS



- Singaporean Private Company Association
- Registered as a Charity registered by the Committee for Private Education (CPE)
- Under contract with Agency for French Education Abroad (AEFE)
- Accredited by the French Ministry of Education and Youth

OUR PUBLIC SERVICE MISSION

- To provide an education curriculum compliant with programs and standards set by the French Ministry of National Education and Youth, preparing for French exams.

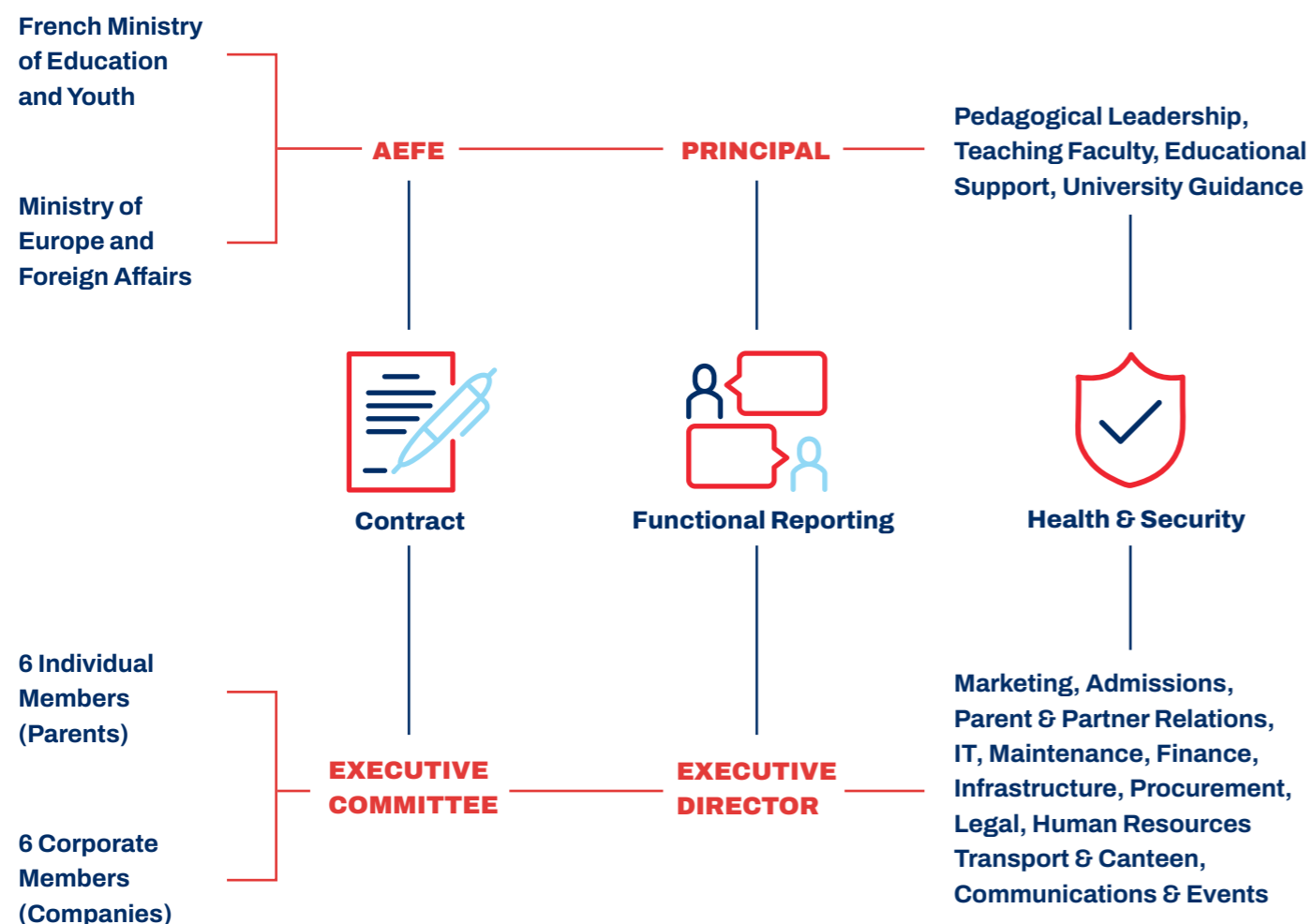


OUR LEGAL FRAMEWORK



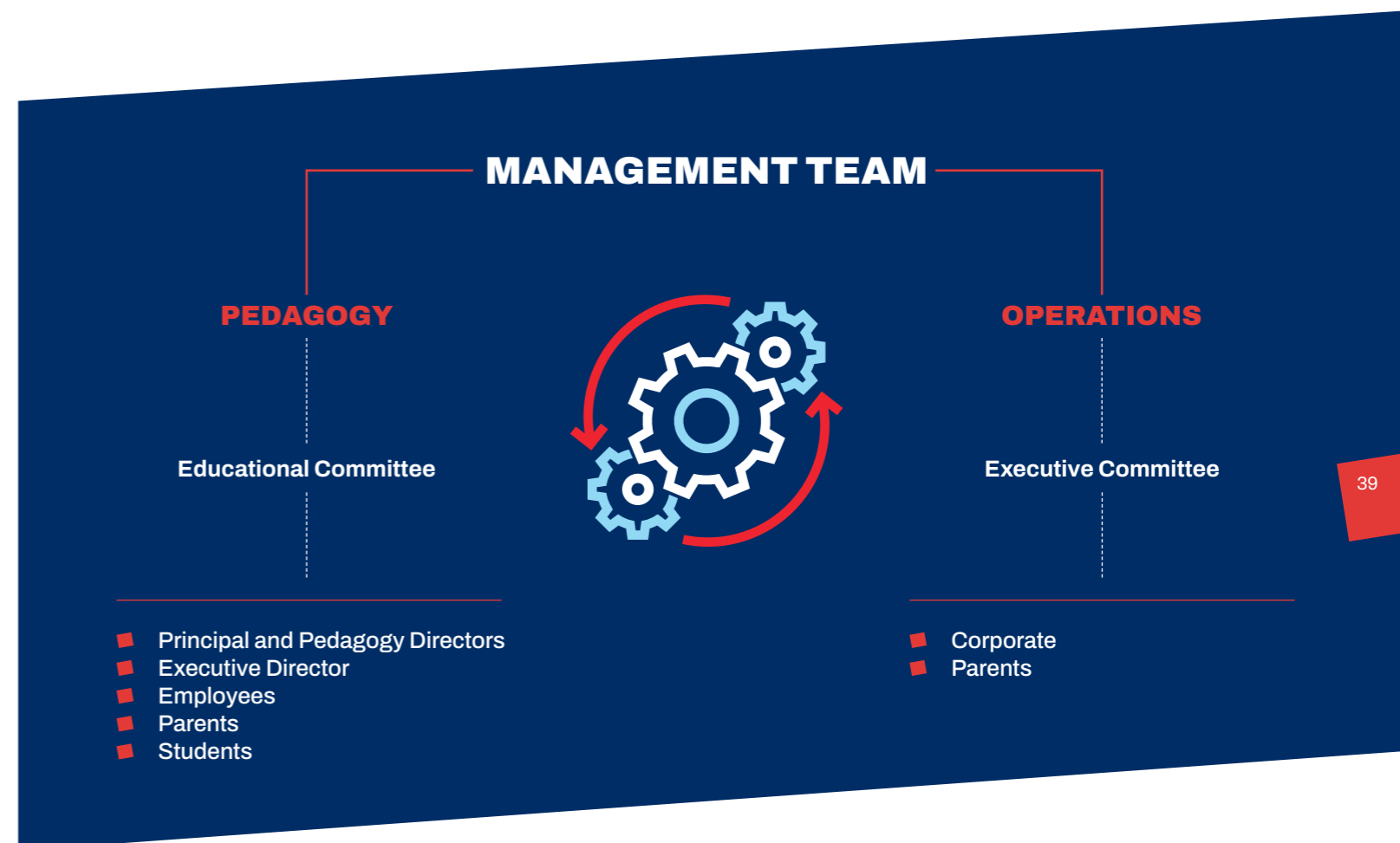
- Companies Act
- Charities Act
- Education Act
- Private Education Act
- Personal Data Protection Act

3.1 Leadership



Governed by both an educational and an executive committee:

- The Educational Committee, headed by the Principal, examines everything that is related to school life, particularly teaching matters.
- The Executive Committee, headed by the President, oversees the management and long-term strategy of the School to the exclusion of purely pedagogical matters. All members are volunteers, they do not receive any financial compensation from the School for their activities. They are elected by the members of International French School (Singapore) during the Ordinary General Meeting. The Executive Committee represents the community of parents as well as the companies that hold Options de Fondateur (ODF).



3.2

The Executive Committee

The Executive Committee (EC), manages the affairs and administration of the school, excluding the academic aspects.

This committee is composed of 12 volunteer board members and up to 4 reserve members (from each group: Individual members and Corporate members) elected by the members of International French School (Singapore) during the Ordinary General Meeting in October or November. No Executive Committee member receives any remuneration for their services. The EC is in charge of the long-term strategy of the school.

- The EC delegates specific projects or missions to its standing committees and may from time to time create any such other committees as it may deem necessary.
- The EC delegates the day-to-day management to the Executive Director, Yves Marcel (appointed in March 2015) who reports functionally to the Principal.
- The French Ambassador in Singapore and past President are Honorary Presidents of the Executive Committee.
- The Counsellor for Culture, Education and Science, Embassy of France in Singapore (COCAC) is a non-voting member.
- The Principal and the Executive Director may attend the Executive Committee meetings without voting.

CORPORATE MEMBERS 2021



Jean-Marc Deromedi
President - (APRIM)



Sabine d'Angely Lavail
General Secretary
(Total Oil Asia Pacific)



Nicolas Genes
(Société Générale)



Sofia Hammoucha
(BNP Paribas)



Pierre-Alexandre
Tupinon (Danone)

CORPORATE MEMBERS - Elected in December 2021



Antoine De Vos
(Bolloré)



Damien Ordines
(Hermès)
(Reserve member)



Jean-Hervé Pommereau
(Crédit-Agricole)
(Reserve member)

INDIVIDUAL MEMBERS 2021



Pierre Chanteclair
Honorary President
president till December 2020



Amélie Rozier Provost
CPE Supervisor



Guillaume Sachet



Virginie Dinkian Barre



Eric Reinhart
Treasurer

INDIVIDUAL MEMBERS - Elected in December 2021



Christophe Chau



Guilhem Vincens



Fatima Regili
(Reserve member)

COMMITTEES	APPROACHED TOPICS 2021
Governance & Audit Sub-committee	<ul style="list-style-type: none"> ■ Convention with AEFE ■ M&AA ■ EC Succession planning ■ Executive compensation ■ Conflict of interest ■ Parents committee ■ Compliance review ■ External and Internal Audits
Tools and Services Sub-committee	<p>Communication & Marketing</p> <ul style="list-style-type: none"> ■ Communication policy within IFS and towards external stakeholders ■ Marketing strategies ■ Openness to non-French communities ■ Salesforce implementation CRM <p>Bilingualism</p> <ul style="list-style-type: none"> ■ Revision of courses and offers
Supports Sub-committee	<p>Finance, Corporate and Fundraising</p> <ul style="list-style-type: none"> ■ Budget (including school fees) ■ Financial KPIs ■ Treasury & Funding ■ Financial decisions ■ Fundraising ■ Statutory Annual Accounts <p>Infrastructures</p> <ul style="list-style-type: none"> ■ Infrastructure projects ■ Yearly investments programs <p>Human Resources</p> <ul style="list-style-type: none"> ■ HR policy ■ Compensation policy Social dialogue <p>IT</p> <ul style="list-style-type: none"> ■ Digital strategy ■ Implementation of the Chromebooks

COMMITTEES	APPROACHED TOPICS 2021
Experiences & Wellbeing Sub-committee	<p>Wellbeing - awareness</p> <ul style="list-style-type: none"> ■ Definition ■ Benchmark of practises in the other international schools ■ Study of the existing situation within IFS <p>Wellbeing - experience</p> <ul style="list-style-type: none"> ■ Welcoming newcomers ■ Equal opportunities (support, interviews, pedagogical homogeneity, digital supports...) ■ Identification of non-compliant situations (harassment, etc.)



MEETINGS AND ATTENDANCE IN 2021



MEMBERS' NAMES

TOTAL MEETINGS ATTENDED OUT OF 14

Jean-Marc Deromedi	14
Sofia Hammoucha	14
Virginie Barre	14
Nicolas Genes	13
Eric Reinhart	13
Amelie Rozier	13
Guillaume Sachet	12
Florian Dubois - Resigned in December 2021	12
Sabine d'Angely-Lavail	11
Pierre-Alexandre Tupinot	11
Frederic Larvor	11
Nicolas Richard - Resigned in December 2021	11
Pierre Chanteclair	10
Christel Vaché - Resigned in July 2021	9
Jean-Christophe Gilbert - Resigned in July 2021	6
Doris Marcellesi - Resigned in July 2021	6
Christophe Chau - Elected in December 2021	1
Fatima Regili - Elected in December 2021	1
Guilhem Vincens - Elected in December 2021	1

General meetings

2 general meetings are organized every school year:

1 THE ORDINARY GENERAL MEETING - October/November

To report on the beginning of the academic year and the ongoing projects:

- Approval of the minutes of the Annual General Meeting
- Report on the beginning of the academic year
- Consideration of the interim administrative and financial accounts for the current and next financial year
- Approval of the budget for the next financial year
- Approval of the School fees for the next academic year
- Election of new members of the new Executive Committee
- Confirmation of the selection of the parents' representatives of the Educational Committee by the Chairman as defined in Article 53
- Release of the outgoing Executive Committee in its financial and other functions

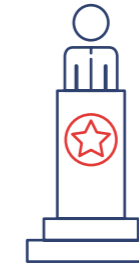
2 THE ANNUAL GENERAL MEETING - June

To report on the educational aspects as well as the financial matters of the current year:

- Approval of the minutes of the Ordinary General Meeting
- Report on the activity of the current academic year
- Approval of the audited financial accounts for the previous financial year
- Appointment of auditor for the current financial year

Members invited at General Meetings

- Individual Members: legal guardian of a child registered with the School
- Voting right: 1 vote per family notwithstanding the number of children registered
- Corporate Members: any Company or Organisation containing at least 1 Option de Fondateur (ODF)
- Voting right: 1 vote per ODF
- In the case of a joint vote of all members, Individual and Corporate members share the total voting rights at 50/50



HONORARY PRESIDENTS

Ambassador of France to Singapore and
Former Executive Committee President

CHAIRIED BY

The President of the EC



MEMBERS WITH VOTING RIGHTS

6 Corporate members and 6 Individual members



MEMBERS WITH NO VOTING RIGHTS

Counsellor for Culture, Education and Science,
Reserve member of Corporate members,
Reserve member for Individual members



GUESTS WITH NO VOTING RIGHTS

Principal and Executive Directors

3.3

The Educational Committee

The Educational Committee is the main body responsible for running educational and pedagogical operations and projects.



MISSION

- To adopt educational projects that govern teaching and learning in the school
- To advise and implement the educational timetable, the academic calendar, and professional development programs for IFS staff
- To advise on the school's recruitment needs, and class structure
- To advise on school trips and the overall organisation of the school



COMPOSITION

The Educational Committee is a tripartite body composed of an equal number of representatives from:

- The administration staff
- The school educational staff
- The parents
- The students



VOTING MEMBERS

- Educational Management (Principal, Vice Principals, Heads of Elementary and Kindergarten)
- The Counsellor for Culture, Education and Science, Embassy of France in Singapore
- The Executive Director
- Welfare Manager (Conseiller Principal d'Education)
- The representatives of the teaching and nonteaching staff
- Representatives of the parents and the Students



NON-VOTING MEMBERS

- The Head of French Consulate Section
- Representatives of French Nationals abroad (Conseillers consulaires)
- The Vice-President of the Student Council (CVL)
- Representatives of the French community
- President(s) of associations of the French nationals in Singapore
- The President of the alumni
- Two representatives of the Executive Committee
- The Regional Coordinator of AEFÉ

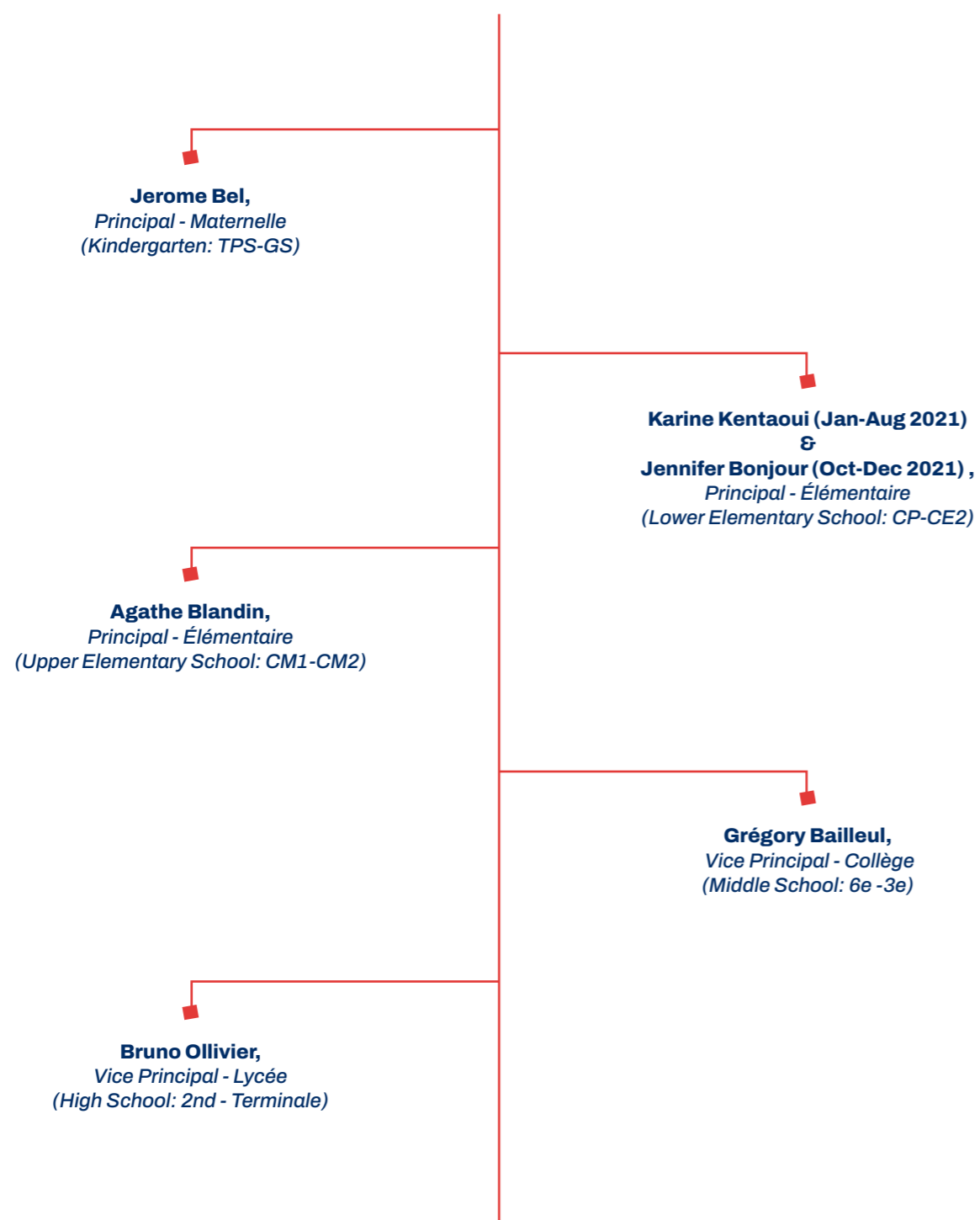


3.4

Management team 2021

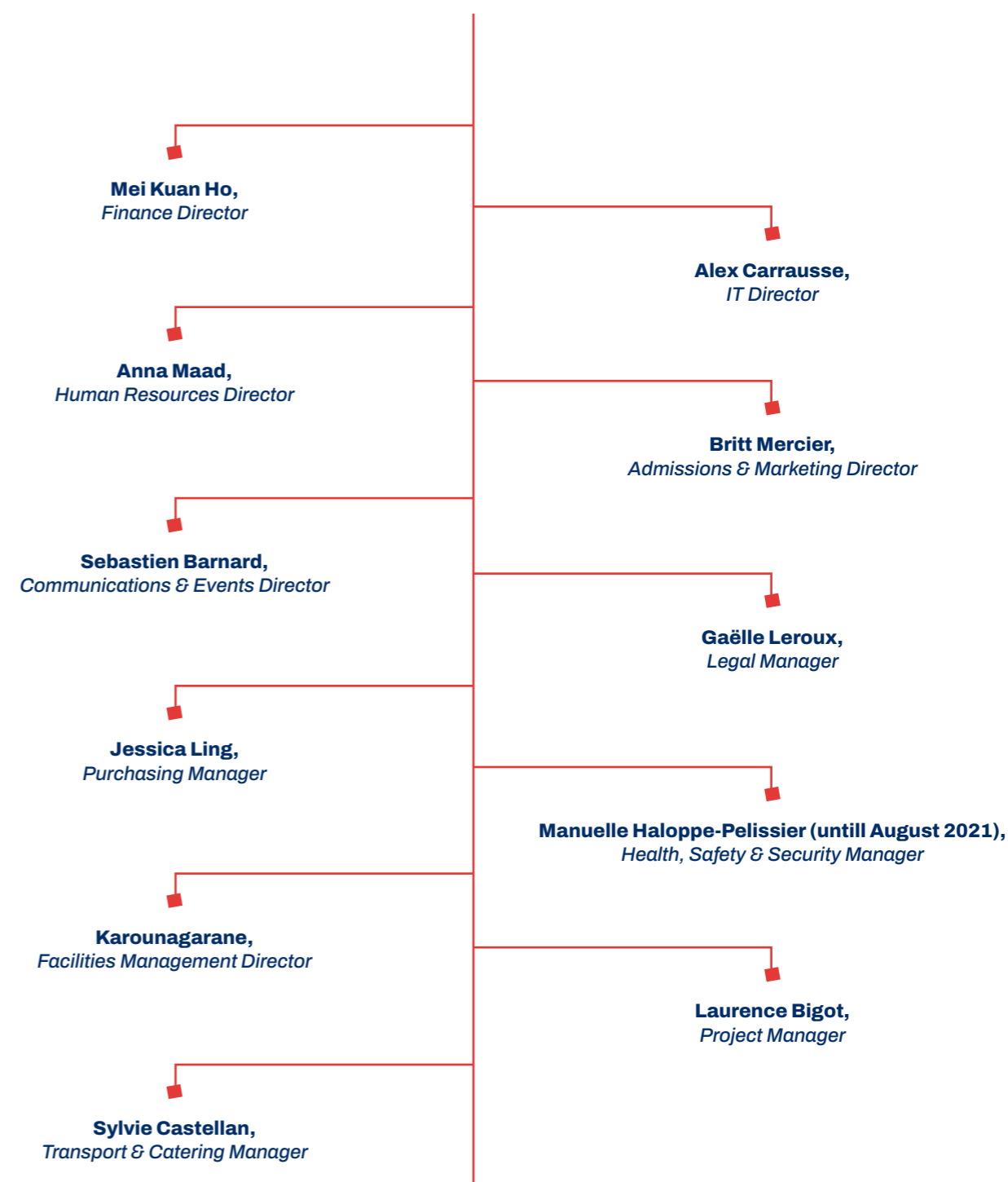
Pedagogical leadership team 2021

Christian Soulard (Jan-Aug 2021) & Hervé Lebarque (Sept-Oct 2021),
Principal



Administrative leadership team 2021

Yves Marcel,
Executive Director



4

FINANCIAL REPORT

52

The International French School (Singapore) (IFS) is incorporated in the Republic of Singapore and recognised under the Singapore Charities Act. A Board made up of volunteers serving without remuneration governs the school.

As a not-for-profit organisation, IFS channels any financial surplus towards the betterment of the school. Every dollar of school fees supports the delivery of our holistic learning programme, including staff recruitment and training, development and maintenance of facilities and most importantly, provision of teaching enablers and resources.

The school Board, elected by parents, and the corporate members of the school, supervise the Executive Director in charge of support functions, including Finance. The Finance Director works under the direction of the Executive Director to implement the decisions of the Board and its committees and ensure that resources are managed efficiently and responsibly. School operations comply with best practices for financial accountability and transparency.

Charity status - reserve policy

Overall, the total surplus amount to 5.5M. Reserves are intended to ensure the school's sustainability and prepare for the financial impact of unforeseen or uncontrollable events. The operating reserves provide a backstop in case of a decline in enrolment and underpin the long term facilities plan, such as infrastructure upgrades, campus expansion and future lease renewal.

Due to this favourable surplus, IFS ended the year 2021 with reserves of 90M SGD. The healthy state of the school's finances reflects the continuous efforts of the Board and the Administration to maintain and improve the school's long term financial stability. The Management looks forward to an exciting future for the International French School (Singapore).

53



4.1 Revenues

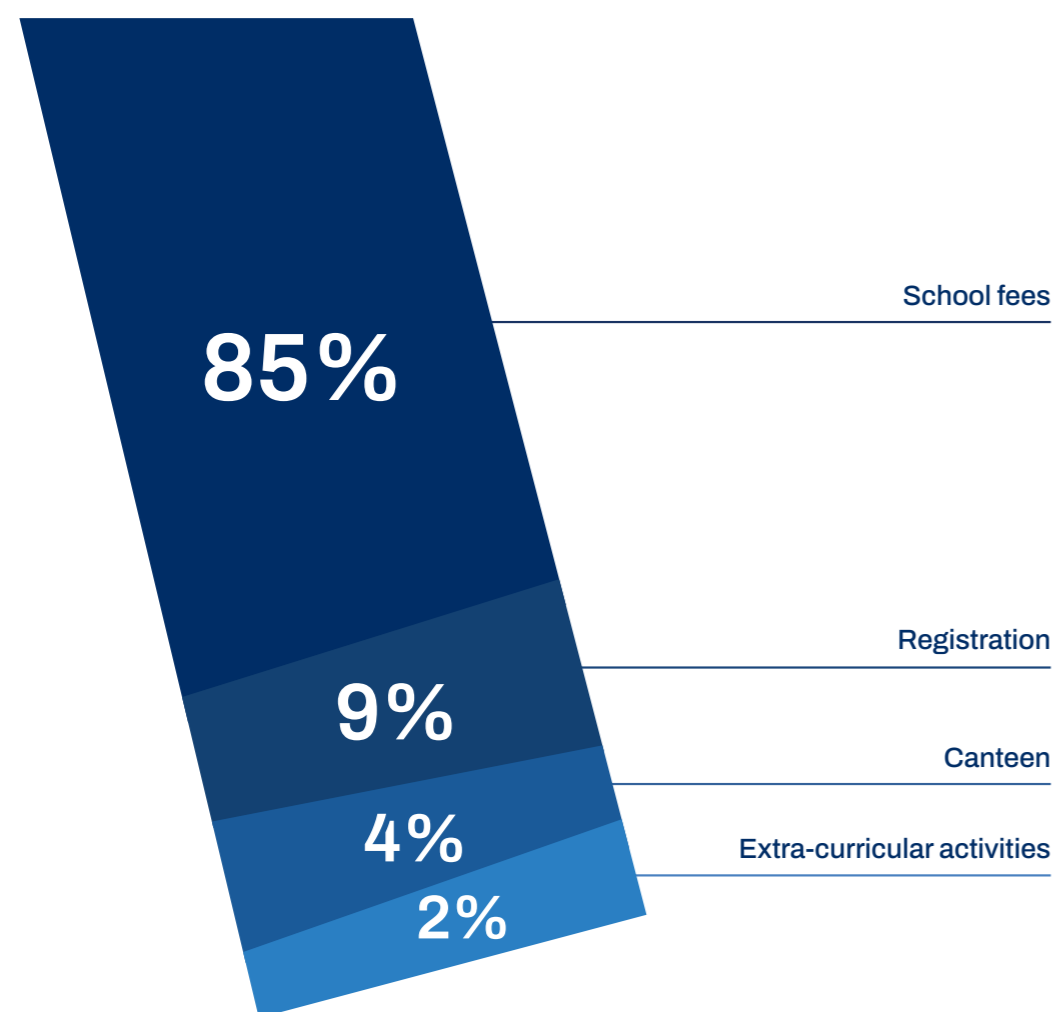
We are pleased to report that our audited financial results for 2021 compare favourably to the 2021 budget approved by the Executive Committee in December 2020.

The principal funding source of the International French School (Singapore) derives from school fees. Revenue is lower than the budget due to a slight decline in enrolment. The school continues to pursue the international pathway to strengthen its organic pipeline.

There were, on average, 2,854 students in 2021.

As a result, the 2021 turnover amounted to 65.8m, 0.1m less than 2020. In June 2020, an IFS COVID-19 Solidarity Fund was created as short-term relief to support families most affected economically by the ongoing pandemic. The fund was fully allocated and closed in July 2021. Over a span of 5 school terms, 22 families and 40 children have benefitted from this fund.

Revenue stream:



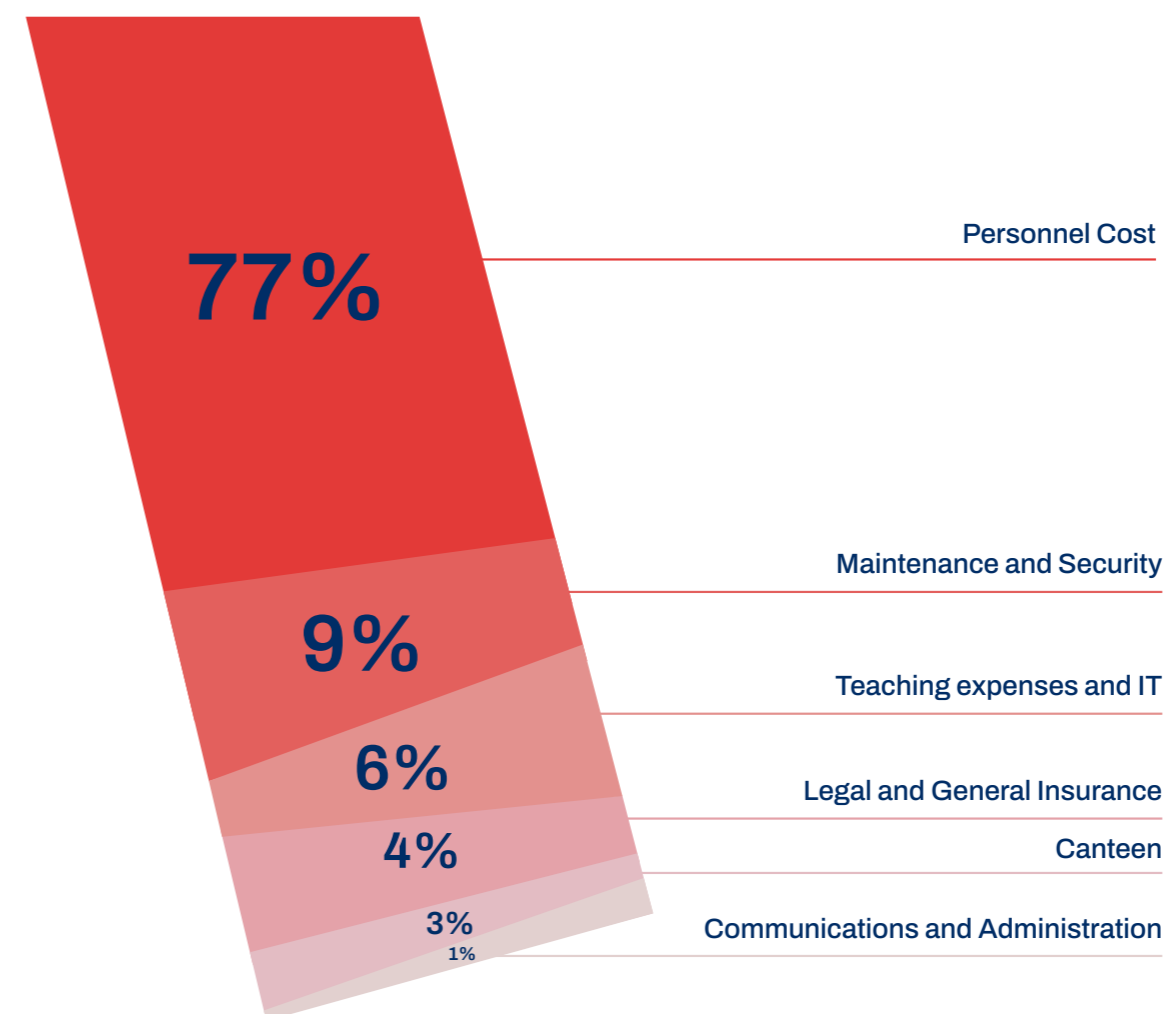
4.2 Expenditures

Operating expenses were lower than budgeted due to the constant focus on renegotiations of significant contracts and tight cost controls.

COVID-19 further contributed to this through events that had to be held virtually and unrealised school trips. However, the school spent significantly more on Health and Safety measures such as specialised disinfection of classrooms. The volatility of the energy market in the last quarter of 2021 also led to a marked increase in electricity expenses.

Personnel costs, the school's main expense, were lower mainly due to later recruitments, optimisation of our exchange policy and moderate support from the Singapore government to help with the COVID-19 situation.

Expenditures:



"Our financial results for 2021 compare favourably to the budget, as lower expenses compensated the lower revenues".

5

OUR DONORS

At the International French School (Singapore), we are always working hard to:

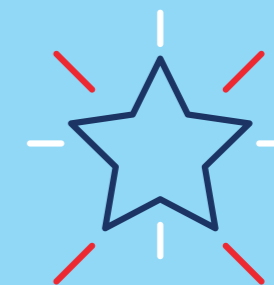


Improve the quality of our learning environment for the benefit of our students.



Since our inception, we have relied on the community's generosity to help us provide an ever-higher standard of international education and maintain our reputation as one of Singapore's leading international schools.

We welcome support from individuals and companies and make it possible for everyone to contribute in any way they can.



Please help our students excel. You can help cultivate our student's passions by contributing to any of the 100 cultural, artistic, scientific and sporting events that interest you most.



5.1

Corporate partners

Thank you to our corporate partners who have been supporting our school and community for many years through the ODF program (Options de Fondateur)

Aprim
BNP Paribas
Bolloré Logistics
Bouygues Construction Group
Crédit Agricole
Danone

DCNS Naval Group
Essilor
Hermès
LVMH
Société Générale
TotalEnergies

5.2

Sponsors

Thank you to the sponsors of our Year Book 2020:

- Accueil Singapour
- AGS
- French Chamber of Commerce Singapore
- My Market
- JCDecaux
- Sofip Export
- Woodlands Transport

In May 2021, fifty bus shelters across Singapore showcased the educational values of the International French School in Singapore (IFS) with a series of posters.

This brand boosting communication campaign was made possible thanks to the support of our key media partner, the French company JCDecaux.

JCDecaux



OPEN YOUR MIND



aefe
Agence pour
l'enseignement français
à l'étranger



UNIVERSITY of CAMBRIDGE
International Examinations
CAMBRIDGE INTERNATIONAL CENTRE

INTERNATIONAL
FRENCH SCHOOL
(SINGAPORE)
Registration number: 198004581H
Registration validity period:
06-07-2017 to 05-07-2023



 ifs.edu.sg