

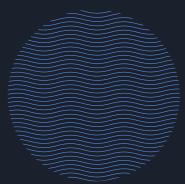




Social Impact Report 2020

EXECUTIVE SUMMARY













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.

WE TRANSFORM PEOPLE'S LIVES. WE BUILD BRIDGES, TRUST, AND **CONNECT CULTURES.**







INTERNATIONAL EXAMS



Instituto de Educación











INTEGRITY & RESPONSIBILITY

OUR VALUES

QUALITY & EXCELLENCE

COLLABORATION



Letter From The Chairman 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 E. I remini

Victor Treviño
CHAIRMAN OF THE BOARD



Message From The 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 fulfilment 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.

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 fulfilment 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, the results of 2020 through this Anglo Mexican Foundation Social Impact Report.

I wish to highlight three aspects of special 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 in 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

THE ANGLO MEXICAN FOUNDATION SOCIAL IMPACT REPORT 2020 Executive Summary

PERFORMANCE & SCOPE 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

invested in Social Impact Instruments

19.44%

OF THE TOTAL INCOME

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

21,338 Beneficiaries **1.3** times

THE TOTAL NUMBER OF
STUDENTS THAT MADE UP OUR
ENROLMENT DURING 20200

8.4 MP

BENEFITS TO COLLABORATORS

620

Beneficiaries





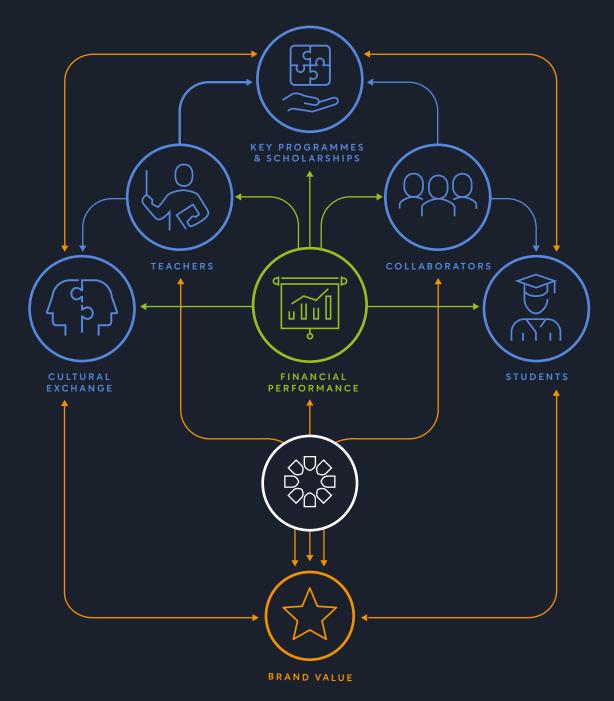




visual and performing artists



THE ANGLO MEXICAN FOUNDATION SOCIAL IMPACT REPORT 2020 Executive Summary



Social Impact Model



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.

SUSTAINABLE DEVELOPMENT GOALS

The Social Impact Model of The Anglo Mexican Foundation aligns our social responsibility efforts with seven of the United Nations Sustainable Development Goals, thus joining the UN Global Compact as an organization committed to fostering positive change.

















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.

84.5% COMMITMENT GENERAL INDICATOR RESULT

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.

The Collaborator IOS guarantees the organizational efforts are consistent with our values, and is comprised by three General Indicators: Commitment, Performance and Development.

COMMITMENT

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

Towards the end of 2020, The Anglo Mexican Foundation positions 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.



For detailed information on the Collaborators IOS, please refer to the full version of our 2020 Social Impact Report

79.76%Integrated IOS

PERFORMANCE

Internal Service Quality

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%

PATH FOR US TO FOLLOW IN THE FLOW DYNAMICS BETWEEN AREAS AND THE DEVELOPMENT OF THE PROCESS CULTURE

We strive to become one of the best places to work in Mexico.

DEVELOPMENT

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. The 2020 indicator resulted in 76.4% of the target objective.

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.





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.

The General Indicators associated with the Teachers IOS will focus on measuring the suitability of the faculty members and teaching effectiveness.

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. 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 way.

Students are our reason for being.

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

Integral development of our students is expressed by three main characteristics which conform the Student IOS General Indicators:

TERMINAL CONVERSION

- 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.

CERTIFICATION

 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. In the current context, not only was there a need to adapt programmes to the digital environment but also to communicate different action points such as teacher training and the support provided to each student.









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.

Since its foundation, 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.

Two General Indicators will give data on the performance of this indicator: cross-unit programming within the anglo mexican foundation and Local cultural development. The former adds value to the academic portfolio, and the latter gears investment towards key cultural programmes and scholarships.

The Anglo Mexican Foundation's
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.

The cultural exchange managed by Anglo Arts makes the contribution made by The Anglo Mexican Foundation visible, articulated through four scopes that demonstrate 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, to develop their skills, bolster their work and make them 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.

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.

SULTURAL EXCHANGE



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.

The Key Programmes and Scholarships IOS is made up of the SCOPE, RELEVANCE and MEDIUM AND LONG-TERM PRODUCTIVITY General Indicators. The first one measures the total direct and indirect beneficiaries favoured by the scholarship or programme; the second one quantifies to what extent do the beneficiaries finalize the programme with satisfied expectations, while the third indicator expresses the standards reached by our beneficiaries in terms of performance, trajectory and level of engagement with the Foundation, as a result of their participation in our programmes.

The measurement and information corresponding to this indicator will be reflected in a future Social Impact Report. A list of our 12 Key Programmes and Scholarships can be found on p.24, and a detailed description of each one of them in the full version of our 2020 Report.

IOS EY PROGRAMMES 2 SCHOLARSHIPS

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.

The Brand Value indicator seeks to quantify the BUSINESS TO CONSUMER BRAND EXPERIENCE; that is, the quality standards of the services provided by the Foundation as experienced by the individual beneficiaries.

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.



THE ANGLO MEXICAN FOUNDATION

SOCIAL IMPACT REPORT 2020 Executive Summary



Investment is essential for social impact.

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

The Finance IOS consists of four General Indicators:

INVESTMENT IN SOCIAL IMPACT INSTRUMENTS FOR BENEFICIARIES

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. At the end of 2020, the investment summed up to a total of 16.9 million pesos.

b) Investment in Educational Incentive Instruments, the objective of which 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.

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. The final result for this indicator is 54.49% of the target objective.



For detailed information on the Finance IOS, please refer to the full version of our 2020 Social Impact Report

FINANCIAL PERFORMANCE

INVESTMENT IN SOCIAL IMPACT INSTRUMENTS FOR STAFF MEMBERS

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

a) Investment in Academic Training Instruments, whose longterm aspiration is making a relevant contribution to the development of The Anglo Mexican Foundation's workers. Said objective was expressed in a goal for 2020 of 2.56 million pesos

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.

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.

INVESTING IN KEY PROGRAMMES & SCHOLARSHIPS

The Anglo Mexican Foundation strives to be a leader in the investment of educational and artistic development programmes and scholarships of excellence in Mexico.

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 result in this area represents 44.61% of the corresponding indicator.

INVESTMENT IN ART AND CULTURE

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 promote cultural and artistic development in targeted communities.

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.

60.3%

Integrated IOS

85.8%
THE COMMITMENT TO STAFF
TRAINING LED TO A GROWTH
IN COLLEAGUE COMMITMENT,
AS SHOWN BY THE RESULT OF
THE ENGAGEMENT GENERAL
INDICATOR.

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



Our social impact model consists of a set of instruments for social impact: offering financial 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

16.9 MP

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

EDUCATIONAL INCENTIVE

43.2 MP

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

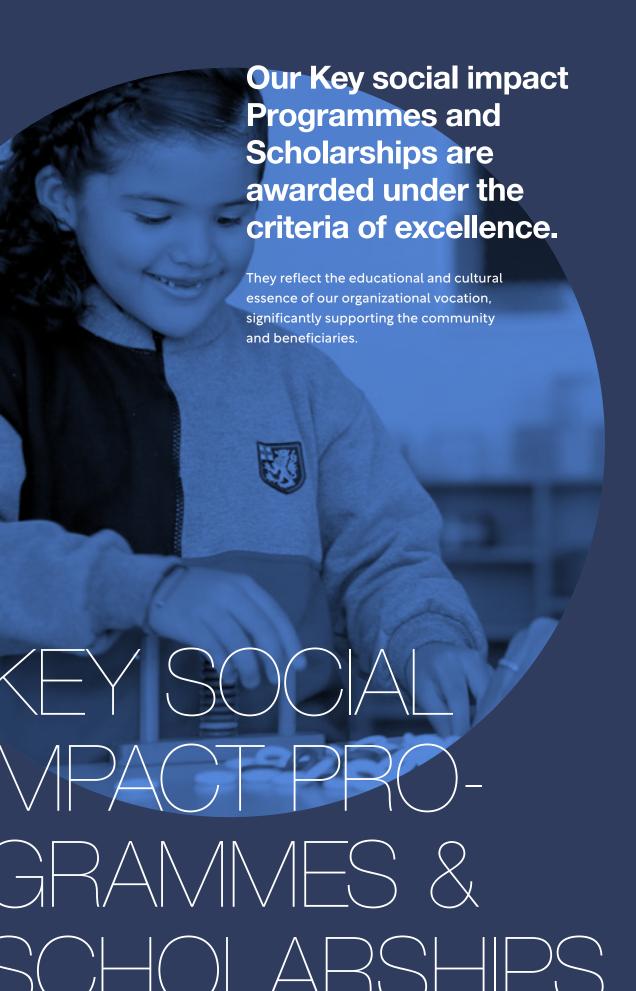
8.4 MP

ACADEMIC TRAINING

2.1 MP

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

70.8 MP
Total Investment



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

TEACHERS

67K MXN

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

LANGUAGE STUDENTS

84 K MXN

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

2.2 MP

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

ARTISTS IN TRAINING

0.6 MP

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

PROFESSIONAL ARTISTS

26 K MXN

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

STAFF MEMBERS

High Potential Leaders*

3 MP
Total Investment

*Key Programmes and Scholarships to be launched in subsequent years

At The Anglo Mexican Foundation, transforming lives through education and culture shapes our strategy, defines our identity, and favourably distinguishes us within our field of service.

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. YOUR SUPPORT IS VITAL TO FULFIL OUR MISSION.



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.

The social impact model was designed between 2019 and the first quarter of 2020. We then proceeded with the detailed design and implementation of the Collaborator and Financial IOS and begun the design process for the next set of indicators, which will be reported by the end of 2021.

This project 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.

The systematic social impact information that results from the investment of the Foundation's surplus will help us achieve the greatest positive impact in our community.

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The design of The Anglo Mexican Foundation social impact model and implementation of social impact indicators have been developed with the consultancy of Skaleno Advisory. We thank Arturo Ignacio Peón and Manolo Ávila for their collaboration and support in this project.

You can access here the complete version of the 2020 Social Impact Report



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