BRIGHT HORIZONS FAMILY SOLUTIONS INC.

ANNUAL MEETING OF SHAREHOLDERS

June 22, 2022

8:00AM Eastern Time

RULES OF CONDUCT

Welcome to the 2022 Annual Meeting of Shareholders (the "Annual Meeting") of Bright Horizons Family Solutions Inc. (the "Company"), which is being held virtually. If you have difficulty accessing the Annual Meeting, please call the technical assistance number at the top of the login page. Technicians will be available to assist you.

It is our desire to conduct a fair and informative Annual Meeting. Kindly observe the following Rules of Conduct:

1. The meeting will follow the Agenda on the virtual meeting website. The only business to be conducted at the meeting are the matters set forth in the 2022 Proxy Statement.

2. Our Company's bylaws describe requirements for meetings of our shareholders and the Chair of the Annual Meeting will conduct the meeting consistent with those requirements.

3. A list of shareholders entitled to vote at this meeting is available for examination by validated shareholders on the virtual meeting website.

4. Only shareholders as of the close of business on the record date, April 25, 2022, may vote or submit questions while participating in the virtual Annual Meeting. To vote or submit questions, please log in as a shareholder by entering the 16-digit control number you received with your proxy materials. If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by the Company's inspector of elections and there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote.

5. Following adjournment of the formal business of the Annual Meeting, subject to these Rules of Conduct, the Company will address appropriate general questions from shareholders. Such questions may be submitted in the field provided on the virtual meeting website during the Annual Meeting.

6. To allow us to answer questions from as many shareholders as possible, we will limit each shareholder to one question. It will help us if questions are succinct and cover only one topic per question. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarized and answered together.

7. While shareholder questions are welcome, the Company does not intend to address any questions that are, among other things:
    - irrelevant to the business of the Company or to the business of the Annual Meeting;
    - related to material non-public information of the Company;
    - related to personal grievances or a personal matter;
    - related to litigation;
    - profane or derogatory references to individuals or that are otherwise in bad taste;
    - substantially repetitious statements already made by another shareholder;
    - in furtherance of the shareholder's personal or business interests; or
    - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chair or Corporate Secretary in their reasonable judgment.

8. The Company will try to answer as many questions as possible during the Question and Answer portion of the Agenda, time permitting. If there are any matters of individual concern to a shareholder and not of general concern to all shareholders, or if a question posed was not otherwise answered, such matters may be raised separately after the Annual Meeting by contacting Investor Relations at *investors.brighthorizons.com*.

9. The Chair presides over the Annual Meeting and makes any and all determinations with respect to conduct of the meeting, including the administration and interpretation of these Rules. Any action taken by the Chair at the Annual Meeting will be final, conclusive and binding on all persons.

10. In the event of a technical malfunction or other significant problem that disrupts or delays the meeting, the Chair may adjourn, recess, or expedite the meeting or take such other action that the Chair determines is appropriate in light of the circumstances. In either event, we will update shareholders on the Company's Investor Relations website at *investors.brighthorizons.com* in the event of a prolonged delay.

11. Recording of the Annual Meeting is prohibited and no one attending the meeting via webcast is permitted to use any audio recording device. A replay of the webcast Annual Meeting will be available for approximately 12 months at: http://virtualshareholdermeeting.com/BFAM2022.

Thank you for your cooperation and for joining the Company at the Annual Meeting.