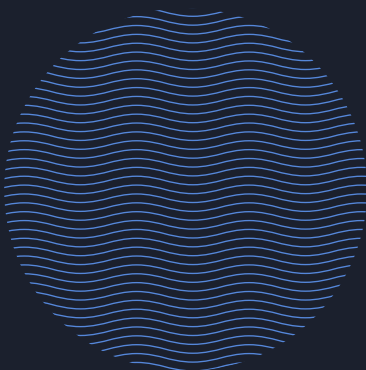


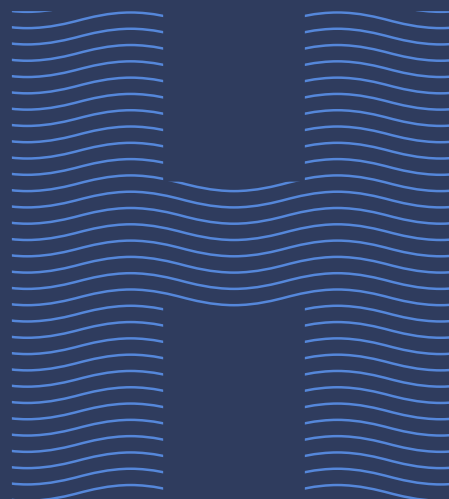
The Anglo Mexican
Foundation[®]



Social Impact Report 2020



We are the
connection
between
education and



We are
the link
between
culture and

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We are
the bridge
between
collaboration
and



N





We are a self-supporting non-profit association, and we aim to transform the community through education and culture in a bilateral exchange between Mexico and the UK.



The Anglo Mexican
Foundation[®]



INTERNATIONAL EXAMS
& COURSES ABROAD



Institute of Education



CORPORATE
STRUCTURE

We transform our students' lives by providing them with a wide range of opportunities for professional and personal development.

Our teachers are experts in methodology and designing high-quality learning journeys.

- Teaching solutions are tailored to student needs to ensure individual development
- Spanish language teaching programmes to support foreign communities based in Mexico



We promote access and exchange of culture and the arts between Mexico and the United Kingdom.

We foster artistic development and contribute to the social impact of the Foundation through the cultural development of our community.

- Diverse programming in all artistic disciplines
- Initiatives that connect art and education
- Promotion of individual and collective artistic development
- Public library and performing arts venue
- Development of long-term partnerships with cultural institutions



INTERNATIONAL EXAMS
& COURSES ABROAD

We contribute to broadening our students' and partners' horizons.

We strengthen our partners' positioning within the education sector by increasing the visibility of their services and their bilingual proficiency, with reliable execution and high standards of service and quality.

- We offer comprehensive solutions for the assessment, training, and certification of the English language
- High-profile institutional partnerships within the education and language sector
- Experiences abroad tailored for different needs



Institute of Education

We promote the development of professionals in education and learning institutions.

We offer specialized solutions with a national scope for teacher training and provide tools to increase the efficiency of English teaching in educational institutions.

- Integral methodologies as well as specialized personnel in English Language Teaching and teacher training.
- Strategic partnerships with renowned institutions within the educational and English language teaching sector



We offer education for girls, boys, and young people who will be agents of change through their academic knowledge, social skills development, social awareness, and inclusive mindset.

We contribute to cultivating open-minded, informed, educated, critical, inquisitive, and caring global citizens through the International Baccalaureate learning community profile.

- National and international teaching staff with high-level training
- Outstanding formal bilingual education from preschool to high school
- International programmes and certifications
- Inclusive teaching methodologies
- Personalized support for families

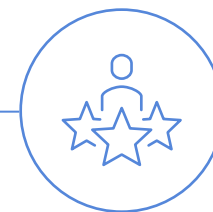
OUR PURPOSE

We transform
We build bridges
and connect

people's lives.
bridges, trust,
cultures.



Our values



QUALITY AND EXCELLENCE



SERVICE AND COLLABORATION



INTEGRITY AND RESPONSIBILITY

HISTORY

Historical Context

Throughout the nineteenth century, numerous British businessmen and citizens participated in the development of economic, urban, port, oil, and mining projects in Mexico.

From that moment and until the Second World War, the preeminence of the English language in our country was consolidated because of the geographical proximity and the growing economic relationship between Mexico and the United States.

1943

At the initiative of a group of distinguished people of British, Canadian, and Mexican origin the *Instituto Anglo Mexicano de Cultura A.C.* was inaugurated, one of the many associations called "Culturas" that were established in several Latin American countries during World War II. In the early years the connection with the British Council, a British institution, was pivotal in the development of the organization.

Since its origin, the purpose was to strengthen and broaden the cultural relationship between Mexico and Great Britain by teaching the English language, offering teacher training courses, and cultural activities.

1944

During its first year of operation, what would later become the Anglo-Mexican Library and Information and Resource Center was founded. It is known today as The Anglo Library; a public library with the largest English-only collection in Mexico.

1950-1960

The Anglo was already synonymous with high-quality education and as a binational bridge joining Mexico and the United Kingdom, maintaining close international relationships through the Association of English Schools (*Unión de Escuelas de Inglés*, UNEI) and the Latin American Association of British Cultural Institutes (LABCI), as well as exclusive partnerships with the most prestigious institutions such as Cambridge Assessment English.

Teaching English as a second language became pre-eminent and The Anglo achieved significant growth; seminars, conferences, and courses were offered for teacher training.

1998

The Churchill School is founded, a school committed to bicultural and state-of-the-art formal education.

1990-2000

From 1990 to 2000, five axes of change and renewal followed out: academic development, operational reorganization, special services, expansion, and support systems. The artistic program was strengthened through the Cultural Department, Anglo Arts, focused on increasing the programming and exchange between artists from Mexico and the United Kingdom.

1969 - 1980

The Anglo began a long era of flourishing and expansion with new English teaching centres in the country. By this time, it had already set up seven branches, the number of students had grown significantly, the planning of the "Anglocentro" was underway, and the implementation of more technology for education began.

1962

The Central Branch is inaugurated in Antonio Caso, in the San Rafael neighborhood. Prominent figures from both the political and artistic spheres of Mexico and the United Kingdom attended the opening event, thus acknowledging The Anglo's relevance in the country's cultural scene.

The Anglo developed its project for English courses abroad in the UK and formalized the English Projects Unit to design specialized courses for professional and academic purposes.

Throughout history, we have strengthened our social purpose by investing in academic training, artistic and cultural programmes, as well as a scholarship programme, to deepen our social impact in our community.

2003

The Anglo changes its name to The Anglo Mexican Foundation to strengthen the awareness of sustainability, human talent, and social commitment; highlighting its British roots and its philanthropic nature.

Churchill College was born as a continuation of the success achieved by the School, offering personalized, international education with study programmes taught in English and the International Baccalaureate programme.

2014

The Anglo Institute of Education is created, committed to improving the quality of education through programmes in partnership with the universities of Cambridge and Buckingham, courses for English teachers, internationally renowned postgraduate courses, and a wide range of higher education programmes.

2020

The institution expands its geographic reach and diversity of digital offerings beyond Mexico, incorporating Spanish language learning, as well as strengthening its social impact programmes through education and culture.

SOURCES

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Plumb, W., Gogarty, T. & Shepherd, J.. (1984). *Instituto Anglo-Mexicano de Cultura, A.C. 1944-1984, una breve historia. Este año celebramos 40 años de actividades culturales y docentes en México*. Mexico: Instituto Anglo Mexicano de Cultura, A.C..

LETTER FROM THE
CHAIRMAN OF THE BOARDCHAIR-
MAN
OF THE
BOARD

Since 1943, The Anglo Mexican Foundation has been an institution deeply committed to the educational and social development of our country, and to strengthening the relationship between Mexico and the United Kingdom.

Throughout its almost eight decades of history, The Anglo Mexican Foundation has focused on providing opportunities of excellence in education and culture, mainly in the fields of English language education, formal education, teacher training, and the dissemination of British and Mexican culture. Our approach to this aim is integrative - we promote the development of our students while offering experiences of the highest quality that connect the best of Mexico and the United Kingdom in these areas. The Foundation's mission has been guarded and preserved over the years by its two governing bodies: The Board of Directors, over which I am honoured to preside, and the General Assembly of Associates.

Our Foundation is an institution that continuously articulates and strengthens its offer through new relationships and connections between both cultures, through its international exchange work and the development of institutional partnerships with prestigious educational, artistic, and cultural organizations.

For over forty years, the Foundation has maintained its certification as an authorized grantee, proof of its continued compliance with the regulations established by the Ministry of Finance and Public Credit for the operation of non-profit organizations in Mexico. In 2020 alone, the Foundation supported more than twenty-one thousand beneficiaries throughout its portfolio of programmes. This has strengthened its prestige and significance within the field of educational and social contribution in our country.

In 2019, The Anglo Mexican Foundation began a new strategic cycle with the appointment of Anthony McCarthy Sandland as Chief Executive Officer. With his designation, the new CEO was mandated to bolster the foundation's essence, to drive organizational transformation, and consequently, to build a new legacy for the Foundation.

Anthony's leadership throughout this challenging period has resulted in a successful reassessment and adaptation of the organization, which now offers a wider diversity of services with a broader outreach. This process of renewal for The Anglo Mexican Foundation's leadership also triggered the development of new structures and processes associated with social impact, to comply with operational, evaluation, and reporting standards, according to national and international best practices.

2021 is of particular relevance for the abovementioned mandate as we report for the first time, institutionally and with professional standards, the scope and measurement of the social impact of our programmes and activities.

THANK YOU FOR
JOINING US ON
THIS JOURNEY.



Victor Treviño
CHAIRMAN OF THE BOARD

MESSAGE FROM THE
CHIEF EXECUTIVE OFFICER

CHIEF EXECUTIVE OFFICER

In June 2019 a new strategic cycle began for The Anglo Mexican Foundation, with significant challenges. When I started my responsibility as Chief Executive Officer, we focused our efforts on four strategic lines:

Promoting sustained growth and guaranteeing our sustainability; consolidating excellence as the common thread of our organizational work; building an agile organization with a transversal approach and in continuous contact with its environment; and efficiently communicating the scope of our work and its impact on society. Today these challenges are more relevant than ever, given the unprecedented situation we are facing at a global level.

This process of organizational transformation began with the articulation of three pivots to guide the foundation towards the future: the renewal of financial processes and systems for the complete and timely fulfillment of our obligations; the definition of a renewed organizational structure and the implementation of a social impact model focused on guiding, measuring and reporting the relevant activities of the Foundation.

The social impact model that we have built, and that we present in this report, reflects the link between excellence in the execution of our educational and cultural work with the strategic reinvestment of the surplus revenue and the brand impact, as factors that enrich our team's commitment and strengthen the relationship with our community and beneficiaries.

**MESSAGE FROM THE
CHIEF EXECUTIVE OFFICER**

The year we are reporting today represented a particular challenge. Like it happened to every organization around the world, the health crisis caused by Covid-19 affected our work, demanding an agile and comprehensive transformation in order to continue with the fulfillment of our mission.

Aware of the economic impact of the pandemic, we promoted an extraordinary scholarship fund to guarantee the continuity of the educational training of our students, we financially supported the teachers affected by the reduction of class hours, we implemented financial measures for the entire Foundation, as well as having taken the necessary actions to ensure the integral well-being of our team members.

The conjunction of these actions allowed us to achieve three main objectives: to boost our offer to students and partners in digital formats, without affecting our commitment to quality; to maintain a motivated and committed workforce, despite great challenges; as well as to keep our commitment with our suppliers along with maintaining our financial health, as we prepare for the return to face-to-face classroom operations.

One of the priorities was to make progress in the implementation of Social Impact Indicators. In this report we communicate, for the first time, our results for 2020 through this Anglo Mexican Foundation Social Impact Report.

I wish to highlight three aspects of particular relevance:

We invested more than 70 million pesos to encourage the academic permanence of our students in formal education, teaching and language learning.

In partnership with Fundación ABC, we supported the initiative of the Churchill parents' community with a fundraising campaign, the total of which was doubled by our Foundation to a sum of over half a million pesos, allocated to the acquisition of protection equipment for the staff working at the Covid-19 Unit of *Centro Médico ABC*.

We executed a Wellbeing Programme with our leadership team with more than 50 hours of emotional management and resilience workshops, which resulted in a high engagement indicator from our team members, according to the results of the 2020 Engagement Employee Survey.

Without a doubt, the year 2021 holds greater challenges. We are determined to face them and guarantee the continuity of our mission and its social contribution to the country.

We share with you this annual Social Impact Report that reflects the work, dedication and commitment of all of us who make up our educational and cultural community. Thank you for your interest in learning more about the work of The Anglo Mexican Foundation.



Anthony McCarthy Sandland
CHIEF EXECUTIVE OFFICER

PERFORMANCE AND SCOPE 2020



MP

invested in Social Impact Instruments

19.44%

OF THE TOTAL INCOME

21,338
Beneficiaries



In a year of unprecedented challenges, we transparently share the Foundation's detailed investment in social impact and confirm the commitment to our community.

1.3 times

THE TOTAL NUMBER OF STUDENTS THAT MADE UP OUR ENROLMENT DURING 2020

16.9 MP

SOCIAL RESPONSABILITY

Sustainable support for families and students

3,460

Beneficiaries

43.2 MP

EDUCATIONAL INCENTIVE

Expand the scope of our educational programmes

16,231

Beneficiaries

2.1 MP

ACADEMIC TRAINING

Promotion of the professional development of the team members of The Anglo Mexican Foundation

1,002

Beneficiaries

8.4 MP

BENEFITS TO COLLABORATORS

620

Beneficiaries

12

Key Programmes & Scholarships

Promotion of the beneficiaries' personal
and professional development



1MP

SUPPORT TO FAMILIES & STUDENTS
Due to financial difficulties as a result
of the health contingency



1MP

**PROMOTION & PRODUCTION
OF CULTURAL EVENTS**
British and Mexican, as well as
sponsorship and support for Mexican
visual and performing artists

3MP

KEY PROGRAMMES & SCHOLARSHIPS
For artists, teachers, students,
and team members

TRANSFORMATION
MANDATE

To support the core essence of the institution, promote its organizational transformation and build a new legacy for The Anglo Mexican Foundation.

This general mandate is expressed in a series of objectives and specific actions in the work, responsibility and effort of each of the business units and support areas that constitute the Foundation.



GROWING SIGNIFICANTLY and increasing sustainability

INSTIL THE ABILITY to conceptualize, measure and deepen its social impact

DEFINE A NEW AMBITIOUS DESTINATION that challenges and mobilizes the entire organization

ENSURE AN AGILE, transversal organization, in communication with its environment

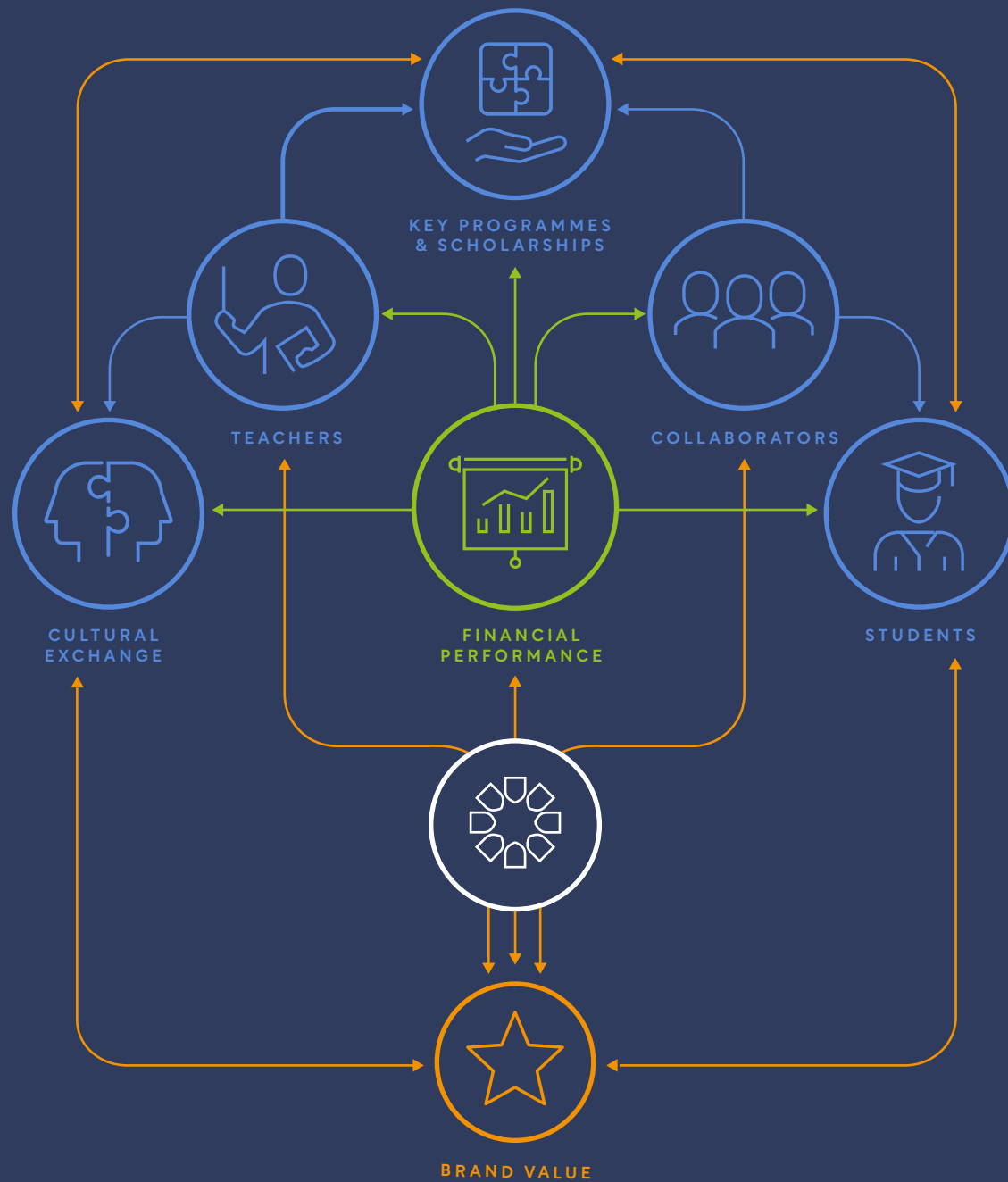
STRENGTHEN A VALUE PROPOSITION focused on excellence

ENCOURAGE COMMITMENT, enthusiasm and high-quality performance in our staff towards the new challenge

COMMUNICATE the scope and significance of our work effectively

Transformation Mandate

OUR SOCIAL
IMPACT MODEL



Social Impact Model

Please refer to p.108 for a detailed architecture.



DNA
The purpose of our organization captures our social commitment, shapes our strategy and defines the excellence-oriented organizational culture of the Foundation.



FINANCIAL PERFORMANCE
It supports financial decisions to invest strategically with a social return priority.

It comprises the Instruments of Social Impact for students and families, as well as educational incentives, to foster a long-term relationship with our students, families and partners.



TEACHERS
They ensure excellence in teaching, so we can fulfil our social value approach.



COLLABORATORS
They bring our culture of excellence to life. They are the starting point for building organizational work around our founding principles.



STUDENTS
They define the transformative educational experience, aimed at developing the capacities of the students to the maximum.



KEY PROGRAMMES & SCHOLARSHIPS
The Foundation's flagship programmes reflect the greater scope we are striving for, beyond the educational and artistic impact of our work. Moreover, they allow us to promote, through scholarships, beneficiaries chosen through a rigorous selection process, and closely monitored throughout their journey.



CULTURAL EXCHANGE
It promotes cultural activities that link Mexico and the United Kingdom to foster social and artistic development in relevant areas and communities.



BRAND VALUE
It is the result from nearly 80 years of uninterrupted commitment with education and cultural exchange.

The Social Impact Model of our Foundation encompasses the comprehensive performance of our activities, programmes and support, and interconnects excellence, intentional investment in social impact and the value that these add to the construction of our brand.

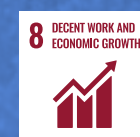
It integrates the performance of all areas and seeks to have a positive impact on the living conditions of our collaborators, students, their families and partner institutions, in the educational and cultural fields.

It is formed by seven Indicators of Social Impact (IOS) built over several phases, which are interrelated and feed into each other to generate a sustainable, dynamic cycle that benefits our stakeholders.

This Model will allow us to be accountable for our performance, give perspective to our impact on the community, and have evaluation tools that guide strategic decision-making. In this report, we present the first two IOS and describe the remaining five which are currently in the process of being implemented.

The Social Impact Model of The Anglo Mexican Foundation aligns our social responsibility efforts with seven of the United Nations Sustainable Development Goals.

Sustainable Development Goals



The Sustainable Development Goals (SDGs) adopted in 2015 by the member countries of the United Nations seek to achieve by 2030 the eradication of poverty, protection of the planet, and prosperity for all, through a global framework for governments, companies and civil society organizations.

The Anglo Mexican Foundation wishes to take part in that common goal through ongoing work. It contributes through its educational and cultural programmes to the development of people's professional and social fundamental skills, which aid in closing the inequality gap and, consequently, the reduction of poverty.

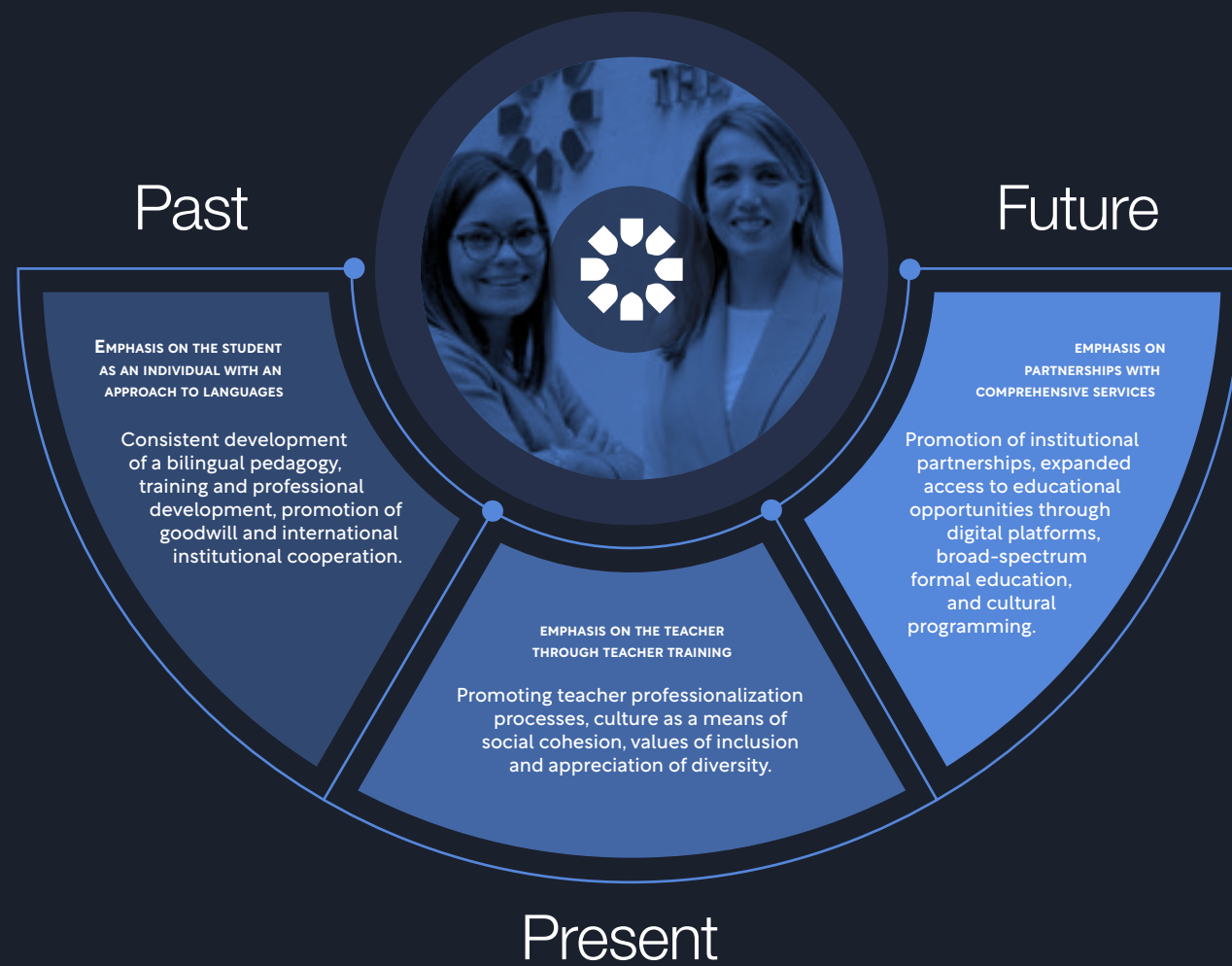
Our scholarship programme and key programmes promote the right to education, expand the access of economically vulnerable groups to the educational programmes of our institution, promote the permanence and continuity of each of the children, young people and adults belonging to our community.

The work culture of the Foundation seeks to generate an environment in which gender equality, respect and promotion of human rights are at its core, as well as creating an atmosphere that guarantees appreciation by acknowledging our colleagues' performance.

The Foundation also contributes to the development and enrichment of our country's artistic and creative industries by establishing partnerships with institutions both in Mexico and the United Kingdom that promote emerging talents and renowned artists.

Proud to contribute to this global effort, The Anglo Mexican Foundation voluntarily joins the Global Compact in 2021, with a commitment to support its principles, disseminate them and report our progress.

COUNTRY CONTEXT



The development of our Foundation has always been connected with the context of our country

COUNTRY CONTEXT 2020

The global conjuncture in 2020 represents an unprecedented moment. The SARS-CoV-2 virus, first identified in China in December 2019, triggered a global pandemic with consequences that affected every country in the world, put working life on hold, disrupted the activities of people all around the world, and profoundly impacted the global economy.

With the suspension of classroom activities, the Foundation contributed to prevent infection and safeguard the health of our students, teachers and staff members.

COLLABORATORS

Through its Human Resources, Infrastructure and General Services areas, the Foundation ensured a quick and effective transition to a remote work modality, monitoring the team's health status and ensuring constant communication on the contagion prevention measures, the contingency phases, and their implications. Subsequently, a Wellbeing Programme focused on the professional and personal well-being of our employees was activated, which fostered greater resilience and created a space for focused dialogue among leadership teams, positive crisis management and the identification of opportunities for structural transformation.

SHUTDOWN OF SCHOOLS AND FACE-TO-FACE CLASSES

The sudden closure of schools as a preventive measure by educational authorities was a challenge for families and students of our formal education system made up of The Churchill School and Churchill College. Similarly, our students focused on learning the English language at The Anglo and the professionalization of teachers provided by The Anglo Institute of Education had their training and learning paths altered.

To guarantee continuity in the training of students, the Foundation immediately adapted the face-to-face academic offer to a digital model with resources, advice and training necessary to successfully transition to the new online scheme and maintain a high quality learning experience and professional performance. For the Foundation, it was a priority to ensure the permanence of the entire teaching staff and to continue with their professional training in on-line teaching techniques, tools and methodologies.

IMPACT ON CULTURAL AND ARTISTIC WORK

The Foundation's artistic and cultural exchange work was inevitably affected by the suspension of face-to-face activities, with the subsequent cascade of cancellations that impacted the cultural sector in Mexico and the United Kingdom. The Foundation responded with a restructuring that would allow it to continue with the work to promote artistic endeavours and maintain contact with the public, despite the shutdown of venues and forums.

Through Anglo Arts' digital channels, the #StayAtHome programme was launched, bringing together a selection of free, high-quality cultural activities and online resources with hallmark British quality, developed by renowned institutions in Mexico and the United Kingdom. We aided the artistic community through financial support, expanded The Anglo Library's digital catalogue and developed digital versions for the Shakespeare Competition programme, as well as online workshops, film festivals, and performing arts shows.

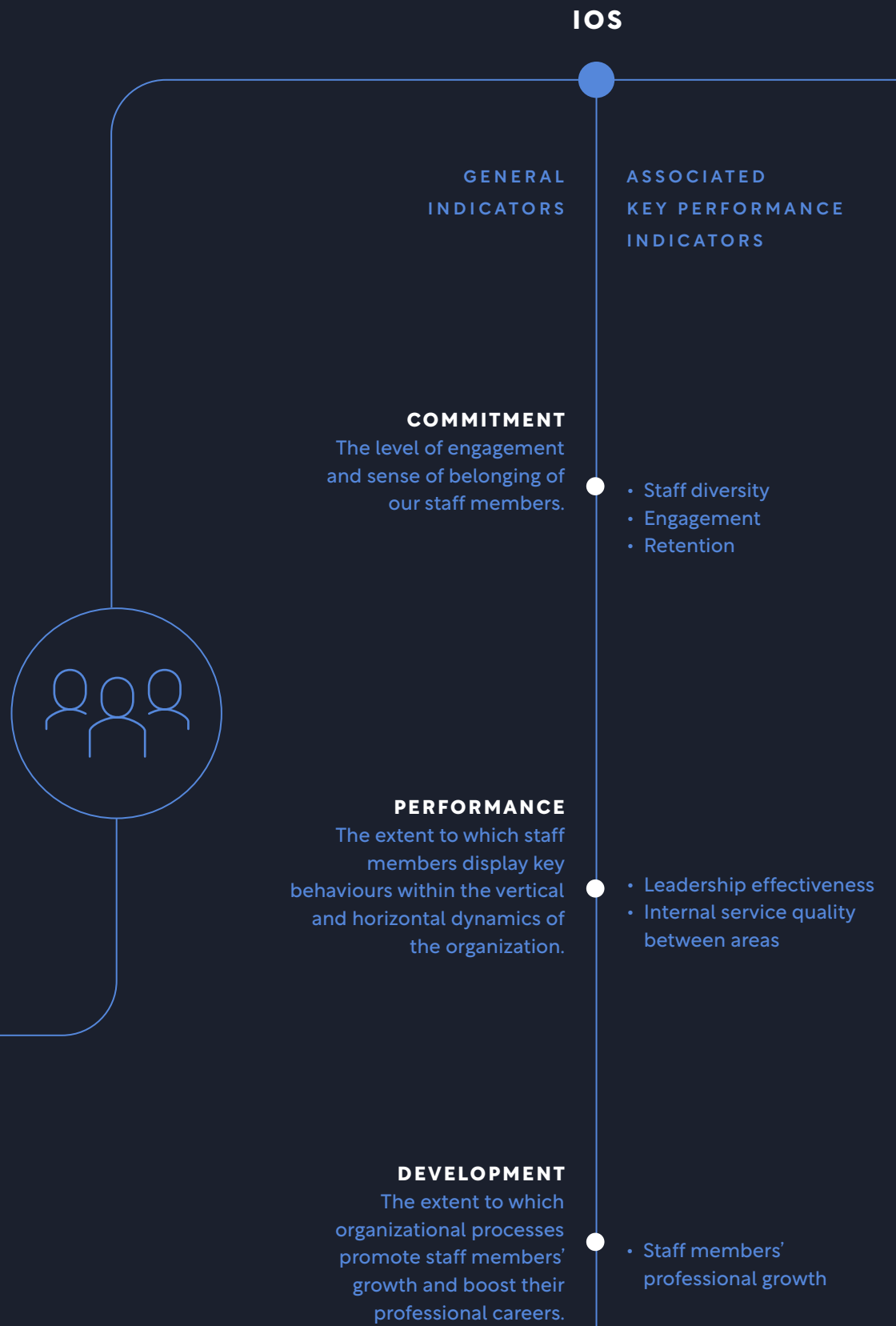
SOCIAL IMPACT INDICATOR
COLLABORATORS



Our staff members are the foundation to create a culture of excellence.

They are the starting point from which it is possible to steer our organizational work aligned to our values.

IOS
COLLABORATORS





We strive to be one of the best organizations to work at in Mexico

Our Collaborators IOS is the cornerstone of the Foundation's culture of excellence. This is the starting point for the construction of organizational work in accordance with our values; this is based on the Commitment, Performance, and Development metrics.

Four KPIs were measured during 2020: two related to Commitment - (gender diversity and engagement); one with Performance (internal service quality) and one more with Development (professional growth).

Our findings are described below:

GENDER DIVERSITY

The objective for 2020 in regards to gender diversity within the Foundation outlined the process to reach an equal number of men and women in Management and Senior Management positions.

The result for 2020 reached 80% out of the established goal at a Management level, accomplishing said goal (very much in line with what happens within the education sector). However, at a Senior Management level, there is an opportunity for improvement: only one out of the six Senior Management positions is held by a woman.

ENGAGEMENT

We strive to gain the "Great Place to Work" certification, which implies accomplishing levels corresponding to the 85th percentile of the reference sample, that is, being among the 15% of the best organizations to work for in Mexico.

Towards the end of 2020, The Anglo Mexican Foundation positioned itself at a higher level; achieving 85.8% of its set goal, considering that the general satisfaction index of the Engagement Survey applied at the end of December to 607 employees shows a level of 73% of favourability, relative to 85% of the aspired goal.

79.76%

Integrated IOS

84.5%

Engagement rating is close to target performance

We reported high levels of Engagement despite the difficulties experienced in 2020. At the Senior Management level, there is an area of opportunity to generate actions that promote gender parity in the medium term.

SOCIAL IMPACT INDICATOR
COLLABORATORS

The Collaborators IOS is a solid starting point for the Foundation's transformation journey, which will lead us to consolidate our culture of excellence.

INTERNAL SERVICE QUALITY

We aspire to have a dynamic leadership and effective cross-team collaboration that favours the service provided to our students and final beneficiaries.

This year we surveyed 52 employees in Management and Senior Management positions who head the Business Units and Support Areas to evaluate the quality of the service they reciprocally receive.

The result was 77.7% of the goal, that is to say, we achieved a 3.5 level out of a 4.5 which represents a level of excellence; this is the standard which we are working to achieve.

77.7%

of the goal, this marks a path for us to follow in the flow dynamics between areas and the development of the process culture.

See detail of Collaborators IOS measurement on pp. 114 a 117



PROFESSIONAL GROWTH

We aspire to be an institution that generates internal executive talent. For this effect, we have set a long-term goal so that 80% of the Management and Senior Management positions are filled by personnel promoted from an internal position.

This metric responds largely to the fact that in 2019 we defined a renewed organizational structure, with important modifications, especially at an executive level.

The evolution of this indicator may be weighed in the medium term when a new cycle of executive succession is completed.

76.4%

Opportunity to boost potential and encourage internal development.

This responds to the organizational structure renewal and replacement at executive levels.



The Anglo Mexican
Foundation[®]

2020 WELLBEING PROGRAMME

This is a programme focused on supporting more than 93 of the organization's leaders to develop resilience strategies, provide emotional support and underpin the cohesion and coordination of the business units and support areas' management teams.

At the beginning of 2020, the Human Talent department applied the Official Mexican Standard NOM-035 survey on psychosocial risk factors at work: identification, analysis and prevention and implementation of instruments linked to emotional stability. The health contingency shifted the focus of our attention to a short-term objective: to ensure a safe operation and create conditions for our staff members' well-being.

The Wellbeing Programme resulted in:

- Twenty-one four-hour group sessions
- Survey application
- Activities devoted to reflection, dialogue, learning and coordination
- Individual counselling sessions to develop a personal action plan

The Wellbeing Programme has given us tools to establish a balance in our personal and professional approaches.

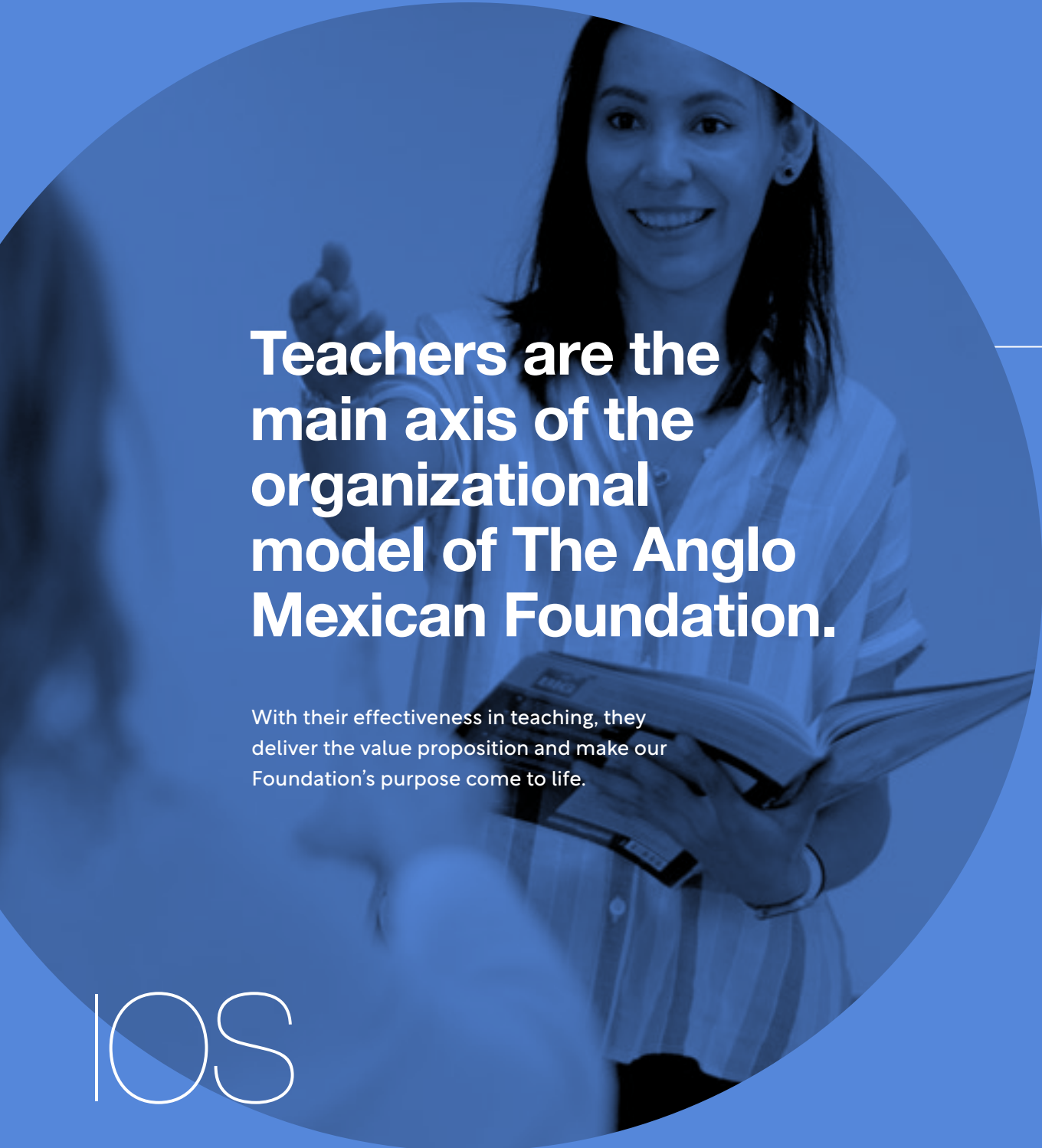
Karen González

Head of Cambridge Exams
International Exams & Courses Abroad

The programme was evaluated by the participants as a highly relevant and impactful experience which in turn strengthened them to face the second semester of the year with greater clarity, energy, and sense of collaboration, which was reflected in the results of the first survey of organizational engagement.

The stable conditions in which we succeeded to manage the crisis allowed us to resume the methodological infrastructure development agenda related to our staff members' issues and to apply the first organizational engagement survey for December 2020. Due to this we identified strong areas in our management and pinpointed areas of opportunity to focus on, starting in 2021, to ensure our team members' well-being.

SOCIAL IMPACT INDICATOR
TEACHERS



Teachers are the main axis of the organizational model of The Anglo Mexican Foundation.

With their effectiveness in teaching, they deliver the value proposition and make our Foundation's purpose come to life.

IOS

TEACHERS



GENERAL INDICATORS

SUITABILITY OF THE TEACHING STAFF

The extent to which the teaching staff is comprised of teachers with the appropriate certification and competence profile.

TEACHING EFFECTIVENESS

The measure to which teachers manage to create optimal learning conditions when interacting with their students by deploying an appropriate repertoire of pedagogical tools.

IOS

ASSOCIATED KEY PERFORMANCE INDICATORS

- Compliance with the target profile
- Continuity over time

- Demonstration of technical-pedagogical skills

SOCIAL IMPACT INDICATOR
TEACHERS

2020 was a year of efforts towards achieving a programme and methodological adaptation

SUITABILITY OF THE TEACHING STAFF

It seeks to verify to what extent the teachers who are part of the Foundation meet the certification profile and skills expected of them.

The most relevant factor to achieve this is continuous training. For this to happen, the Anglo Institute of Education, the Foundation's institution specialized in the professionalization of English teachers, offers multiple programmes to certify knowledge in methodology and language teaching. The more teachers receive more training, the more up-to-date they are, and therefore, closer to the Foundation's target profile.

TEACHING EFFECTIVENESS

The teaching effectiveness variable focuses on group work. The teachers who impart classes in one of TAMF's educational institutions must ensure that they put their technical-pedagogical skills into practice in such a way that they can generate optimal learning conditions in the classroom that, in turn, result in positive interactions with and among the students.

Starting in 2021, we will be measuring these aspects to obtain statistical information on our progress in this indicator that will allow us to make decisions and take advantage of our areas of opportunity in a focused manner.

The year 2020 began with various efforts aimed at improving teachers' conditions, particularly those who are part of The Anglo, in aspects related to their hiring conditions, schedules, salary scheme and academic leadership to increase the level of teacher staff continuity and maintain the development processes that affect the classes' quality.

The Covid-19 crisis reoriented our approach towards the implementation of methodological and teaching alternatives that would enable distanced classes and integrate viable technological solutions, as well as the programmatic adaptation of the study plans.

One of the most important challenges we faced was the digital transition, guaranteeing the pedagogical effectiveness of online teaching and the development of digital skills for all teachers.

Some of the actions implemented in this regard were:

- Intensive training in the use of distance learning platforms for teachers.
- Training spaces with our technological partners to share knowledge and design teaching strategies.
- Implementation of pedagogical tools and resources to connect with students.



SOCIAL IMPACT INDICATOR
TEACHERS



ONLINE TEACHER TRAINING 2020

Online education facilitates inquiry; consequently, it is a springboard for the development of critical thinking which is crucial to assess every single piece of information found on the web.

Mario Alberto Londoño Calle
Music Professor | Secondary
The Churchill School

TOOLS AND TRAINING

The distance education format required the acquisition of new pedagogical tools and involved additional integration and learning efforts for both teachers and students.

The training involving the use of new platforms was delivered by experts, the teachers and coordinators most versed in these tools. Additionally, these experts integrated the participation of parents to support their children from home.

SUPPORT OF THE OPERATIONAL STAFF

Bringing students together in smaller groups was critical to facilitating online learning. Collaborators who normally supported tenured teachers received training and developed new skills to offer guidance and teach sessions during the school calendar.

SUPPORT BETWEEN INSTITUTIONS

One of the challenges that led to changes in the way educational services were offered was to ensure progress in learning the English language in the same way as they would in face-to-face classes.

The Churchill School & College joined forces with The Anglo to offer classes entirely in English in time slots where students had independent activities. This way, it was possible for students to be in contact with the language for a longer period during school hours.

TEAMING-UP WITH FAMILIES

The participation of families during the adaptation process played a crucial role that prompted us to evolve and respond in a resilient way, to ensure a comprehensive quality educational experience at a time of particular challenge.

A significant difference between the face-to-face format and distance education, especially in the pre-school, primary and secondary grades, is the possibility it offers tutors and parents to witness what happens in class every day.

This feature represented a new element in the distance educational model and gradually allowed for greater fluency in communication during class. The families' collaboration and effort were of enormous help to the work carried out by the teachers and were fundamental in this endeavour.

SOCIAL IMPACT INDICATOR
STUDENTS



Students are our reason for being.

We prepare our students to be agents of change. We broaden their horizons for personal and professional development.



IOS

GENERAL INDICATORS

ASSOCIATED KEY PERFORMANCE INDICATORS

TERMINAL CONVERSION

The extent to which students reach final educational goals after completing the programme path.

- Programme language progress
- Scope of educational goal in formal education

CERTIFICATION
 The extent to which students achieve academic degrees and certifications with official recognition and evidence of performance.

- Language certification

IOS

STUDENTS

SOCIAL IMPACT INDICATOR
STUDENTS



Our students' comprehensive development manifests in three main aspects:

- Knowing to what extent the educational experience they have in our training spaces adds value to the development of their abilities and broadens their personal and professional horizons.
- The final conversion of the different educational programmes and levels, that is, to what extent do students show a difference between the knowledge they possessed at the beginning of their studies and the knowledge they acquired by the end of them.
- The percentage of students who complete an educational level such as Primary or B1 in the English language, also obtain an internationally recognized certification of their knowledge.

As in other areas, the most important aspect that stands out regarding students during 2020 is the effort carried out to do the tasks and activities in the different formats covered by The Anglo Mexican Foundation.

The impact that students have experienced at The Anglo has particularly affected the continuity of the courses due to three factors: the reduction in income derived from the economic crisis; uncertainty about the distance class model; or the preference for waiting to return to the face-to-face model.

April 2020 provided the most dramatic picture in this sense, as enrolment significantly reduced until it was only 30% compared to the same month in the previous year.

By the end of the year, and thanks to efforts aimed at developing distance courses, The Anglo recovered up to 70% of its student enrolment, allowing them to continue with their educational process. To achieve this result, not only was there a need to adapt The Anglo programmes to the digital environment but also to communicate different action points such as teacher training and the support provided to each student.

Institutional partners and students going through international certification processes and taking courses abroad have suffered a considerable impact as activities in these areas have been dramatically reduced due to restrictions on physical proximity and travel. Faced with this reality, International Exams and Courses Abroad integrated the English Exams Lab platform into its product catalogue, which diversifies certification services in a digital format.

Within the range of products offered by The Anglo Mexican Foundation, the teacher training programmes offered by The Anglo Institute of Education have maintained high participation of teachers seeking to continue their training. In the current context, teachers and schools have increased the value they assign to training and professional development, by acquiring new tools to face current teaching challenges.



DISTANCE LEARNING FOR THE ANGLO STUDENTS

We strive to offer all our students, in the shortest possible time, a digital learning scheme with the same quality as face-to-face learning, and to ensure the continuity of their training.

As students became familiar with the distance-learning format, they developed new skills, increased their self-confidence and adaptability.

THE FLOW OF STUDENTS

Faced with the challenge represented by the suspension of activities and to maintain a personalized approach, The Anglo developed a product line specialized in online teaching that allowed us to provide the support that our students are accustomed to in face-to-face classes.

At the same time, a new surge of students emerged, most of whom already had previous online academic experiences but were attracted by the greater diversity of distance classes offered by The Anglo.

SUPPORTS AND INCENTIVES

The Foundation created a special scholarship fund to promote academic continuity and we offered an Educational Incentive scheme in which we provided preferential rates.

Our digital service model was key for student continuity leading to an increase in the number of students wishing to study with us under the online model.

NEW SKILLS

The rapid adoption of new digital tools by teachers contributed to the development of dynamic classes where students engaged in a wide array of activities beyond their textbooks, nurtured by an environment of trust and constant interaction.

We designed workshops to hone teachers' skills for teaching larger groups in virtual environments. Lock-down brought about the teachers' development, as they were able to approach more pedagogical tools and enhance their teaching skills.

UNIFIED OPERATIONS

The team adopted a comprehensive vision that favours a unified operation and prioritizes the articulation of the needs of both students and teachers, regardless of geographic location.

SOCIAL IMPACT INDICATOR
FINANCIAL PERFORMANCE



Investment is essential for social impact at The Anglo Mexican Foundation.

We seek strategic investment in educational and cultural fields using specific criteria to ensure a return on social investment.

IOS

FINANCIAL PERFORMANCE



IOS

GENERAL INDICATORS	ASSOCIATED KEY PERFORMANCE INDICATORS	OBJECTIVE ASSOCIATED TO SOCIAL IMPACT
<p>INVESTMENT IN SOCIAL IMPACT INSTRUMENTS FOR BENEFICIARIES Resources focused on scholarships and financial aid</p>	<ul style="list-style-type: none"> • Investment in supporting beneficiaries who acknowledge our social responsibility • Investment in educational support and incentives for our beneficiaries 	<ul style="list-style-type: none"> • Optimal relationship between student attraction and retention
<p>INVESTMENT IN SOCIAL IMPACT INSTRUMENTS FOR STAFF MEMBERS Resources focused on scholarships and support</p>	<ul style="list-style-type: none"> • Investment in academic training • Investment in benefits 	<ul style="list-style-type: none"> • Relevance of the benefit experienced by staff members, which in turn is linked to engagement
<p>INVESTING IN KEY PROGRAMMES AND SCHOLARSHIPS Focused on carrying out programmes and awarding scholarships for academic excellence</p>	<ul style="list-style-type: none"> • Investment in programmes for: <ul style="list-style-type: none"> » Students » Teachers » Artists » Staff members 	<ul style="list-style-type: none"> • Relevance of the sector linked to leadership
<p>INVESTMENT IN ART AND CULTURE Resources focused on promoting culture in areas relevant to the Foundation</p>	<ul style="list-style-type: none"> • Investment in Mexico - United Kingdom cultural programmes • Investment in cross-unit programmes • Investment in The Anglo Library and Anglo Arts Centre 	<ul style="list-style-type: none"> • Relevance of the sector linked to positioning and differentiation

The investment in Social Responsibility Instruments exceeded the established goal by 62.24%

The financial indicator reflects our intention to invest strategically in different areas of the Foundation's social work with criteria aimed at a return on social investment.

The investment in students and other beneficiaries is divided into two specific KPIs:

- a) Investment in Social Responsibility Instruments, whose objective is to provide educational continuity opportunities to students in the different areas that are part of the Foundation with a sustainable solidarity criterion.

In 2020, this ambition was focused on complying with the regulations of the Ministry of Education (SEP) and the National Autonomous University of Mexico (UNAM) as well as maintaining a solidarity effort with the beneficiaries in line with the standards that The Anglo Mexican Foundation had shown in previous years.

In 2020, this meant providing close to 8.91 million pesos in scholarships and supports concentrated mainly on the students and families of our formal education programmes at The Churchill School & College. At the end of 2020, the investment summed up a total of 14.7 million pesos (4.06% of revenues) on supports for students of our formal education programmes, which considerably exceeded the associated goal.

This level of investment represents the extraordinary solidarity that The Anglo Mexican Foundation demonstrated towards its beneficiaries, especially through the implementation of the Academic Continuity Scholarship, provided that it was a year that generated significant economic pressures on the families and beneficiaries we serve.

This level meets the sustainability criteria insofar as, despite making an extraordinary effort, the management of resources made it possible to reach a level close to the budgeted income and to maintain a healthy balance with investment in this Social Impact Instrument.

- b) Investment in Educational Incentive Instruments, whose objective is to provide financial support to students who are already part of our community, or makes our educational offer more accessible for students who want to join one of our programmes.

In 2020, The Anglo Mexican Foundation decided to allocate a total of 29.7 million pesos (which represent 8.15% of the Foundation's income) on optimizing investment and stimulating the long-term continuity of the students.

At the end of 2020 the investment added up to 43.2 million pesos, the result of the extraordinary effort to support the community in the continuity of their studies. This level of investment in Educational Incentive Instruments would not be sustainable over time and in the long term would impact the stability of the Foundation.

As in the previous KPI, this reflects an extraordinary effort during 2020 that allowed us to support our students to not halt their educational development in adverse circumstances, and at the same time, maintain a healthy financial balance for the Foundation.

The investment in instruments for staff members is divided into two KPIs:

- a) Investment in Academic Training Instruments, whose long-term aspiration is making a relevant contri-

bution to the development of The Anglo Mexican Foundation's workers. Said objective was expressed in a goal for 2020 of 2.56 million pesos (1.07% in relation to payroll costs).

At the end of 2020, The Anglo Mexican Foundation had invested up to 2.14 million pesos (0.90% in relation to the cost of payroll). This represents a result of 83.70% in the corresponding indicator, which reflects the fact that the Foundation maintained committed support to training personnel. It is possible to relate this perspective to the Engagement KPI, which shows a level of engagement of 85.8% within the Collaborator indicators.

- b) The objective of investment in Benefit Instruments for Collaborators for the current year was to maintain the relevance it had shown in previous years with a goal of 7.2 million pesos (3.02% in relation to the total payroll).

At the end of 2020 the investment summed up to 8.4 million pesos (3.55% in relation to the payroll). With this, the goal of 100% in this indicator was reached.

To a large extent, this extraordinary performance was due to the fact that, in addition to the money allocated to English scholarships and academic training for staff members, the Foundation carried out the Wellbeing project for the Management and Senior Management levels, aimed at supporting these populations to exercise appropriate leadership throughout the Covid-19 crisis. This commitment to our staff members manifested in the investment in this instrument is also visible in the 85.8% level of engagement reported within the Collaborator indicators.

2.1

MP

Investment in Academic Training Instruments

85.8%

The commitment to staff training led to a growth in colleague commitment, as shown by the result of the Engagement general indicator.

SOCIAL IMPACT INDICATOR
FINANCIAL PERFORMANCE

8.4

MP

Investment in Benefits for Collaborators

In addition to the money earmarked for collaborator benefits, the Foundation launched a Wellbeing project directed at Management and Senior Management levels.

The Anglo Mexican Foundation strives to be a leader in the investment of educational and artistic development programmes and scholarships of excellence in Mexico. For this purpose, in 2020 we substantially increased investment on programmes and scholarships destined for language students, teaching programme students, formal education students, students in artistic training programmes, professional artists and staff members.

In a complex year like 2020, with the vicissitudes brought by the Covid-19 crisis, 3 million pesos (1.41% in relation to the Foundation's operating cost) were invested out of 6.7 million pesos set as the investment goal (3.16% in relation to the operating cost). The final result in this area represents 44.61% of the goal for the corresponding indicator. This has a clear explanation in our global context: the educational and artistic programmes in 2020 were exceptionally paused due to the circumstances of the Covid-19 pandemic, and the efforts and priorities of the Foundation were redirected to meet the challenges linked to urgent short-term needs.

This effort resulted in meeting the goals set for The Churchill School & College scholarships. When overcoming the complex economic environment stemming from the health contingency, it is vital to redirect efforts in order to continue contributing to the positioning of The Anglo Mexican Foundation brand with the target audiences and areas in which these programmes should be fruitful.

The last indicator in this category is Investment in Art and Culture, one of The Anglo Mexican Foundation organizational strengths, with the mid-term goal of increasing the visibility and relevance of the Foundation's activities and promoting cultural and artistic development in targeted communities. This will occur with the development of programmes created in close collaboration with the different academic areas, as well as within the communities linked to our geographical operations.

For this purpose, in 2020 the Foundation set the goal of making an investment of 2.7 million pesos (1.30% in relation to the annual operating cost of The Anglo Mexican Foundation) in this area. The direct impact

See detail of Financial IOS measurement on pp. 118-121



that the pandemic had on face-to-face artistic activities resulted in an inevitable pause for much of the planned programme, as well as a redirection of support priorities, which impacted the final investment.

Consequently, the final result in this indicator was 42% of the abovementioned 2.7 million pesos, whose reduction, as in the previous case, is consistent with the circumstances surrounding the Covid-19 crisis.

Most of the activities that should have had a face-to-face format were broadcast through a digital platform. As in the previous case, the economy in art and culture programmes, which is partly aimed at enhancing the visibility and prestige of The Anglo Mexican Foundation, impacted whether this particular indicator had the expected scope in relation to the investment that the Foundation makes year after year in this regard.

In summary, when integrating the KPIs for this item taking into account the considerations defined in the design of the Social Impact Model, the integrated result of the financial IOS is 60.37%.

In 2020, the investment in Social Responsibility Instruments, the investment in Academic Training Instruments and the investment in Benefits Instruments for Collaborators stand out positively during a year in which the Covid-19 crisis had an irreparable impact on the performance of investments linked to Educational Incentive Instruments, investment in Key Programmes and Scholarships, in addition to investments in Art and Culture.

The financial performance indicator and the associated KPIs will allow us to continue strengthening the sustained investment in social impact to which the Foundation has been committed since its origins. These indicators outline a long-term journey that will be fruitful in the short and medium terms.

SOCIAL IMPACT INDICATOR
FINANCIAL PERFORMANCE

60.3%
Integrated IOS

PERFORMANCE 2020

2020 GOAL

ASSESSMENT

INTERPRETATION

		PERFORMANCE 2020	2020 GOAL	ASSESSMENT	INTERPRETATION
INSTRUMENTS FOR CLIENTS AND BENEFICIARIES	SOCIAL RESPONSIBILITY	14.78 MP (Represents 4.15% of the Foundation's total income)	8.91 MP (2.50%)	90%	Extraordinary solidarity in a particularly difficult year for parents.
	EDUCATIONAL INCENTIVE	43.28 MP (Represents 11.86% of the Foundation's total income)	29.70 MP (8.15%)	54.49%	A necessary effort, but not sustainable in the long term.
INSTRUMENTS FOR STAFF MEMBERS	ACADEMIC TRAINING	2.14 MP (Represents 0.90% of the total payroll cost of the Foundation)	2.56 MP (1.07%)	83.7%	Extraordinary training support was maintained despite the difficulties of 2020.
	BENEFITS	8.45 MP (Represents 3.55% of the total payroll cost of the Foundation)	7.2 MP (3.02%)	100%	Commitment to staff members in a particularly complex year.
KEY PROGRAMMES AND SCHOLARSHIPS		2.99 MP (Represents 1.41% of the Foundation's total operating cost)	6.7 MP (3.16%)	44.6%	Educational and artistic programmes in 2020 in a state of out-of-the-ordinary circumstances due to Covid-19. Redirection of priorities.
ART AND CULTURE		1.15 MP (Represents 0.54% of the Foundation's total operating cost)	2.76 MP (1.30%)	41.9%	The culture sector was paralyzed in 2020 due to Covid-19. Redirection of priorities.



The Anglo Mexican
Foundation[®]

ACADEMIC CONTINUITY SCHOLARSHIP

A month after the start of quarantine due to the health contingency, The Anglo Mexican Foundation, committed to and concerned with the well-being of its community, launched the Academic Continuity Scholarship for The Anglo students and teachers as well as for The Churchill School & College students. This initiative followed a institutional policy that consisted of allocating a temporary budget to guarantee, in the face of the health contingency, the continuity of students who had a language training programme or school year in progress.

In the case of The Churchill School & College, the scholarship was offered to students from kindergarten to college. Discounts of 10% and up to 80% on tuition were offered for the months of April, May and June, which allowed 194 students to conclude the 2019-2020 school year.

Given that the health contingency situation lasted throughout the year, the Continuity Scholarship followed the same logic. In September, October, and No-

vember, 77 students and their families benefited from this support. The scholarship continued throughout the 2020-2021 cycle and ensured students' continuity until the end of the school year.

The support provided to the families and students of The Churchill School & College amounts to over 2.8 million pesos for students to carry on with their education.

In the case of The Anglo, the Academic Continuity Scholarship offered support for those students who had a trajectory of at least five courses with the institution, as well as for active English teachers from any educational institution in the country. In April, May, June, July and August 2020 they were offered a 75% scholarship in their language level courses.

This scholarship was launched in conjunction with the online teaching modality, which brought up a new horizon of teaching possibilities for The Anglo. Its implementation brought forth a more nurtured interaction with students and teachers from other



Thanks to this support we have been able to pay for school expenses and it has allowed us to continue being part of the community that we love so much.



The Churchill School Family
Primary

educational institutions and states in which there was a lesser presence before the contingency.

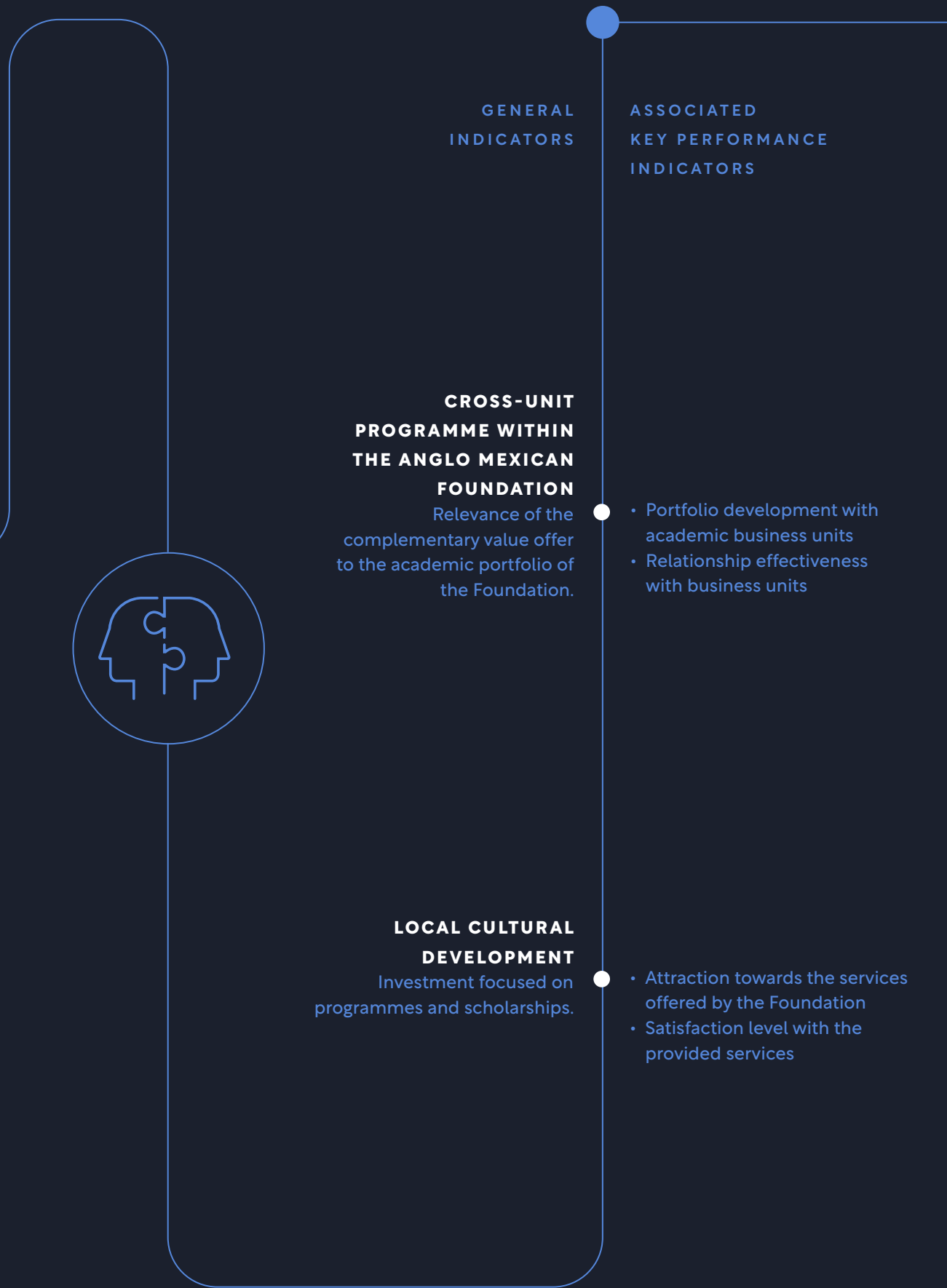
The way in which the Academic Continuity Scholarship supported The Anglo teaching community is quite relevant: those who had a training programme underway received up to a 90% scholarship to cover the costs, while those who saw their workload cut down due to course cancellation received a subsidy of 20% up to 70% to compensate for the decrease in their salary. In total, 277 teachers received support.



Art and culture are part of the *raison d'être* of The Anglo Mexican Foundation.

We seek to make a significant contribution to our community's social development through the offer of relevant cultural and artistic experiences and by supporting artists' professional development.

IOS CULTURAL EXCHANGE



The Anglo Mexican Foundation Arts and Culture programme focused on generating a digital offering for our community and supporting the Foundation's artistic partners and institutions that were affected by the pandemic.

Since its origins, The Anglo Mexican Foundation's mission includes the promotion of cultural activities between Mexico and the United Kingdom, two of the great artistic and cultural powers of the world.

The cultural exchange managed by Anglo Arts visualizes the contribution made by The Anglo Mexican Foundation, articulated through four scopes that offer a range of relevant cultural and artistic experiences:

- a) Cultural Sector: quality cultural offer developed in collaboration with national and international cultural institutions.
- b) Cultural programmes to strengthen and enrich the educational portfolio of the Foundation's academic areas.
- c) Development of the artistic community by support provided to individual or collective artists in order to develop their skills, bolster their work and make them better known in different forums.
- d) Social development in the community of the San Rafael neighbourhood, a geographic space where the Foundation was established and where various efforts have arisen to bring culture and art closer to the community.



Before the health contingency lockdown activities were programmed at the Anglo Arts Centre, such as the presentation of the book *Diario de Londres* by Diego Gómez Pickering, the former ambassador of Mexico to the United Kingdom.

Faced with the scenario of prolonged lockdown, the efforts were focused on taking care of the relationship with the artists and the institutions with whom a collaboration commitment had been established and who, in turn, have been valued partners of the Foundation throughout its history. Education, Art and Culture in the online modality were consolidated as a triad that complemented each other.

Similarly, Anglo Arts joined forces with the academic areas of the Foundation, developing a greater collaboration that resulted in an educational offer enriched by art and culture.

Some of the representative activities in this regard were:

- New schemes for programming collaboration between Mexican and British cultural institutions were created as well as content specifically designed to promote a differentiated educational offer.
- Anglo Arts and The Anglo Library had cross-functional projects with The Anglo, The Churchill School & College and with International Exams & Courses Abroad.

- Emerging digital projects to offer cultural programmes virtually.
- More than 50 free online activities were offered, by 29 British and Mexican institutions, shared through social networks for over four months. Some of the events that stood out the most were: The Live From London transmissions exclusively for the *Festival Internacional Cervantino*; *Ambulante en Casa* which included British documentaries; the presentation and workshop of the Impact and Field Guide Toolkit: From Art to Impact, in collaboration with DocSociety and *Ambulante*.
- The Anglo Library adapted its programme offering with online activities, workshops and master classes for all ages, and promoted growth and access to its digital book catalogue through a digital membership. Thanks to these actions, it managed to diversify its programmes and expand the scope of its services to readers from different parts of the country who benefit from practicing the English language for their personal and professional development.
- The nineteenth edition of the intercollegiate Shakespeare Competition had a digital final round; as was also the case for the final edition of the Anglo Arts-City Music Foundation Scholarship for young musicians.



FESTIVAL INTERNACIONAL CERVANTINO

For more than a decade, Anglo Arts has made a fundamental contribution to the programme of the Festival Internacional Cervantino (FIC), the most important performing arts festival in Latin America which is part of the Ministry of Culture of Mexico.

This partnership has been characterized by having a virtuous configuration, where British artists find an unequalled opportunity to access new audiences.

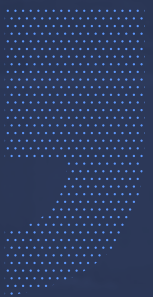
Anglo Arts' contribution of British content to the Festival in 2020 consisted of the digital transmission of British choral music concerts direct from Live from London, a music festival in which a selection of the most prominent choral groups from the United Kingdom and the United States (Voces8, Stile Antico, The Gesualdo Six and Chanticleer) performed exclusively for the FIC audience from London via streaming, broadcasted through public television and digital platforms from around in the world.

The Live from London broadcasts had a very positive reception from the festival's audience and accumulated more than 32 thousand views. We are proud to champion the Foundation's contribution to the Cervantino, as an institution committed to promoting art among society and fostering dialogue and cultural liaisons between Mexico and the United Kingdom.



The artistic exchange opportunities with the United Kingdom that we have found thanks to Anglo Arts have broadened our vision and nurtured our spirit.

Being close to the Foundation, having them as allies, is one of the main reasons that have enabled the Festival to reach its 50th edition.



Mariana Aymerich

Director

Festival Internacional Cervantino



Our Key Programmes and Scholarships bolster the best of our work.

Its design pursues that the beneficiaries experience a process of transformation in their academic, artistic or professional training.

IOS KEY PRO- GRAMMES & SCHOLARSHIPS



IOS

GENERAL INDICATORS

ASSOCIATED KEY PERFORMANCE INDICATORS

SCOPE

The number of direct beneficiaries benefited by the programmes, as well as its indirect beneficiaries.

- Level of coverage for direct beneficiaries
- Level of outreach to indirect beneficiaries

RELEVANCE

The extent to which participating beneficiaries complete the programmes and meet their expectations.

- Extent to which beneficiaries conclude the programmes
- Beneficiaries' level of satisfaction with the programmes

MEDIUM AND LONG-TERM PRODUCTIVITY

The extent to which the beneficiaries meet performance goals, trajectory and relationship with the Foundation derived from their participation.

- Medium-term professional and artistic performance standards
- The evolution of the beneficiaries' career path
- Beneficiaries' levels of engagement with the Foundation

SOCIAL IMPACT INDICATOR
KEY PROGRAMMES & SCHOLARSHIPS

The Key Programmes and Scholarships are The Anglo Mexican Foundation's flagship programmes, designed and operated under a criteria of excellence and methodological rigor.

Our goal is to offer beneficiaries high-quality programmes that have a high impact on their lives, as well as implementation and follow-up that adds value to their experience with us.

The Social Impact Indicator of Key Programmes and Scholarships measures the scope, relevance and performance of the beneficiaries, not only while they participate in the programmes but in the medium and long terms, to verify to what extent the programmes are a differentiating element in their academic, professional or artistic career.

The indicator is designed to measure the number of participants, their process throughout the programmes, and the results at the end. Once they have completed their course, we evaluate the beneficiaries' level of satisfaction and expectation fulfillment. Similarly, productivity is measured in the medium and

long terms to monitor the professional performance, career path and connection generated with The Anglo Mexican Foundation by their participation in our programmes.

The measurement and information corresponding to this indicator will be reflected in a future Social Impact Report. In the Key Programmes and Scholarships section, a detailed description of each one of them can be found.





The Anglo Mexican
Foundation

CAMPAIGN “YOU DONATE; WE DONATE”*

In April 2020, amid the exponential growth of Covid-19 cases in our country, we all witnessed the courage and commitment of the health sector workers, equipped with basic tools and limited knowledge of the nature of this disease, who were facing a health crisis that would quickly become our generation's most severe pandemic to date.

The Churchill School families demonstrated a sense of community and solidarity, contributing to the effort of saving lives, by kickstarting an initiative to raise funds for basic protective equipment for the medical staff battling against Covid-19 on the front lines.

The Anglo Mexican Foundation joined this cause to help promote and broaden its reach, launching the fundraising campaign “You Donate, We Donate”.

We joined forces with Fundación ABC to promote this initiative, guarantee the best use of resources, and ensure that personal protective equipment reached front-line health personnel in a timely and transparent manner.

Aware of the *Centro Médico ABC* top quality and service of excellence, the resources accrued were donated entirely to medical personnel of said non-profit

institution that, given the epidemiological situation, transformed an area of their facilities into a Covid-19 Unit to provide care, among others, to economically vulnerable or critically ill patients transferred from public hospitals nationwide.

The opportunity to support this project was disseminated throughout the entire community of the Foundation and, thanks to the contributions of students, teachers, families, staff members and partners, more than 250,000 pesos were raised, which were doubled by our Foundation to sum a total amount of more than 500 thousand pesos. With this, it was possible to equip health workers with 1,482 personal protective equipment kits.

This initiative strengthened the solidarity that unites our community and allowed us to develop new connections with institutions with similar missions, such as *Fundación Cobijo y Sonrisas, A.C.* who supported the effort through a generous contribution, as well as with *Fundación ABC*, leading to the strengthening of philanthropic ties between Mexico and the United Kingdom.

*“Sumas tú, sumamos nosotros”

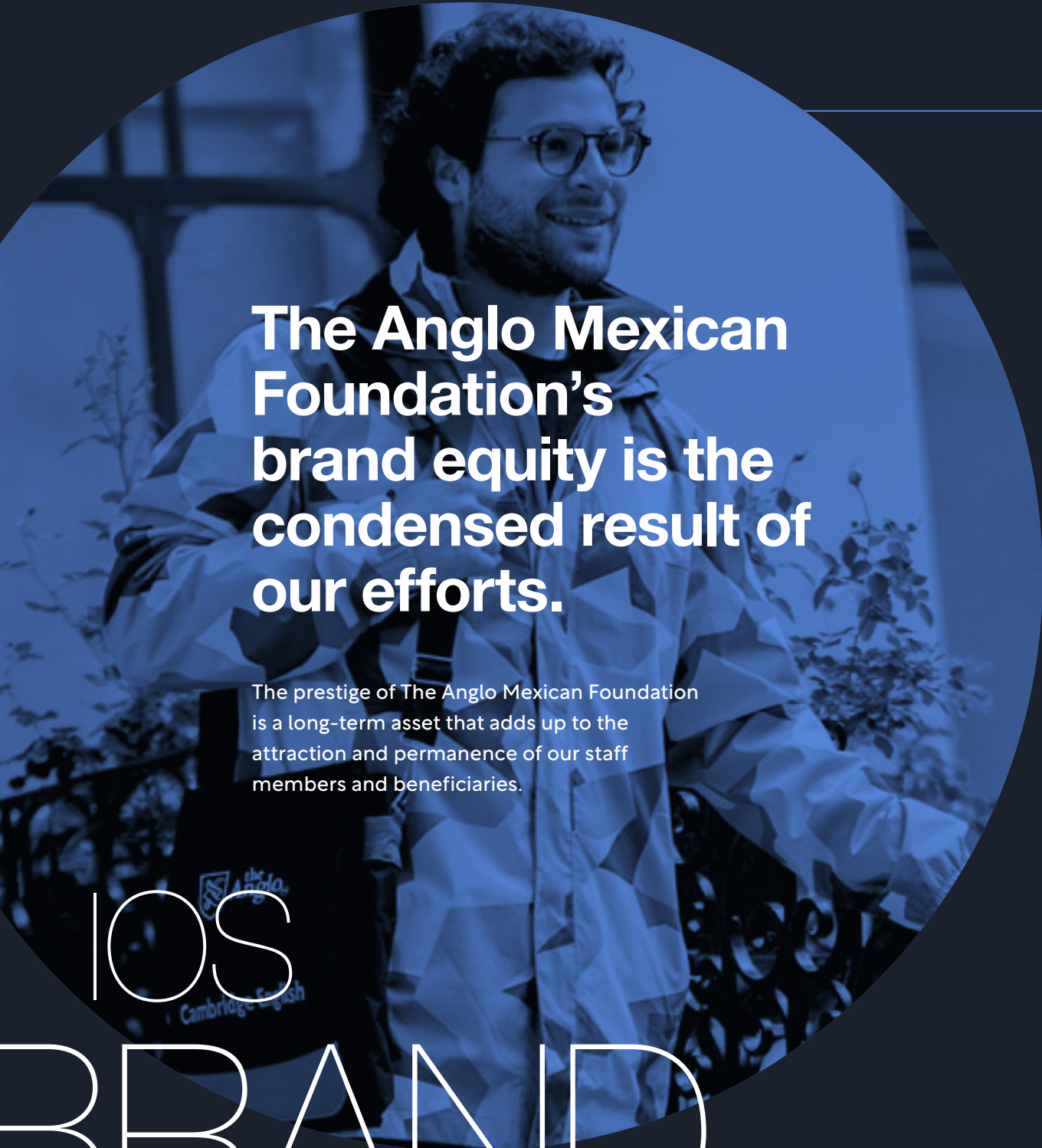
The Anglo Mexican Foundation offered valuable support as a non-profit institution by diversifying its social purpose during this crisis and demonstrating its solidarity with health matters.

We value them as an important partner, as joining efforts as non-profit organizations strengthens and brings us closer as institutions of British origin.

Jimena Gutiérrez Camarena
Director, Fundación ABC

¡Muchas gracias!
Stronger Together
Altruism
Accountability

SOCIAL IMPACT INDICATOR
BRAND VALUE



The Anglo Mexican Foundation's brand equity is the condensed result of our efforts.

The prestige of The Anglo Mexican Foundation is a long-term asset that adds up to the attraction and permanence of our staff members and beneficiaries.

IOS
BRAND
VALUE

IOS

GENERAL INDICATORS

ASSOCIATED KEY PERFORMANCE INDICATORS

BRAND EXPERIENCE BUSINESS TO CONSUMER (B2C)

Quality Experience Perceived by Individual Beneficiaries of our Services.

- Level of satisfaction of current beneficiaries
- Level of beneficiary retentions



SOCIAL IMPACT INDICATOR
BRAND VALUE

The Brand Value social impact indicator measures the reputation that current and potential consumers give to the services offered by The Anglo Mexican Foundation.

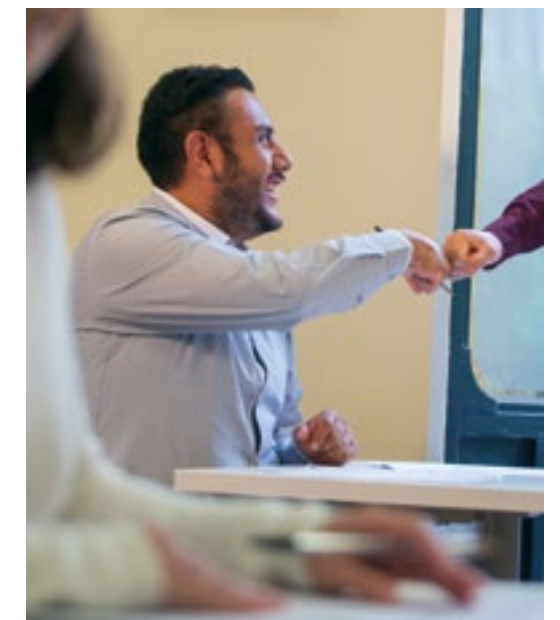
Based on this indicator, the Foundation identifies the current interest among our students to join one of our options to continue their education, as well as the benchmark that The Anglo Mexican Foundation has set throughout the student, teacher, parent and artistic communities.

On the other hand, it measures the quality of the experience that the students have had, understood as the level of satisfaction, retention and diversification in services that an Anglo student seeks, in addition to learning the language, to follow a long-term path that could continue with certification, or to pursue the bachelor's degree in English Language Teaching and Learning (LEAI).

Conversely, the Brand Value IOS measures the relevance of the portfolio of educational opportunities offered by the Foundation for other institutions, both public and private, and to what extent institutional partnerships are strengthened through an integrated services portfolio, such as the promotion of culture and art.



The Brand Value IOS is currently in the implementation process and will be reported in the 2021 report. It is possible to present information regarding the qualitative performance of this indicator based on the experience of the student and parent community of The Churchill School and College, an academic unit that responded to their needs with an extraordinary effort to reduce the impact of the health crisis on their teachers, students and families by ensuring academic continuity, supporting their teacher and administrative staff in this challenge and protecting the physical and emotional health of their community at all times.





ACTIONS TAKEN BY THE ANGLO MEXICAN FOUNDATION TO SUPPORT THE CHURCHILL COMMUNITY

The Churchill School and College, throughout 2020, took actions that bolstered the cohesion and commitment of its community of parents, students, teachers and staff members. The health contingency had a strengthening effect as they articulated solid actions that helped keep up the spirits of the community members.

In the online learning modality, The Churchill School & College designed spaces for personalized meetings between teacher, student and family as a strategy of closeness and individualization that allowed the monitoring of students' socio-emotional well-being to favour their learning.

ACCOMPANYING OUR STUDENTS

The widespread focus on community well-being was also reflected in the particular attention to students who received support from our specialized inclusion staff.

FOCUS GROUPS

For each of the educational levels, we bolstered our family focus group. As a result, we received continuous feedback regarding the academic, recreational, administrative, logistical and attention-to-family-and-students actions. The information obtained from these sessions was very valuable to make adjustments to the digital learning format.

PERMANENT COMMUNICATION

We maintained constant communication with families through a weekly institutional newsletter with information grouped by educational level to maintain constant contact with the entire community. Undoubtedly, this channel fostered continuous and timely communication with parents.

Videos were produced with The Churchill School & College principals and contributors sharing important issues with the entire community. This resource reinforced empathy on the part of the school towards students and parents.

In the same way, we applied surveys to staff members, families and students on issues such as logistics and the experience of the different community members with the institutions' effort to adapt to the new digital model.

The initial results understandably showed uncertainty regarding the effectiveness of the remote education model, a new experience for all. This perception gradually changed as the families adapted to the new dynamics and to the extent to which the virtual teaching model was consolidated, achieving stability and consistency in lesson content and quality standards.

During the health crisis, The Churchill School & College community experienced being part of a Foundation interested in guaranteeing the quality of its educational proposal.

SOLIDARITY SUPPORT: THE ANGLO MEXICAN FOUNDATION SCHOLARSHIPS

The Churchill School and College offered very significant financial support to Churchill families affected by the pandemic. These grants were given in April, May and June of the 2019-2020 term and during the entire 2020-2021 cycle.

The parents' community showed solidarity with each other by recognizing the importance of providing support to the families that needed it the most, ensuring the greatest possible impact. We were able to verify the result of these actions by numerous expressions of appreciation.

This atmosphere of trust and solidarity was achieved, to a great extent, thanks to the permanent and open communication from the schools towards their community and the parents' trust in the actions we took. Transparency favoured a good relationship and closeness with our families.

CONFERENCES | WORKSHOPS | VARIOUS ACTIVITIES

As part of the digital education programme, we offered a series of workshops and conferences to accompany families, in varied topics: development of technological skills, sexuality, tips to help the kids at home, cooking lessons, yoga, well-being and workshops to help face loss, fear and frustration.

The experience helped us learn the value of many of these actions, which the School will incorporate into its regular dynamics.

INSTRUMENTS FOR INVESTMENT IN SOCIAL IMPACT



INSTRUMENTS FOR INVESTMENT IN SOCIAL IMPACT

Our social impact model consists of a set of instruments for social impact: offering support and incentives through the reinvestment of the Foundation's surplus revenue, facilitating development opportunities for our community of staff members and beneficiaries of our educational and cultural services.

SOCIAL IMPACT INSTRUMENTS

For beneficiaries of educational services

SOCIAL RESPONSIBILITY

Financial support aimed at students and families that, in turn, ensure compliance with educational regulations.

EDUCATIONAL INCENTIVE

Financial support that seeks to develop long-term relationships with beneficiaries and institutions and enhance the transformative impact of their experience with us.

For staff members

BENEFITS

ACADEMIC TRAINING

Economic investment aimed at promoting the performance and development of staff members.

70.8 MP

Total investment

INVESTMENT INSTRUMENTS
FOR SOCIAL IMPACT

Instruments for Beneficiaries of Educational Services

SOCIAL RESPONSIBILITY

The Social Responsibility Instruments consist of financial support for the vulnerable population that benefits from our educational services. With these actions the Foundation complies with the regulations established by the federal authorities for educational institutions.

5.6 MP

INVESTMENT

SEP SCHOLARSHIP

This Instrument is aligned with the policy of the Ministry of Education (SEP) that requires by its regulations to grant scholarships to 5% of the total enrolment.

The right to education for all is part of the spirit of the Mexican Constitution. In this sense, private schools must provide help to students in need, in accordance with the regulations issued by SEP. The Foundation fulfils this commitment year after year.

242

Beneficiaries

25

THE ANGLO

217

THE CHURCHILL SCHOOL

1.8 MP

INVESTMENT

UNAM SCHOLARSHIP

This Instrument is aligned with the policy of the National Autonomous University of Mexico (UNAM) that requires high schools within their system to grant scholarships to 5% of those enrolled.

Private high schools aligned with UNAM must assist in the education of students who require it. The Anglo Mexican Foundation fully complies with this regulation.

9

Beneficiaries

CHURCHILL COLLEGE

16.98 MP

Total investment

0.9 MP

INVESTMENT

TEMPORARY SCHOLARSHIP FOR ECONOMIC DIFFICULTIES

Temporary support is granted to students in a particularly vulnerable economic situation.

In specific cases, the Foundation temporarily supported families that went through a particularly adverse situation by preventing this to interfere with the educational continuity of the students.

15

Beneficiaries

THE CHURCHILL SCHOOL

6.4 MP

INVESTMENT

ACADEMIC CONTINUITY SCHOLARSHIP

Extraordinary support for families with financial problems due to the health contingency.

The Churchill School & College's commitment to the community was translated into exceptional support to help families navigate the difficult period of Covid-19 and prevent students from losing the continuity of their education.

2,917

Beneficiaries

2,680

THE CHURCHILL SCHOOL

237

CHURCHILL COLLEGE

INVESTMENT INSTRUMENTS FOR SOCIAL IMPACT

EDUCATIONAL INCENTIVES

The Educational Incentive Instruments allow us to broaden our reach and give access to a greater number of students to our programmes, as well as to support students who already receive the Foundation's educational services to continue their trajectory.

9.4 MP

INVESTMENT

STRATEGIC ALLIANCE

Support granted to the staff members of the Foundations' institutional partners.

Access to the Foundation's educational services enables the development of their staff members. In addition, it allows us to offer a training programme that adds value to the human component, which enhances the benefits that our partners offer to their collaborators.

3,235

Beneficiaries

32.4 MP

INVESTMENT

SUPPORT OF ACADEMIC CONTINUITY

In 2020, the Foundation made an extraordinary effort to reduce the economic impact of the health contingency.

The financial support for the students at The Anglo was essential, as it allowed them to continue their studies and maintain the expected language level goal.

12,536

Beneficiaries

43.2 MP

Total investment

1.5 MP

INVESTMENT

SUPPORT FOR YOUNGER SIBLINGS

We support families with more than two children who are studying at The Churchill School & College or The Anglo.

526

Beneficiaries

326

THE ANGLO
200

THE CHURCHILL
SCHOOL & COLLEGE

INVESTMENT INSTRUMENTS
FOR SOCIAL IMPACT

Instruments for Collaborators

BENEFITS

The Benefit Instruments consist of financial support so that our collaborators can access the educational offer of the Foundation.

8.4 MP
Total investment

5.7 MP

INVESTMENT

ENGLISH LANGUAGE SCHOLARSHIP

This Instrument supports the Foundation's staff members and their families to study the English language.

482

Beneficiaries

1.4 MP

INVESTMENT

FORMAL EDUCATION SCHOLARSHIP

Offers support in tuition fees for the staff members' children studying basic and high school education at the Churchill School & College.

45

Beneficiaries

ACADEMIC TRAINING

Support and training programmes for staff members and teachers.

2.1 MP
Total investment

1.9 MP

INVESTMENT

ACADEMIC TRAINING

The Foundation's investment in the continuous training of its staff members, either through training in specific topics or training in higher education.

1,002

Beneficiaries

0.2 MP

INVESTMENT

PGCE PROGRAMME

(Postgraduate Certificate in Education)
Scholarship for teachers of any of the academic areas of the Foundation, of any subject, which allows them to professionalize their knowledge in teaching and pedagogy.

This programme is taught by the Anglo Institute of Education, which offers an internationally recognized graduate-level certificate from the University of Buckingham and the Ministry of Education.

9

Beneficiaries

Our Key social impact Programmes and Scholarships are awarded under the criteria of excellence.

They reflect the educational and cultural essence of our organizational vocation, significantly supporting the community and the participating beneficiaries.

KEY PRO- GRAMMES & SCHOLARSHIPS

Our Key Programmes and Scholarships are organized into six categories, according to the type of beneficiary they are aimed for.

TEACHERS

- Teacher Training Course
- Teacher Development Course
- Advanced Teacher *
- Learning Community Development

LANGUAGE STUDENTS

- Strengthening language skills in vulnerable populations
- Promotion of certification in high-performance students*

FORMAL EDUCATION STUDENTS

- Churchill Academic Excellence Scholarship
- The Churchill Scholarship Programme
- Churchill Debate Scholarship

ARTISTS IN TRAINING

- Shakespeare Competition
- Music Professional Training
- The Anglo-ESU Public Speaking Competition

PROFESSIONAL ARTISTS

- Professional Actor Training
- Artistic Creation and Dissemination: Visual, Performing and Sound Arts
- New Dramaturgy Development

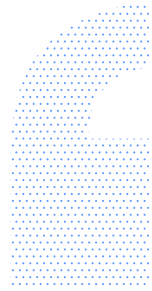
STAFF MEMBERS

- High Potential Leaders*

* Key Programmes and Scholarships to be launched in subsequent years

KEY SOCIAL IMPACT
PROGRAMMES & SCHOLARSHIPS

Scholarships for Teachers



THE PROJECT TO TRAIN ENGLISH TEACHERS AS TUTORS OF OTHER TEACHERS THAT WE HAVE IN PARTNERSHIP WITH THE ANGLO MEXICAN FOUNDATION HAS BEEN OF GREAT IMPORTANCE. IMPROVING THE ENGLISH LEVEL OF OUR TEACHERS AND STUDENTS IS A PRIORITY OBJECTIVE OF STRATEGIC PLANNING AT THE NATIONAL LEVEL.

Ana Elena Campillo Gómez

Regional Coordinator of Comprehensive Training
Confederación Mano Amiga

**TEACHER TRAINING COURSE
TEACHER DEVELOPMENT COURSE**

For more than a decade, the Foundation has promoted the training of teachers specialized in methodology for the English language with the Teacher Training Course scholarship. We have contributed to the development of language teachers in Mexico with more than 2,500 educators benefiting from this programme.

The Teacher Development Course scholarship improves English language teaching skills for in-service tutors. As it is a course that complies with the UNAM *Dictamen 10* authorization, the teachers that are taking this training have the possibility of imparting classes in every high school that is incorporated into said university, which boosts their professional career.

ADVANCED TEACHER

PGCE (Postgraduate Certificate in Education)

This is one of our Key Programmes as it is the only professional development option in Mexico under international standards, designed for teachers of any

subject in English or Spanish in the formal education sector. The main objective is to enhance teaching practice through relevant concepts of educational theory. Participating teachers benefit from a cycle of observation and feedback from a mentor, a system that promotes reflection and catalyses a learning process that immediately enriches their practice.

**LEAI (Bachelor of English Language
Teaching and Learning)**

The launch of the Bachelor's Degree in English Teaching and Learning is the result of a collaboration between our team of academics, who are experts in language teaching and pedagogy to design a programme that incorporates elements of culture, history, advanced methodology in their teaching; advanced English classes (to reach C1 in the Common European Frame of Reference) and important aspects related to the psychology of education. This curriculum focuses on the needs of teachers who are already in service and want to strengthen their practice and certify their knowledge with a professional degree.

MY MAIN MOTIVATION FOR LEARNING THE ENGLISH LANGUAGE IS TO BECOME A TEACHER WITH BETTER SKILLS AND KNOWLEDGE, TO HELP AND ENCOURAGE NOT ONLY THE STUDENTS BUT ALSO THE TEACHERS IN MY COMMUNITY.



Francisco Javier Juárez Cepeda

English teacher at the *Mano Amiga* school, Puebla

LEARNING COMMUNITY DEVELOPMENT

The Programme aims to improve English language proficiency and provide language teaching techniques among teachers from a specific community or institution, based on the selection of a group of teachers who replicate their learnings to other instructors from the same community, ultimately raising their students' English level.

In 2020, the programme was launched with the *Mano Amiga* school network. The participating teachers improved their language level and obtained international certifications; in 2021 they will continue their preparation as mentor trainers by completing the Train the Trainer course, which is Cambridge certified.

67 K MXN
Total investment

12
Direct Beneficiaries

3,624
INDIRECT BENEFICIARIES

KEY SOCIAL IMPACT
PROGRAMMES & SCHOLARSHIPS

Scholarships for Language Students



I BELIEVE THAT MANY TALENTED YOUNG PEOPLE HAVEN'T HAD THE OPPORTUNITY TO STUDY ENGLISH BEYOND THE CLASSROOMS, AND THEY REQUIRE THESE OPPORTUNITIES TO IMPROVE THEIR PROFESSIONAL CAREERS AND ASPIRE TO A BETTER STANDARD OF LIVING.

Nidia Campuzano

Eighth semester student
of Biotechnology Engineering
Tecnológico de Monterrey, Campus Toluca

STRENGTHENING LANGUAGE SKILL
IN VULNERABLE POPULATIONS

From this programme, valuable institutional alliances are generated that promote the achievement of academic requirements, individual fulfilment and social mobility of the beneficiaries through the study and improvement of the English language.

The programme began in 2020 in partnership with Fundación BBVA, one of the top educational non-profit institutions in Mexico that has developed far-reaching educational programmes of utmost quality. Currently, the programme serves twelve students who are already beneficiaries of the Fundación BBVA scholarship programme, *Becas BBVA para Chavos que Inspiran*.

The objective is to bring students to a B2+ level of English in accordance with the Common European Frame of Reference (CEFR). Attaining this goal will increase the likelihood of admission to graduate studies and better job opportunities.

84K MXN
Total investment

12
Direct Beneficiaries

48
INDIRECT BENEFICIARIES



KEY SOCIAL IMPACT
PROGRAMMES & SCHOLARSHIPS



Scholarships for Formal Education Students

FOR STUDENTS LIKE MY SON, IT IS A DREAM TO HAVE CLASSES IN ENGLISH, LEARN ABOUT TECHNOLOGY, HAVE TEACHERS WITH GREAT TEACHING SKILLS AND BELONG TO A COMMUNITY THAT ACCOMPANIES THEM AT ALL TIMES.

Beneficiary Family
Churchill College

THE CHURCHILL SCHOLARSHIP PROGRAMME

Being an inclusive school is a unique feature of The Churchill School & College, an example of this is the Scholarship Programme which, in partnership with high-performing educational institutions, identifies talented Mexican students to develop their full potential in a school like The Churchill School & College by receiving substantial financial support.

In the five years in which the scholarship has operated, the main ally has been the Programme *Adopta un talento* (PAUTA) of the National Autonomous University of Mexico (UNAM), the seedbed of the seven beneficiaries of this scholarship during 2020 and who continue receiving this support.

Students are benefited from the scholarship from the lower elementary grades up to college graduation. During these years, students and families receive support to ensure their optimal advantage.

As short-term objectives, the programme aims to expand the network of partner institutions as well as to monitor graduates during the three years after graduation, to learn to what extent their academic career was benefited from the support.

0.77 MP
Total investment

12
Direct Beneficiaries

42
INDIRECT BENEFICIARIES

KEY SOCIAL IMPACT PROGRAMMES & SCHOLARSHIPS

AS PARENTS, WE CARE THAT OUR CHILDREN'S EFFORTS YIELD POSITIVE RESULTS AND WE ARE HAPPY THAT THEIR EFFORTS ARE NOT ONLY REFLECTED IN OUR DAUGHTER'S KNOWLEDGE BUT ALSO THAT IT IS RECOGNIZED WITH FINANCIAL SUPPORT.

Beneficiary Family
Churchill College

CHURCHILL ACADEMIC EXCELLENCE SCHOLARSHIP

The Churchill Excellence Scholarship is awarded each school term to 4 third-year secondary school students with excellent academic performance, who will continue their high school studies at Churchill College. With this scholarship, we seek to retain the best students of the institution and materialize the work done with them from previous school cycles.

The selected students agree to maintain a minimum GPA of 9.0 and a score of 28 in the International Baccalaureate Diploma Programme (IBDP), as well as to actively participate in the different activities carried out throughout the school year.

1.15 MP
Total investment

17
Direct Beneficiaries

68
INDIRECT BENEFICIARIES, STUDENTS OF
COLEGIO DE CIENCIAS Y HUMANIDADES (CCH)

THE IMPLEMENTATION OF SCHOLARSHIPS IS MOST VALUABLE AND DEMONSTRATES A VERY HIGH SOCIAL RESPONSIBILITY ON THE PART OF THE FOUNDATION, BECAUSE THE TEENAGE YEARS ARE IDEAL TO TAKE BETTER ADVANTAGE OF THE POTENTIAL THAT STUDENTS HAVE FROM A SOCIAL, CULTURAL AND EMOTIONAL PERSPECTIVE.

Beneficiary Family
Churchill College

CHURCHILL DEBATE SCHOLARSHIP

For over a decade, The Churchill School & College has promoted a Debate Programme among upper-primary, middle school and college students. The programme favours the development of a broad range of skills such as improved research strategies, information analysis, teamwork, the development of critical thinking and gaining confidence to speak in front of an audience. In addition to this, they develop persuasion skills, eloquence and improving their knowledge of current affairs.

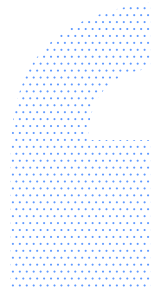
Given the relevance of the skills developed in participants, the Churchill Debate Scholarship was launched, granted from the first year of College and maintained for the three-year duration of this educational level. Its continuity is associated with the student's good academic performance, participation in debate tournaments and taking part in activities of the International Baccalaureate programme for one year.

0.28 MP
Total investment

3
Direct Beneficiaries

44
INDIRECT BENEFICIARIES

Artistic & Cultural Development Scholarships



I WAS INTRIGUED BY PEOPLE'S FEELINGS TOWARDS THE SHAKESPEAREAN WORLD AND HOW THEY COULD PORTRAY A TEXT, A PHRASE OR A SIMPLE WORD. AFTER MY FIRST PARTICIPATION AND OPENING TO THE AUDIENCE, I REALIZED IT WASN'T JUST A COMPETITION: THANKS TO THAT EXPERIENCE, SHAKESPEARE BECAME A PASSION TO ME AND AN IMPORTANT PART OF MY LIFE.

Rafael Alexandro Rivas

1st place winner, 2020

SHAKESPEARE COMPETITION

Shakespeare Competition is our programme aimed at high school students in Mexico, created in 2002 as an opportunity for participants to develop, in addition to the English language, acting skills and talents through the interpretation of a monologue and sonnet by William Shakespeare.

Since its inception almost 20 years ago, Anglo Arts has worked with teachers, schools and theatre professionals to provide the opportunity for young people between 15 and 18 years of age to get closer to Shakespeare's work, to delve into the richness of its characters and to discover the nuances of human emotion.

Throughout the 6-month preparation process students attend acting workshops taught by professional Mexican and British actors, in addition to the support provided by their academic institution. The jury, made up of professional actors, selects one representative per school, and the finalists compete to participate in the Midsummer Conservatory Programme at the British American Drama Academy (BADA) in Oxford, England.



Participants acquire skills that allow them to develop the confidence to speak in public and connect with like-minded peers from various parts of the world, through the development of dramatic talents that foster creative thinking and logical reasoning. Since its creation, more than 1,700 students have participated in the training workshops for this programme, and more than 300 finalists have performed in a professional stage such as *Teatro Orientación* or *Teatro Helénico*, both part of the Ministry of Culture.

The 2020 edition was carried out in a hybrid face-to-face / digital format with the participation of seventeen schools in five states (Churchill College being one of them) with almost one hundred young participants. The XIX edition of the Competition kicked off during the second semester and, for the first time in the program history, The Anglo language students took part in the competition and the national final.

0.34 MP
Total investment

30
Direct Beneficiaries

150
INDIRECT BENEFICIARIES

KEY SOCIAL IMPACT PROGRAMMES & SCHOLARSHIPS



THE ANGLO-ENGLISH SPEAKING UNION (ESU) PUBLIC SPEAKING COMPETITION

The Anglo - ESU Public Speaking Competition programme is the result of the partnership between The Anglo Mexican Foundation, The English Speaking Union Mexico and the Mexican Debate Association (AMD).

This annual speaking competition aims to promote the proficiency of the English language in young students between the ages of 11 and 20. This is accomplished through critical thinking, argumentation skills, and public speaking. In addition to the training of students, the competition also encourages the training of judges in oral skills in English.

The contest consists of the presentation in front of a jury of at least one theme previously assigned by the ESU and of several topics which must be prepared on the spot. The allocated topics seek to encourage an analysis of the participants' social environment that considers both their personal history and the impact that these issues historically have had in the world. Being a competitive activity, it fosters critical thinking

THE MOST INSPIRING THING IS KNOWING THE PASSION THAT YOUNG COMPETITORS HAVE FOR IMPROVING THE CONTEXT IN WHICH THEY LIVE. EACH PARTICIPANT SPEAKS FROM THEIR PARTICULAR EXPERIENCE ABOUT THE CHALLENGES THEIR COUNTRY FACES, AND LOOKS FOR WAYS TO SOLVE THEM.



Vivian Garciacano
World Champion at ESU
International Public Speaking Competition,
2016

and has made the level of analysis and social criticism a constant and fruitful practice among its participants.

The 2021 edition of this programme includes an exclusive competition for The Anglo students, accompanied by preparation workshops as well as a professionalization programme for The Anglo teachers who wish to participate as part of the authorities in the competition and integrate the knowledge gained in this experience in their language classes. Winners will compete in the national semi-finals of The Anglo-ESU Public Speaking Competition 2022; the contest winner will represent Mexico in the International Public Speaking Competition, in London.

The Foundation promotes the development of young people that are analytical, critical and sensitive to their environment, who are interested in improving the conditions of the country and are capable of clearly articulating their opinions. Acquiring that ability in English enhances the development of our students as world citizens.

27 K MXN
Total investment

6
Direct Beneficiaries

24
INDIRECT BENEFICIARIES

Scholarships for Professional Artists

ARTISTIC CREATION AND DISSEMINATION: VISUAL, PERFORMING AND SOUND ARTS

This programme supports and stimulates bicultural artistic creation intending to develop projects of professional artists in the field of visual and sound arts that form links between Mexico and the United Kingdom.

It is carried out through a process of conceptualization, research, production and artistic implementation developed over two continuous years.

The participation and alliance between Mexican and British institutions, led by Anglo Arts is required to successfully carry out this endeavour. From this dialogue between organizations from both countries, an original artistic project is selected, designed and jointly financed, which can be promoted in both countries to a broad audience and accompanied by educational programmes for young people.

In 2020, Anglo Arts created an alliance with the *Coordinación de Difusión Cultural* of the National Autonomous University of Mexico and Cryptic Glasgow, in Scotland, to develop the project of the British artist Kathy Hinde; *Earthquake Mass Re-Imagined*, a sound piece that links art and science around the seismic activity that characterizes the Mexican territory. The premiere will be presented in 2022 at the Glasgow Sonic Festival and the *El Aleph Festival de Arte y Ciencia* at UNAM.

PROFESSIONAL ACTOR TRAINING

This programme fosters excellence in professional acting skills development through comprehensive bicultural training in collaboration with the British American Drama Academy (BADA) in Oxford, United Kingdom.

It consists of an artistic development program aimed at young actors in professional training, university and higher education alumni, who are selected with a high standard artistic competency and an advanced level of English.

A British actor, appointed by BADA, gives participating students a series of workshops to improve the performance of the works of William Shakespeare. The two participants with the best performance at the end of the training obtain a scholarship to study in the BADA's Mid-Summer programme, in Oxford.

Although the selection process of the participants in 2020 was being carried out remotely, the pandemic caused the programme to be paused, which will resume in 2022 to benefit new generations of Mexican acting talent.

IN MEXICO, WE DO NOT HAVE TRAINING LIKE THIS ... IT IS VERY DIFFERENT TO APPROACH SHAKESPEARE IN ENGLISH, WHERE WHAT MATTERS MOST IS THE USE OF HIS LANGUAGE ... WITHOUT A DOUBT, ANGLO ARTS OFFERS A GREAT OPPORTUNITY TO RECENTLY GRADUATED ACTORS.

Hugo Dena & Lizzie Auna

Beneficiaries of the 2015 edition

26K MXN
Total investment

14

Direct Beneficiaries

56

INDIRECT BENEFICIARIES

KEY SOCIAL IMPACT PROGRAMMES & SCHOLARSHIPS

I WANT TO GIVE WIDE RECOGNITION TO THE ANGLO MEXICAN FOUNDATION FOR THE CONSTANT SUPPORT FOR MEXICAN YOUTH AND PARTICULARLY FOR OUR MUSICIANS. THANK YOU FOR OFFERING THIS VISION OF WHAT OUR COUNTRY'S YOUTH NEEDS.

David Rodríguez de la Peña

Director

Conservatorio Nacional de Música

MUSICAL ARTISTIC PROFESSIONAL TRAINING

Through this programme, Anglo Arts promotes the artistic professionalization of young Mexican musicians through the pedagogical accompaniment of British professionals, thus strengthening the artistic and academic exchange between Mexico and the United Kingdom.

In the programme's first edition, musicians from the British orchestra Shakespeare Symphonia offered digital mentorship sessions to students of the *Escuela de Bellas Artes* at the *Universidad Panamericana* for the orchestral ensemble curriculum. This was included in the university programme, in the face of health restrictions due to Covid-19.

Through weekly academic sessions, the students, in addition to practicing their instruments, received training and feedback from British tutors on their individual and collective performance. The programme concludes in a video-concert in which students and tutors interpret the piece studied throughout the school year.

This programme generates long-term institutional partnerships between Mexico and the United Kingdom and fosters educational exchange and artistic training of excellence in the interest of the most outstanding young talent in our country.

0.24 MP

Total investment

30

Direct Beneficiaries

120

INDIRECT BENEFICIARIES

THE ANGLO MEXICAN FOUNDATION HAS BEEN A SYNONYM, FROM MY EARLY YEARS AS A STUDENT, OF TOP-QUALITY IN CULTURE AND ART DISSEMINATION, AND HAVE BEEN PIVOTAL TO THE ARTISTIC AND MUSICAL ECOLOGY IN MEXICO. IN TIMES WHERE DISTANCE LEARNING HAS BECOME OUR OPTION FOR ARTISTIC EDUCATION, THIS PROJECT PERMITTED THE YOUNG MUSICIANS AT THE SYMPHONIC ORCHESTRA OF UNIVERSIDAD PANAMERICANA TO ADVANCE THEIR MUSICAL, ACADEMIC, AND PERSONAL DEVELOPMENT.

Gabriel Pliego, PhD

Dean

Escuela de Bellas Artes

Universidad Panamericana, Ciudad de México

NEW DRAMATURGY DEVELOPMENT

With this programme, Anglo Arts promotes the creation and development of new voices in contemporary Mexican theatre.

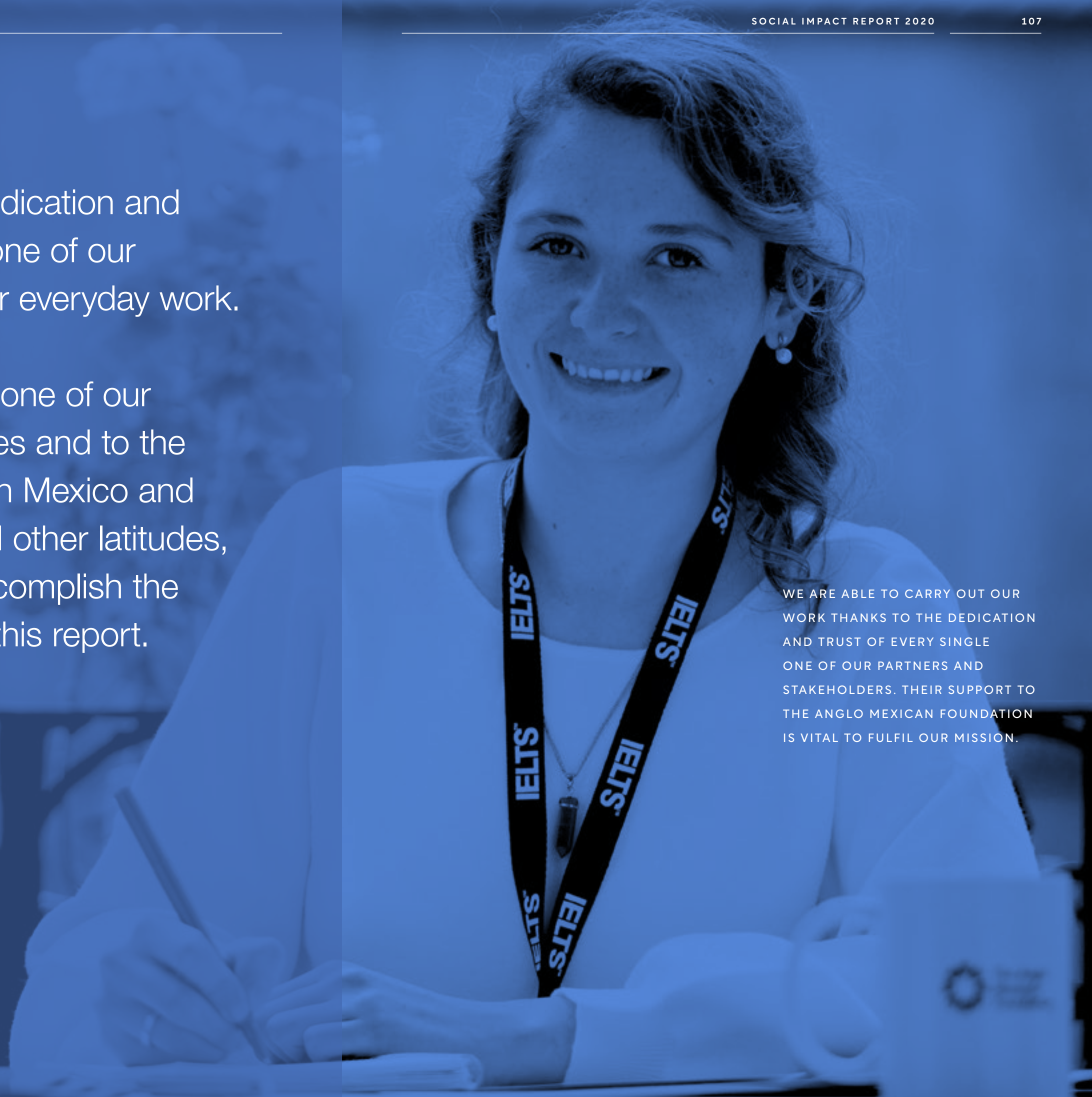
Anglo Arts and the Theatre Department of the National Autonomous University of Mexico (UNAM), in collaboration with the Royal Court Theatre, launched a call for the participation of Mexican writers participate in a series of workshops given by well-established British writers and directors. They were chosen by a committee of experts of the three institutions.

Workshops are held every two years with ten emerging and mid-career writers, who develop their texts under the guidance of experts from the Royal Court Theatre. Through this solid bicultural exchange, we identify relevant narratives and themes that reflect, in an inclusive way, the different social realities of our country. As a result, the creation of an innovative work published in both languages is promoted, culminating in a theatrical staging.

Anglo Arts and the Royal Court Theatre have partnered during more than fifteen years of continuous collaboration. The incorporation of UNAM to this programme contributes to guarantee not only the quality of the artists' final work but also reaching a wider audience through a public programme that is available to a range of spectators.

We wish to thank the dedication and commitment that each one of our colleagues puts into their everyday work.

We are grateful to every one of our students and their families and to the organizations that both in Mexico and the United Kingdom and other latitudes, join forces with us to accomplish the results that we share in this report.



WE ARE ABLE TO CARRY OUT OUR WORK THANKS TO THE DEDICATION AND TRUST OF EVERY SINGLE ONE OF OUR PARTNERS AND STAKEHOLDERS. THEIR SUPPORT TO THE ANGLO MEXICAN FOUNDATION IS VITAL TO FULFIL OUR MISSION.

The implementation of the social impact model requires launching new processes, best practices and specific tasks in all areas of the Foundation, to consolidate an integral operation between the academic and support areas of the organization that is exponentially beneficial for the entire community.

Going Forward

The comprehensive implementation of the model consists of several stages in which the seven social impact indicators are designed, executed, operated, and consolidated in different phases to be concluded in 2022. Each phase will involve the gradual activation of a few IOS so that we reach the consolidation of the entire model by the end of the journey.

Phase 1. The social impact model was designed between 2019 and the first quarter of 2020 and involved a collaborative process of identification, assessment and categorization of the Foundation's social impact instruments according to their scope, impact, relevance and social return on investment (SROI).

Phase 2. Throughout 2020 and the first half of 2021 we carried out the detailed design and implementation of the Collaborators and Financial IOS, through dynamics with all areas of the Foundation to socialize it with the top management, reach joint definitions and adjust parameters and data sources for KPIs and indicators.

Phase 3. During this stage, the Collaborator and Financial IOS moved into the operation flow, where the information is fed systematically based on the first measurement performed. Additionally, we kickstarted the next indicators process; Brand Value IOS and Key Programmes and Scholarships IOS, which will be reported in the future.

Phase 4. Comprises the incremental implementation of the remaining IOS of the Foundation's social impact model. The indicators and their interpretation will be progressively reported in the annual social impact report.

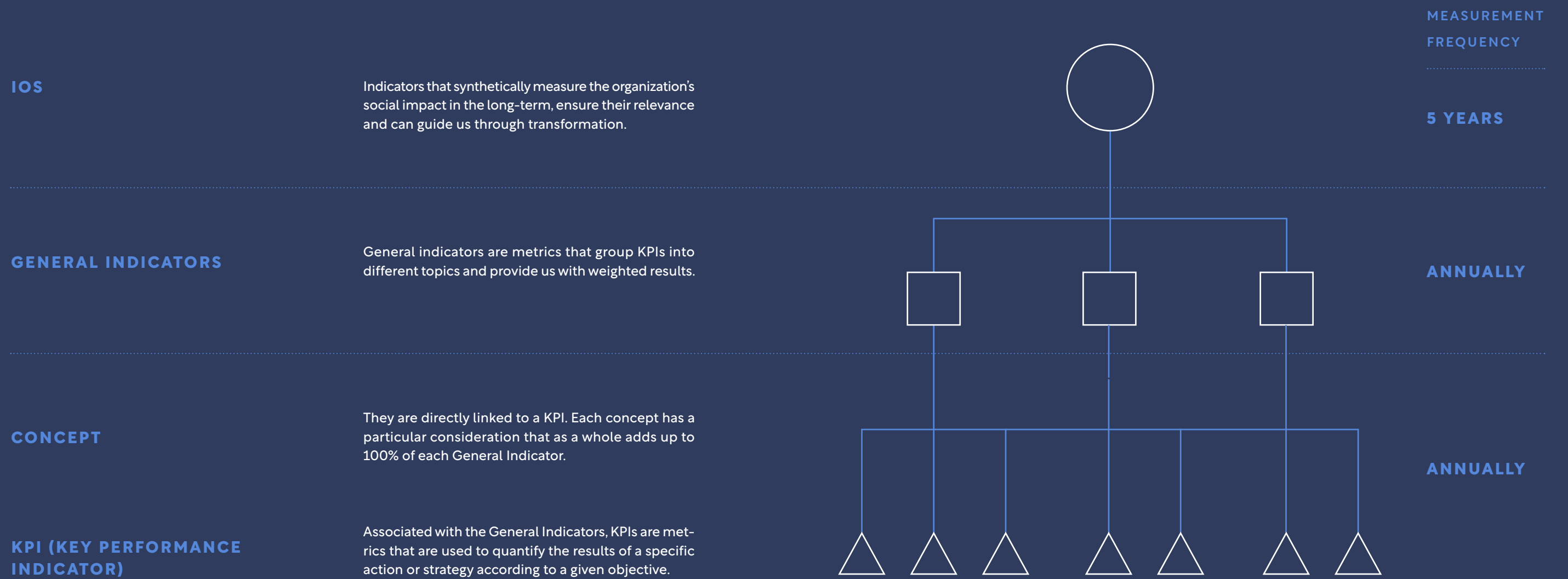
Systematic social impact information which results from the investment of our surplus will help us achieve the greatest positive impact in our community.

APPENDICES

Social Impact Model

SOCIAL IMPACT INDICATORS (IOS)

Our social impact model is comprised of three indicator levels



IOS

Indicators that synthetically measure the organization's social impact in the long-term, ensure their relevance and can guide us through transformation.

MEASUREMENT
FREQUENCY

5 YEARS

GENERAL INDICATORS

General indicators are metrics that group KPIs into different topics and provide us with weighted results.

ANNUALLY

CONCEPT

They are directly linked to a KPI. Each concept has a particular consideration that as a whole adds up to 100% of each General Indicator.

ANNUALLY

KPI (KEY PERFORMANCE INDICATOR)

Associated with the General Indicators, KPIs are metrics that are used to quantify the results of a specific action or strategy according to a given objective.

APPENDICES

How Collaborators IOS is integrated

The Collaborators IOS is composed of three General Indicators: Commitment, Performance and Development.



INDICATOR WEIGHT-IN (%)	35			40		25	
GENERAL INDICATOR	COMMITMENT			PERFORMANCE		DEVELOPMENT	
CONCEPT AND WEIGHT-IN (%)	DIVERSITY 15	ENGAGEMENT 50	RETENTION 35	LEADERSHIP EFFECTIVENESS 50	INTERNAL SERVICE QUALITY 50	POTENTIAL AND PERFORMANCE EVOLUTION 60	CAREER DEVELOPMENT 40
INDICATORS (KPI)	Men and Women Ratio	Survey Score	Unintentional Turnover	Score in management efficiency survey	Score in internal service quality survey	Performance Matrix	Percentage of personnel in higher management
The Anglo	★	★	▲	▲	★	▲	★
Anglo Institute of Education	★	★	▲	▲	★	▲	★
International Exams & Courses Abroad	★	★	▲	▲	★	▲	★
The Churchill School & College	★	★	▲	▲	★	▲	★
Culture and Social Impact	★	★	▲	▲	★	▲	★
Commercial	★	★	▲	▲	★	▲	★
Corporative	★	★	▲	▲	★	▲	★

★ Reported in 2020

▲ To be reported in future years

APPENDICES

Results of Collaborators IOS



GENERAL INDICATOR		2020 REAL	2020 GOAL	VALUATION		INTERPRETATION	WEIGHT-IN	INTEGRATED IOS
COMMITMENT VS. BENCHMARK	DIVERSITY OF STAFF	16.7% Senior-Management 64.7% Directors 54.2% Managers	50% Senior-Management 50% Directors 50% Managers	80%	84.5%	Opportunity in senior management positions	35%	79.76%
	ENGAGEMENT	73%	85%	85.8%		General satisfaction was good.		
PERFORMANCE: INTERNAL SERVICE QUALITY VS ASPIRATION		3.5 Appropriate	4.5 Excellent		77.7%	Multi-disciplinary work in development	40%	
DEVELOPMENT: CAREER PROGRESSION OF INTERNAL STAFF VS ASPIRATION		33.3% Senior-Management 71% Directors 66% Managers	80% Senior-Management 80% Directors 80% Managers		76.4%	Executive talent production	25%	

MEASUREMENT SCALE



<60% Poor



>60% <75% Regular



>75% <85% Desirable



>85% <95% Good



>95% - 100% Excellent

APPENDICES

How the Financial IOS is integrated



INDICATOR WEIGHT-IN (%)

40

35

25

GENERAL INDICATOR	INSTRUMENTS				PROGRA		MMES AND SCHOLARSHIPS				ART AND CULTURE					
CONCEPT AND WEIGHT-IN (%)	SOCIAL RESPONSIBILITY 38	COMMERCIAL 12	TRAINING 30	BENEFITS 20	LANGUAGE STUDENTS	FORMAL EDUCATION STUDENTS	TEACHER	ARTISTS IN TRAINING	PROFES-SIONAL ARTISTS	COLLABO-RATORS	UK PRO-GRAMMING	MEX PRO-GRAM-MING	TRANSVERSAL COLLABORA-TION	THE ANGLO LIBRARY	ANGLO ARTS CENTRE	EBITDA
INDICATORS (KPI)	Scholarships/ deductions	Deductions	Internal cost / Investment	Deductions	Expense / Investment	Scholarships / Deductions	Scholarships / Deductions	Invest-ment	Invest-ment	Invest-ment	Invest-ment	Invest-ment	Internal Cost	Internal Cost	Internal Cost	EBITDA Reached
The Anglo	★	★			▲								▲			▲
Anglo Institute of Education	★	★				▲		▲					▲			▲
International Exams & Courses Abroad		★			▲								▲			▲
The Churchill School & College	★	★	★	★		★							▲			▲
Commercial		★														
Culture and Social Impact								▲	▲		★	★	▲	★	★	
Human Talent			★	★												▲

★ Reported in 2020

▲ To be reported in future years

APPENDICES

Results of the Financial IOS



GENERAL INDICATOR		2020 REAL (MP)	2020 GOAL (MP)	VALUATION	INTERPRETATION	WEIGHT-IN	INTEGRATED IOS
BENEFICIARY INVESTMENT VS INCOME	SOCIAL RESPONSIBILITY	14.78 (4.06%)	8.91 (2.50%)	90%	Extraordinary solidarity	15%	60.37%
	EDUCATIONAL INCENTIVES	43.2 (11.86%)	29.7 (8.15%)	54.4%	A necessary effort, but not optimal	5%	
INVESTMENT IN COLLABORATORS VS PAYROLL COST	ACADEMIC TRAINING	2.14 (0.90%)	2.56 (1.07%)	83.7%	Consistent commitment	12%	
	ADVANTAGES	8.45 (3.55%)	7.20 (3.02%)	100%	Extraordinary effort	8%	
INVESTMENT IN KEY PROGRAMMES AND SCHOLARSHIPS VS OPERATIONAL COSTS		2.99 (1.41%)	6.70 (3.16%)	44.6%	Redirected priorities	35%	
INVESTMENT IN CULTURE VS OPERATIONAL COSTS		1.15 (0.54%)	2.76 (1.30%)	41.9%	Paused programmes	25%	

MEASUREMENT SCALE



<60% Poor



>60% <75% Regular



>75% <85% Desirable



>85% <95% Good



>95% - 100% Excellent

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