

2021

SOCIAL IMPACT REPORT

STAYING CLOSE



The Anglo Mexican
Foundation[®]



The Anglo Mexican
Foundation[®]

We transform people's lives. We
build bridges, trust, and connect
cultures.

WE ARE A SELF-SUSTAINING,
NON-PROFIT ASSOCIATION, FUNDED
ALMOST 80 YEARS AGO. THROUGH
OUR EDUCATIONAL INSTITUTIONS AND
CULTURAL PROGRAMMES, WE OFFER
OPPORTUNITIES FOR IMPROVEMENT
IN A BILATERAL EXCHANGE BETWEEN
MEXICO AND THE UNITED KINGDOM.



INTERNATIONAL EXAMS
& COURSES ABROAD



Institute of Education



BEING CLOSE BY MEANS:

/shaping
abilities

The development of our employees, who
are the cornerstone for our organisational
work and the very foundation of our
culture of excellence.

S H A

P I

N G



BEING CLOSE BY MEANS:

/nurturing top talent

We promote cultural exchange between Mexico and the United Kingdom, two artistic and cultural world leaders.



BEING CLOSE BY MEANS:

/building a better future

Preparing our students to be agents of change, broadening their horizons and helping them develop professionally and personally.

B U I

D I K

N G



letter from our chief executive officer

In 2021 we faced a second period of challenges due to the economic impact of the Covid-19 pandemic which we had to adapt to. This is included in our review: Social Impact Report 2021.



We have continued our efforts to build a new legacy for The Anglo Mexican Foundation, based on the objective that we defined together; since 2019 we have adapted our organizational structure, diversified our educational programmes and advanced in the implementation and reporting of the Foundation's social impact indicators. This has ensured that we continue being an agile organization that adapts to the needs of our community and that we always prioritise quality together with the impact from the teaching we offer.

We are working towards a robust digital architecture that has modernised how our administrative processes function in order to keep adapting in the face of an increasingly evolving world. These efforts have produced our digital distance learning platform, which was consolidated in 2021. This platform has an international reach and has provided a variety of new digital educational programmes. In the same way, we have transformed our offer in the cultural sector, an essential part of our mission, strengthening strategic partnerships, focusing on social impact artistic programs and prioritising programming on-line activities.

In 2021, our institution reestablished a healthy financial situation and we reopened our doors in San Rafael to welcome our students to face-to-face classes, whilst still offering online and hybrid options for learning.

I would like to highlight some points of particular relevance from the past year:

We invested over 22 MDP to benefit our teachers, employees, artists, students and families through Key Programmes and Scholarships (Programas y Becas Clave) and Social Impact initiatives (Instrumentos de impacto social). This input contributed to the community through the training and professionalisation of our beneficiaries and strengthened our commitment to our communities.

We have established a partnership with the Fundación BBVA México, with whom we share the values of transparency, integrity and top-quality education. This has added our English language teaching capabilities to the work that the Fundación BBVA has done through the *Beca BBVA para Chavos que Inspiran*. These scholarships support the most deserving and talented young people in the country. This year we celebrated the first recipients of The Anglo Mexican Foundation- Fundación BBVA Scholarships, who completed their studies at The Anglo, strengthening their long-term development.

Considering the constant challenge that our teachers and employees were facing, we increased our closeness and commitment to them by creating an accompanying environment to make it easier for them to adapt to the new ways of working and by offering options to encourage continuous training. Strengthening our relationships resulted in lower turnover levels and better performance during this time of personal and professional challenges for everyone.

Going forward, we will continue to implement our Social Impact Indicators and strategically invest the surplus equity of the organization in our key programmes and scholarships, looking to positively impact employees, students, teachers and artists.

Our country, like the rest of the planet, is going through many moments of social, economic and environmental change. It is a privilege to be able to dedicate our time and efforts to the social sector, having the opportunity to contribute to Mexico and consolidate the vision that our founders had, almost eight decades ago.

This year, I had the opportunity to personally offer my professional support pro-bono to other non-profit organisations at a national level. We remain convinced of the importance of sharing experience and good practices with allied organizations.

This annual review of Social Impact that we share with you, reflects the hard work and commitment of every one of the members of The Anglo Mexican Foundation, who together with our partners make up our educational and cultural community.

Thank you for joining us on this journey.



ANTHONY MCCARTHY SANDLAND
CHIEF EXECUTIVE OFFICER
AND DELEGATE BOARD MEMBER

LETTER FROM OUR CHIEF CULTURE & SOCIAL IMPACT OFFICER

The design of the Social Impact Model of The Anglo Mexican Foundation, and the two first years of its implementation process, have brought many valuable lessons for the entire organization.



Designing and implementing a system to measure our impact on our community of students, teachers, employees, and artists is the result of the work of every member of the organization, from the academic and cultural departments to the Finance, Information Technology, Commercial, Marketing, and Legal divisions, to name a few. Our social impact, and the ways in which we measure outreach and define common objectives, is necessarily interwoven with each person who collaborates in the organization.

Measuring our impact has led us to reflect deeply on the work we do. We have critically analyzed our model and identified growth opportunities. We want to guarantee that our students and scholars have the best possible experience and make sure that their participation in our programs is transformational for their personal and professional development.

Our special gratitude to the executive team of The Anglo Mexican Foundation and their invaluable collaborators for their leadership and trust in undertaking this journey. My appreciation to the wonderful Culture and Social Impact team for their dedication and hard work. The results that we share with you this year reveal the passion and commitment of every one of the employees of our Foundation who, through their everyday effort, turn our mission into a reality: to transform the lives of the members of our community through the power of education and culture.

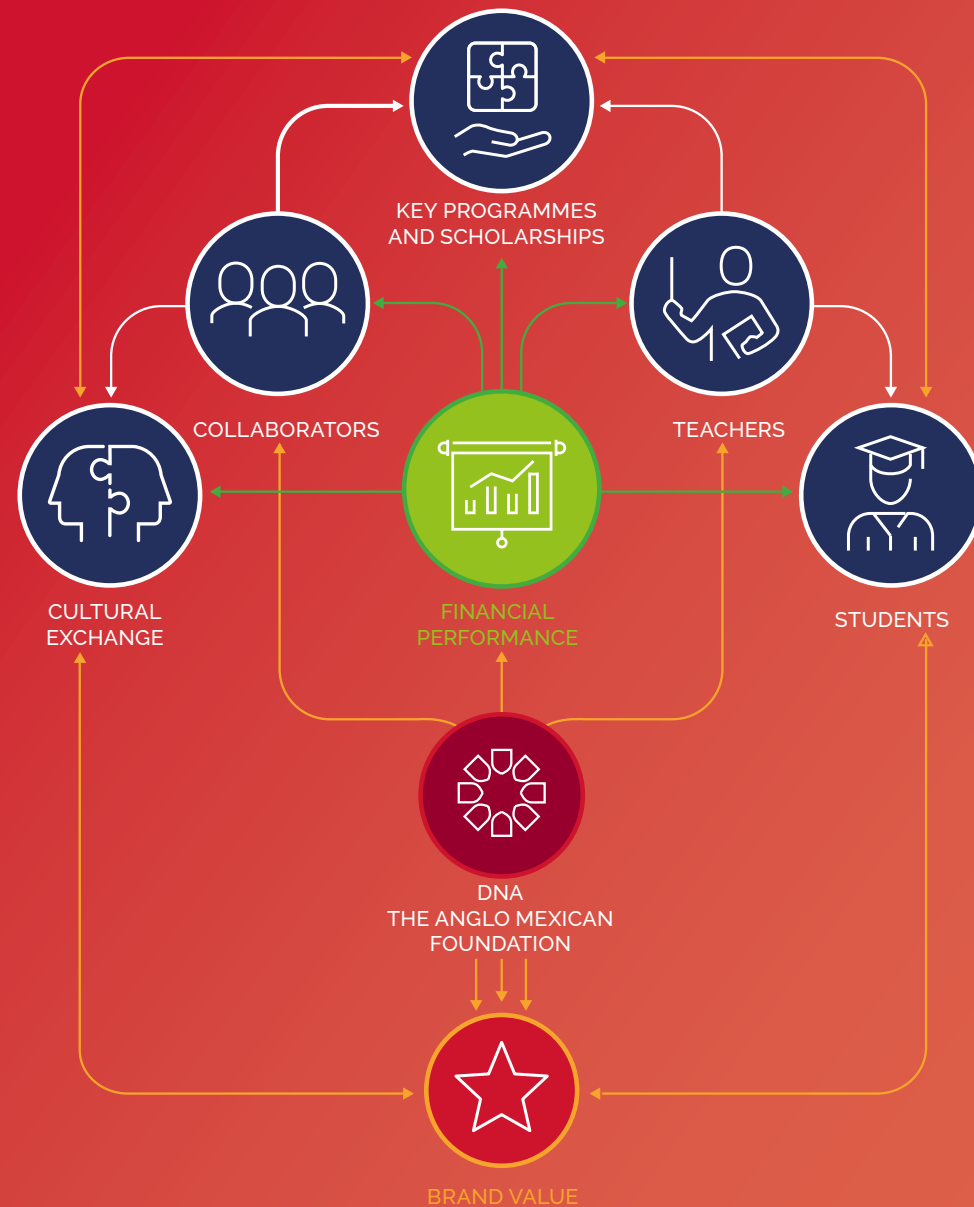


JIMENA LARA
CHIEF CULTURE
& SOCIAL IMPACT OFFICER

TOTAL AMOUNT INVESTED (MP)Social Impact Instruments, Key
Programmes and Scholarships**72.07****3.83** MP**KEY PROGRAMMES
AND SCHOLARSHIPS**which foster excellence in their
beneficiaries: artists, teachers,
students, and collaborators.Scope:
233 beneficiaries**1.02** MP**CULTURAL
EXCHANGE**as well as sponsorship and
support for Mexican visual
and performing artists.Scope:
1,425 beneficiaries**BENEFICIARIES****38,063****11****KEY PROGRAMMES
AND SCHOLARSHIPS**Supporting the personal
and professional
development
of beneficiaries.

SOCIAL IMPACT INSTRUMENTS	67.21	36,405
SOCIAL RESPONSIBILITY	8.20	291
EDUCATIONAL INCENTIVES	49.24	33,979
ACADEMIC TRAINING	3.25	1,729
BENEFITS FOR EMPLOYEES	6.52	406

OUR SOCIAL IMPACT MODEL



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.

This consists of seven social impact indicators (IOS) built over several phases, which are interrelated and complement each other to generate a sustainable, dynamic circle that benefits our stakeholders.

This model allows us to be accountable for our performance, bring perspective to our impact on the community, and access evaluation tools that guide strategic decision-making. In this report we present four IOS and describe the remaining three, which are currently in the process of being implemented.

DNA

The mission of the organisation embodies our social commitment, models our strategy, and defines the organizational culture of our Foundation, geared towards excellence.

1. FINANCIAL PERFORMANCE

This provides funding to invest strategically with a social return criterion.

It also includes Social Impact Instruments for students and families, as well as educational incentives for a long-term relationship with our students, families, and partners.

2. TEACHERS

The Instruments dedicated to Teachers ensure excellence in teaching and fulfil our social value proposition.

3. COLLABORATORS

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

4. STUDENTS

They define the transformative educational experience, aimed at developing students' capabilities to the maximum.

5. KEY PROGRAMMES AND SCHOLARSHIPS

The Foundation's flagship programmes, reflect the wider educational and artistic scope and impact of our work. In addition, these programmes allow us to support, through scholarships, beneficiaries chosen through a rigorous selection process, and accompanied throughout their journey.

6. CULTURAL EXCHANGE

This promotes cultural activities that link Mexico and the United Kingdom to foster social and artistic development in relevant disciplines and communities.

7. BRAND VALUE

It is the result of close to eighty years of uninterrupted commitment to education and cultural exchange.

/fi nancial cial performance

The Financial Indicator expresses the objective of investing strategically in different areas of the Foundation's social work with a criterion of social return on investment.



We seek to make the educational and cultural services we offer more accessible to the community with the aim of reaching a greater number of beneficiaries with programmes that promote their educational and cultural transformation.

With this in mind, in 2021 we incorporated digital innovations into our operational processes, simplifying them. In this way, we reactivated the services of International Exams and Courses Abroad, the Foundation's international certification and assessment centre that had been affected by the sanitary restrictions. We also increased the development of The Anglo Institute of Education, our higher education school focused on teacher training in any subject and at any level.

At the same time, our commitment to a comprehensive technological transformation allows for greater communication and cohesion between areas to improve the experience that students, teachers and beneficiaries have of our services.

Below, we detail the investment made by our Foundation in its different academic and cultural areas.

1. Key Programmes and Scholarships

The Anglo Mexican Foundation is an institution committed to being a leading in the investment of educational and artistic development of excellence standards in Mexico. Our Key Social Impact Programmes and Scholarships are financial support which reflect the educational and cultural essence of our Foundation, directed to exceptionally talented beneficiaries who are part of our community of students, teachers and artists.

As in 2020, the objective was to expand investment in this area, as well as to give visibility and a close accompaniment to each of the beneficiaries. The second year of the COVID-19 pandemic and its impact on global economy allowed for an investment of 3.83 million pesos (representing 1.95% of the Foundation's operating cost) of the 7.85 million pesos set originally as an investment goal (3.99% in relation to the operating cost). The final result represents 48.77% of the originally projected investment. As economic recovery is further achieved, this investment will continue progressively growing towards 2025.



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2. Arts, Culture and Library

The investment we make in this area through Anglo Arts and The Anglo Library is aimed at promoting cultural and artistic development in targeted communities, as well as stimulating the development of transversal programming within our academic units, encouraging our teachers, students, and collaborators to access the cultural exchange programme of the Foundation.

In 2021 we set a goal of investing 2.73 million pesos in this area; 1.39% of the annual operating cost of The Anglo Mexican Foundation. The COVID-19 pandemic meant putting on-site cultural activities on hold and prioritising the digital transformation strategy. This had an impact on the resources available for investment in Culture, resulting in a reduction of 62.64% of the projected 2.73 MP. As in the previous case, it is a lower amount than intended, consistent with the current economic context.

It is important to increase investment in this area, to strengthen the transversal projects within the Foundation and to deepen the impact and visibility of the cultural activities that distinguish us.

The investment we make in this area through Anglo Arts and The Anglo Library is aimed at promoting cultural and artistic development in targeted communities, as well as stimulating the development of transversal programming within our academic units.

In 2021 we report an investment of 8.20 million in formal education, which is near our target for this Indicator. The final result is 85.58% of the 9.58 MP that were intended to be invested.

3. Social Responsibility

Through the instruments of Social Responsibility, we provide our students and their families with educational continuity opportunities. We maintain a criterion of sustainable solidarity that complies with the standards established by Secretaría de Educación Pública (SEP) and Universidad Autónoma de México (UNAM), the educational authorities that endorse our programmes.

This year, we planned to invest 9.58 million pesos in scholarships and bursaries, mainly focused on students and families in our formal education programmes at The Churchill School & College, The Anglo and The Anglo Institute of Education. In 2021 we report an investment of 8.20 million (2.07% of the Foundation's income) in formal education, which is near our target for this Indicator. The final result is 85.58% of the 9.58 MP that were intended to be invested. This amount of investment represents the Foundation's constant and sustained commitment to its community.



4. Academic Training

The long-term objective of the Academic Training Instrument is to make a relevant contribution to the development of our employees. This objective was expressed as a 2021 investment target of 3.28 million pesos (1.36% of the payroll cost). In line with the Foundation's commitment to fostering a strong team of employees, in constant development and with an effective leadership dynamic, The Anglo Mexican Foundation increased its investment in this instrument by 1.1 million pesos.

By the end of 2021, the Foundation had spent 3.25 million pesos (1.35% in relation to payroll costs). This amount meets 99.2% of the indicator for this Instrument, which reflects the consistent support for the training of our employees. Investment in Educational Support increased from 15,000 pesos in 2020 to 266,000 pesos in 2021, almost 18 times more. For its part, investment in Career Plans remained constant, while investment in Training exceeded one million pesos, which represents an increase of more than 50% in relation to 2020.

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5. Benefits

The investment in this area is intended to reinforce the commitment and engagement of employees with our Foundation. The objective is to maintain a target comparable to previous years; of 7.2 million pesos in 2020 (3.02% of the total payroll cost) and 7.3 million pesos in 2021 (3.03% of the payroll cost).

By the end of 2021, the total investment was 6.52 million (2.71% of payroll), thus meeting the target of 89.32% set for this Indicator. Investment in benefits was diversified to include language scholarships, scholarships at The Churchill School & College for children of our employees, and the Orienta PAE comprehensive support programme for all TAMF employees, which is discussed in detail in the IOS Collaborators section of this report.

6. Educational Incentives

Through these incentives, we broaden our reach by giving access to a greater number of students and provide financial support to foster long-term relationships with students and institutions that already belong to, or wish to join, our educational institutions.

In 2021, the Foundation aimed to grant a total of 31.36 million pesos (7.92% of its income). By the end of the year, the investment totalled 49.3 million pesos.

In the long term, this relationship between our income and incentives provided would not be sustainable. We are working on strategies towards 2025 to help balance this ratio, prioritising a scholarship scheme that encourages the continuity of students and therefore requires investing a smaller percentage of the Foundation's budget in short-term incentives, thus resulting in a more strategic investment of our income and consequently, in a deeper social impact.

The integrated result of the Financial IOS is 60.43%. The positive results in Social Responsibility, Benefits, and Academic Training, reflect the Foundation's commitment with its employees and beneficiaries despite the complex global economic panorama.



In summary, by integrating this area's Indicators with the weightings defined in our Social Impact Model, the integrated result of the Financial IOS is 60.43%. This represents a similar score to that of 2020 (60.3%), which reflects the economic impact of the pandemic, which continued in 2021. The positive results in Social Responsibility, Benefits, and Academic Training, reflect the Foundation's commitment to its employees and beneficiaries despite the complex global economic situation.

The horizon that the Foundation seeks to achieve by 2025 is to increase investment in Key Programmes and Scholarships, as well as in Arts, Culture and Library, as these are the programmes that set us apart and are at the heart of our mission and vision. Another long-term goal is to balance investment in Education Incentive, establishing a healthier relationship with the rest of the Foundation's Social Impact Instruments.

Commitment to technological transformation

“Thanks to the technological transformation, we were able to go beyond what we thought was physically possible.”

María del Carmen González,
The Anglo Director

The year 2021 represented a turning point for the Foundation’s digital transformation. We shifted towards a comprehensive technological evolution, with the purpose of updating our capacity to fit the needs of students and collaborators.

A commitment to technology-focused projects helped maintain a cohesive and agile work rhythm, which translated into greater talent retention and continuity despite the sanitary restrictions of the COVID-19 contingency.

The consolidation of online learning was achieved through the expansion of existing technology and the promotion of several digital innovations that contributed to the delivery of high-quality educational experiences. One of the key actions was the automation of administrative processes that bolstered retention and improved service for an average of 5,000 enrolled students per month.

A crucial component was the launch of Magnify, The Anglo’s digital e-commerce platform, which enables users to purchase courses in face-to-face, hybrid and distance-learning modes. Magnify also offers programmes aimed at training foreign language teachers and supporting those seeking English language certification.

This necessary technological evolution initiated in 2021 is a key enabler to further the Foundation’s vision through hybrid educational products and services. The Anglo’s English-language courses are now accessible in wider areas in Mexico, and the Foundation’s educational offer has expanded to other countries through offering services to transnational companies.

Transversal collaboration is substantial in addressing these challenges. We consistently streamline internal processes, building a more flexible organisation focused on the most critical areas, facilitating communication and coordination to achieve better results.

This year we began a transformation journey that will continue to impact the entire Foundation and consequently, our employees and the services we offer.



IOS financial performance

S U T S

	INVESTMENT	EVALUATION
SOCIAL RESPONSIBILITY Goal: 2.42% income Real Foundation income (9.58 mp)	8.20 mp 2.07%	85.58%
ACADEMIC TRAINING Goal: 1.36% payroll Payroll-cost of the Foundation (3.28 mp)	3.25 mp 1.35%	99.21%
KEY PROGRAMMES AND SCHOLARSHIPS Goal: 3.99% operating cost Operating cost of the Foundation (7.85 mp)	3.83 mp 1.95%	48.77%

E L

60.43%
OF COMPLIANCE

	INVESTMENT	EVALUATION
EDUCATIONAL INCENTIVE Goal: 7.92% income TAMF ¹ (31.36 mp)	49.31 mp 12.45%	42.70%
BENEFITS Goal: 3.03% payroll TAMF ² (7.30 mp)	6.52 mp 2.71%	89.32%
ARTS, CULTURE AND LIBRARY Goal: 1.39% operating cost TAMF ³ (2.73 mp)	1.02 mp 0.52%	37.36%

Key /pro gra mmes and Scholarships

Our Key Programmes and Scholarships are our flagship programmes, designed with the best of The Anglo Mexican Foundation's expertise.



They are designed and managed with methodological rigour to allow us to monitor the impact on our beneficiaries and track their experiences, both during their studies and after they graduate. Our objective is to have a high impact on their lives, while verifying that the process of academic, artistic, or professional transformation is effectively experienced by our beneficiaries.

The portfolio of programmes and scholarships is organised into six categories according to the category of recipient they are aimed at: collaborators, teachers, students, and artists. Throughout 2021 we operated 11 programmes and we have recorded data from 2020, after the launch of our Social Impact Model, that allows us to present the results of this Indicator.

1. SCOPE

This Instrument describes the extent to which our programmes directly benefit beneficiaries. It consists of two Key Performance Indicators (KPIs): Coverage, which measures the reach of direct beneficiaries, and Outreach, which focuses on the impact our programmes have on indirect beneficiaries.

COVERAGE

It refers to formal education students, language students, teachers, and artists who receive support make up the pool of our direct beneficiaries. The results of 2021 show a compliance of 90.4% with respect to the total number of beneficiaries targetted for the year.

The area in which there is more opportunity to directly benefit from our scholarships is that of programmes designed for teachers. In 2021, scholarships were offered for the Teacher Training Course (TTC) and Teacher Development Course (TDC) programmes with favourable results. However, we are dedicated to reaching more teachers by adapting these and other programmes to distance and hybrid learning schemes. The objective is that teachers can find in The Anglo Institute of Education, our higher education unit, their best option to continue their training.

As part of the Key Programmes and Scholarships for teachers, in 2021 we trained the first cohort of *Impulso a la Comunidad de Aprendizaje* programme, designed with the aim of raising the English level of the teachers belonging to a specific organization and, as a next step, preparing them as trainers of other trainers. The programme lasted two years with Mano Amiga as our partnering institution, resulting in the improvement of the English language level of their twelve top teachers, with four of them achieving international language certifications.

88.5%
overall result
for the Outreach
indicator

The experience and learning we obtained from this first pilot programme will enable us to improve its design and maximize the multiplier effect achieved in dozens of students whose education is positively impacted by learning from more qualified teachers.

OUTREACH

The beneficiaries of our Key Programmes and Scholarships also influence their community of teachers, students, collaborators, or artists, and in the case of children, even their families. Their talent takes not only the beneficiary to the next level of development, but also reaches the people that surround them personally or professionally. The support we offer benefits the families, colleagues and audiences of the artists who receive our scholarships, so we aim at measuring this impact.

The overall result for this Indicator is 88.5%. The lowest percentage of achievement was on Teacher Scholarships, whose indirect beneficiaries did not reach the estimated numbers, as mentioned above, in part due to the innovation challenges of the scholarship programmes we piloted. We offered Key Programmes and Scholarships that combined varying levels of knowledge and operation by the Foundation's staff, while also seeking to achieve bigger outreach by partnering with other educational institutions. The results were revealing and will allow us to improve our programme design to achieve the impact we seek.



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2. RELEVANCE

Our aim is for our Key Scholarship recipients to successfully complete the entire programme, thus helping them achieve their goals. We seek to meet their expectations and do our utmost effort to ensure a satisfying experience in every way. The two KPI to measure the Relevance of our Programmes are: Terminal Progress and Satisfaction with the Experience.

DEGREE COMPLETION RATE

Refers to the number of beneficiaries who successfully complete Key Programmes and Scholarships. The final score is 87.5%, demonstrating high terminal efficiency. The personalised follow-up given to the beneficiaries throughout the scholarship or programme is fundamental in this indicator, thanks to which we identify obstacles that may negatively impact their final achievement. In this sense, collaboration with national and foreign partner institutions for the operation of the programmes and the accompaniment of the scholarship holders is also of vital importance. Co-responsibility in the operation allows us to ensure that we meet the expectations of our scholarship holders by taking them to the goal they set for themselves.

87.5%
degree completion
final score

The personalized follow-up that we give our beneficiaries during their programme is essential to measure this indicator.

Key Programmes and Scholarships are the backbone of our social impact work. Not only do they directly benefit the community, but their operation involves all areas of the Foundation and fosters a culture of connectedness.

EXPERIENCE SATISFACTION

This indicator refers to the beneficiaries' satisfaction with their overall experience while participating in each Key Programme or Scholarship. We obtain the score from the Satisfaction Survey that we applied this year for the first time. The level of compliance for this Indicator is determined by a maximum score of five points in the two sections of the survey: Programme Quality and Experience. The overall rating is 4.6 in the Programme Quality section, about the topics covered in the different scholarship programmes, the methodology used and the level of knowledge of the teachers or tutors, and finally, the effect that group climate had on learning.

The experience was measured in terms of what the fellows have been able to produce from the knowledge acquired, and the relationships and the professional opportunities interwoven in their participation in the programme or fellowship.

The best evaluated programmes were those for students in formal education and arts education, with a score of 4.8 and 5.0, respectively. The positive evaluation of the learning climate that teachers generate in their classes or workshops, as well as the ability to perform with greater professionalism based on what they have learned, stands out. On the other hand, our main area of opportunity lies with teachers and students studying English. Among the language learners, the experience of establishing a relevant network of contacts between peers and teachers did not materialise as the classes were taught online. In addition, teachers' inability to intermingle with other colleagues during a prolonged quarantine did not foster the feedback that is crucial for an optimal classroom experience.

“Shakespeare Sinfonia was a fantastic project. Not only was it a great means of cross-cultural and international collaboration during a challenging time, but it enabled students to have easy access to advice from top international professionals every week.”

Daniel Pini
Beneficiary Escuela de Bellas Artes,
Universidad Panamericana

Key Programmes and Scholarships are the backbone of our social impact work. Not only do they directly benefit the community, but their operation involves all areas of the Foundation and creates the culture of connectedness in which we aspire to work. In designing them, we seek to continually improve our artistic and educational programmes. By ensuring their continuity into the future, we will guarantee that the spirit of social impact is rooted in all areas of the Foundation.

The Churchill Scholarship Programme

The Churchill School and College educates girls, boys, and young people who through their academic preparation, socio-emotional development, social awareness, and inclusive mindset will be agents of change.



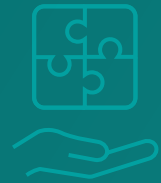
Our school distinguishes itself by fostering an inclusive community and accrediting its academic strength and prestige with international credentials.

A fundamental aspect of the sense of inclusion is represented by The Churchill Scholarship Programme, created in 2015 to support outstanding Mexican students from low-income backgrounds to spend their entire scholarly journey with us, from primary school to college.

The school's dedicated inclusion team develops relationships with partner institutions that help us identify outstanding talent among underprivileged students, carrying out a careful selection and guidance processes to ensure their successful integration into their new school environment, and accompanying the student and their family throughout their journey. The work that is articulated within our Foundation to grant this scholarship has a positive impact not only among the collaborators involved in making it possible, but also on the community surrounding the grantees as it lives day-to-day among an inclusive context.

Families build close bonds with each other that contribute to the diverse environment that characterises The Churchill School and College. Teachers sharpen their sensitivity and learn to care equally for the academic and emotional intelligence of their students.

The scholarship has a powerful impact on the lives of recipients and their families, giving them a breadth of opportunities, they would not have access to without the Foundation's support. During the 2020-2021 school year, seven students benefited from this scholarship. The third alumni of the programme successfully graduated in 2021 and the three alumni are currently studying at the top universities in Mexico.



IOS key programmes and scholarships results

	RESULT	EVALUATION
COVERAGE Level of coverage for direct beneficiaries Goal: 100%	90.4%	90.4%
OUTREACH Level of outreach for indirect beneficiaries Goal: 100%	88.5%	88.5%

E L L

89.41%
OF COMPLIANCE

	RESULT	EVALUATION
DEGREE COMPLETION RATE % total program compliance Goal: 100%	87.5%	87.5%
EXPERIENCE SATISFACTION Beneficiary survey scores Goal: 100%	91.7%	91.7%

/co llabora tors



The IOS Collaborators is the basis of the Foundation's culture of excellence, and is built on the metrics of Engagement, Performance and Development.



In 2021, we began a journey towards a working culture focused on interrelated processes and strengthening our team to be, adaptable to change. To achieve the goal of a more transparent and united workplace, we began by generating a talent map of our leaders, which gave us a deeper understanding of the structure of our organisation. We also focused on deepening employee training and improving work conditions for our teaching staff.

We are moving towards a new working culture that is already bearing fruit, as exemplified by the results of the IOS Collaborators that we measured this year and detail below. As in 2020, four KPI were measured during 2021.

1. Commitment

The degree to which a collaborator identifies with their work, and feels that they belong to a community, translates into a high Commitment index. This indicator is made up of two KPI measured this year: Diversity and Engagement, in addition to a third, Retention, which is in the process of implementation.

GENDER DIVERSITY

We set the goal of having greater gender parity within our Foundation, especially in management, board, and senior management positions.

The result for the year was 80% of the target. At management level, the parity percentage remained at 54% in both 2020 and 2021. There was an increase from 35 to 42 managers in total, comprising 23 women and 19 men. This consistency in gender equity within our Foundation gives us the opportunity to generate actions that promote parity in senior management, as currently only one of the six posts is held by a woman.

The parity generated from the base positions in an organisation such as ours tends to permeate subsequently to the highest positions.



80%
of the target
in gender diversity

ENGAGEMENT

The Anglo Mexican Foundation remains at a high level of compliance with the standard Engagement target in its sector, as demonstrated by the results of the Engagement Survey, which we have conducted since 2020.

Our survey showed 71% favourability against our target of 85%. The best rated dimension is of direct superiors, with 76% favourable responses, an increase of seven percentage points from the same year.

The dimensions Quality of Life, Clear Direction and Certainty of Direction, and Structure, Work and Organisation shifted from favourable to neutral in 2021. This can be understood by the changing nature of the second phase of the COVID-19 pandemic, which affected all organisations around the world. That sets us on a path to strengthen communication and streamline the response to employee needs.

The results of the Engagement Survey reflect our joint efforts to face these challenges and adapt to change. Thus, being closer to be considered a "Great Place to Work", that is, to be among the 15% of the best organisations to work for in Mexico.

Our survey showed 71%
favourability against our
target of 85%.

2. Performance

To measure the key characteristics of organisational dynamics that demonstrate how well employees are performing, we use two KPI: Leadership Effectiveness and Internal Service Quality. This allows us to understand the strength of effective leadership and collaboration dynamics that support service to our learners and end beneficiaries. We began developing this Instrument in 2021 and from its continuous measurement and maturation we will be able to detail results in our future social impact reports.

CROSS-SERVICE

We seek continuous improvement in our internal service quality and foster internal understanding by setting clear objectives per area. The nine-percentage point improvement in this area, with a score of 86.7%, reflects how service quality is becoming embedded in our work culture. Expertise was the best evaluated item for the business and support areas, which speaks of a team with the experience and knowledge necessary for the current challenges.

This measurement gives us valuable information to take strategic actions towards strengthening the exchange between areas, with favourable results for our students and partners.



A score of 86.7%, reflects how service quality is becoming embedded in our work culture.

3. Development

Organisational processes foster employee growth and career development. Our aim is that our Foundation promotes the development of internal executive talent and that its workforce is fully equipped to contribute to our mission in the long term.

CAREER PROGRESSION

With this indicator we measure internal growth in Management, Board and Senior Management by seeking to ensure that they are filled by staff who were promoted from within the Foundation. In 2021, 41 of the 64 positions were occupied by internal staff. Eleven of the sixteen management responsibilities were covered by employees of our Foundation, a reduction of 2% from last year. At the management level, the percentage of positions held by Foundation staff increased to 67% in 2021, up two percentage points from 2020.

We can see that teams are consolidating and adapting to face-to-face work under the current circumstances. This results in a Career Progression metric of 76.3%, consistent with last year's results. We intend to further drive staff development through a robust training plan.

Throughout the year, we have been able to foster lines of action to identify and address our areas of opportunity as a Foundation. We continue to work to help our employees grow together and achieve our overall goals.

We are closer to our collaborators

“The Orienta PAE service at that time underlined the commitment that the Foundation has with the collaborators, in a time of uncertainty. In my case, the emotional, veterinary, and nutritional support from a distance was key to my mental health.”

TAMF Collaborator



In 2021 we launched “MAP”, a talent management system that will allow us to map out the areas of improvement and opportunity in our leadership team.

We seek to build institutional performance measurement of our leaders with the full participation of the executive team itself, promoting a results-oriented management style, linking the Foundation’s strategies with the objectives of the Directorates and the teams that comprise them, and installing a culture of performance measurement throughout our organisation.

To this end, we created a committee constituted by the two top executive levels to collegially agree on the catalogue of leadership skills in the Foundation. Based on the organisation’s strategic directions, the committee proposed related skills, and jointly defined the set of capabilities we will seek to develop.

This, in addition to building a KPI for our Performance Indicator, ensures transparent management of our leaders’ work by allowing each one to be aware of the skills and abilities that the organisation expects of him or her and to offer a career plan for their development. This way, we ensure fair evaluation by having an objective model, and fair recognition of merit, based on the results and quality of our employees’ work.

CLOSENESS TO OUR EMPLOYEES

Resulting from the first NOM-035 evaluation, in 2021 we implemented the employee assistance service through our partner Orienta PAE (Employee Assistance Programme), in a commitment by the Foundation to provide support to our team beyond necessary compliance with this labour standard.

This allows our collaborators and their families to access assistance and guidance services in physical and emotional health, family economy, legal advice, and nutrition, as well as veterinary guidance. Monthly talks and workshops are also offered on a variety of personal and work-related topics and areas. The online and telephone platform also functions as a means of reporting incidents of workplace violence and harassment.

This support has proved relevant for our employees; in the first year of operation, we have received more than 900 consultations, mainly on topics related to emotional health and nutrition. This shows that the conditions that the health emergency has generated continue to have an impact in the daily lives of our employees and their families, and require more than ever our closeness and support.

IOS COLLABORATORS RESULTS



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COMMITMENT	RESULT	EVALUATION
DIVERSITY Ratio of women and men Goal: 50/50 parity	Senior management 16.7% Directors 62.5% Managers 54.8%	80%
ENGAGEMENT Survey score Goal: 85%	71%	83%

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82.55%
OF COMPLIANCE

PERFORMANCE	RESULT	EVALUATION
INTERNAL SERVICE QUALITY Cross service survey score Goal: 4.5%	3.9%	86.7%
DEVELOPMENT CAREER PROGRESSION % senior post occupied by internal staff Goal: 80%	Senior management 33.3% Directors 69% Managers 67%	76.3%

Brand value

The quality of the experience for those who place their education in our hands is one of the pillars of the Foundation's prestige.



Using the Brand Social Impact Indicator, we identify the level of satisfaction that exists among those who belong to our educational community and how willing they are to recommend us to other people. In 2021 we seek to measure the experience of our partners and institutional clients, as well as the experience of our individual clients.

The brand experience of this indicator is composed by the sum of two KPI: the Net Promoter Score (NPS) and the Global Customer Experience Index. NPS is the worldwide tool created by Bain & Company and Satmetrix, a Boston, Massachusetts-based consulting firm, which measures the loyalty of a company's customers based on their willingness to recommend it to others. The Global Consumer Experience Index, on which our Satisfaction of Experience Survey is based, shows the extent to which customers are happy or dissatisfied with the product or service of various companies in any given sector.

BUSINESS TO BUSINESS EXPERIENCE (B2B)

We focus on assessing the quality of the experience we deliver as a brand by measuring the Business to Business (B2B) Experience, which is comprised of the NPS index, and the assessment obtained from the Satisfaction Survey.

The global standard target for assessing this indicator is 71, according to the NPS index, while the industry benchmark target in terms of the Global Consumer Experience Index is 4.76.

We highlight the NPS result of International Exams and Courses Abroad (IECA), our business unit that offers services to other companies. It is responsible for delivering Cambridge Assessment English products to schools and businesses across the country. In 2021 it achieved 100% compliance with the educational quality benchmark established by the NPS index, as well as a 97% favourable response rate in the Satisfaction Survey, demonstrating the utmost quality of its services.

The capacity and expertise of the team is reflected in the beneficiaries' satisfaction, whose prestige contributes to building the Foundation's brand reputation. The final weighting for this instrument was 98.8%, a favourable score for the overall Indicator.



We aim to become premium allies to our institutional partners.

	QUALIFICATION	GOAL	RESULT
CUSTOMER SATISFACTION NPS International Exams and Courses Abroad	92	71	100%
CUSTOMER EXPERIENCE CX International Exams and Courses Abroad	4.63	4.76	97%

2021 result
98.9%

BUSINESS TO CONSUMER EXPERIENCE (B2C)

This Indicator considers how our beneficiaries rate our brand across all aspects of the customer journey. The benchmark for the education sector in this area set by the NPS index is 71; this applies to the two business units participating in our measurement: The Anglo and The Churchill School and College. The results of the Customer Satisfaction Survey, with a benchmark of 4.76, represent the second component we seek to measure.

This survey considers several factors that make up each customer's journey, including quality of service, quality of products and facilities, among other factors.

According to the standard set by the NPS index, The Anglo scored 45 points, a 63% compliance of the target we set for ourselves, while The Churchill School & College scored 55 points, 77% of the target. The average of both percentages results in 67.6% for this instrument.

We aspire to provide the best experience for our students and parents.



The strongest aspect of our educational services lies in the content we offer and the way our teachers perform in class.

	QUALIFICATION	GOAL	RESULT
CUSTOMER SATISFACTION NPS			
The Anglo	45	71	63%
The Churchill School and College	55	71	77%
CUSTOMER EXPERIENCE SX			
The Anglo	4.00	4.76	84%
The Churchill School and College	3.98	4.76	83%

CUSTOMER SATISFACTION NPS 67.6%

CUSTOMER EXPERIENCE SX 83.9%

2021 Result
74.1%

This NPS rating shows that the strongest asset of our educational services lies in the content we offer and the way our teachers perform in class. Academic prestige is the strongest pillar in the value proposition for our clients, to which we must add the teaching staff at both institutions, along with the International Baccalaureate (IB) programme at The Churchill School & College.

There are undoubtedly opportunities in administrative processes, management, and other aspects that we will improve to enhance the service we provide to our community. The implementation of technological innovations will allow us to optimise the experience of our beneficiaries by linking our processes. The surveys conducted by our Training & Development department will continue to provide vital information on the experience of each student, which we will incorporate into an aligned action plan for all areas of our Foundation.

The Anglo's Diverse Product Portfolio

The Anglo seeks to transform the lives of its students by expanding their opportunities for personal and professional development.

To achieve this, one of our priorities is excellence in the execution of our educational work, which is essential for the maximum professional and personal development of our students.

In the face of the extensive health contingency caused by Covid-19, we diversified our product portfolio and maintained the educational quality that has distinguished us for decades. Early technological adaptation and effectively addressing the needs of students was consolidated in 2021. Collaboration, communication and creativity were the concepts that guided the development of new products.

Continuing the digital-learning approach we introduced in 2020, we are committed to giving students a range of study options according to their profile and needs.

Thanks to the launch of Magnify, The Anglo's online platform, we were able to maintain close contact with potential students. The ease of purchasing a course package, enrolling, and completing all the administrative processes online was key to improving the customer journey.

The online English product was refined throughout the year and is now an integral part of The Anglo's product portfolio. In a changing world, where people's priorities and lifestyles have changed, the possibility of distance learning became indispensable; however, the hybrid and face-to-face modalities continued to occupy a prominent place in our catalogue.

It was in 2021 that the Business English product was also born, an approach to students in companies with a focus on the development of professional English in a full online modality. Our future mission is to reach more people in different regions, to be the best option for a greater number of corporations both in Mexico and beyond our borders.

Throughout this learning process, the positive experience that students report with our academic offer distinguishes us and reinforces our brand. We know that quality is achieved through transversal, collaborative work.

**IOS
BRAND VALUE
RESULTS**



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brand
value

B2B EXPERIENCIE	RESULT	EVALUATION
RECOMMENDATION Net Promoter Score Goal: 71	IECA* 92	100%
END-TO-END CUSTOMER EXPERIENCE Customer Experience Survey Goal: 4.6	IECA* 4.63	97.3%

* International Exams and Courses Abroad

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79.08%
OF COMPLIANCE

B2C EXPERIENCIE	RESULT	EVALUATION
RECOMMENDATION Net Promoter Score Goal: 71	The Anglo 45 TCS&C* 55	68%
END-TO-END CUSTOMER EXPERIENCE Customer Experience Survey Goal: 4.6	The Anglo 4.00 TCS&C* 3.98	84%

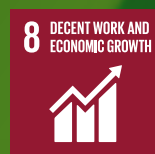
* The Churchill School & College

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Our teachers embody the mission of our Foundation.

During 2021 we worked to increase opportunities for their development and growth.



In the return to face-to-face activities, professors needed to constantly adapt to the new circumstances and the variety of classroom modalities that had to be implemented in our educational units.

We measure the effectiveness of our actions in this community in two ways: by ensuring that our teaching staff meets the certification profile and competencies necessary to deliver an excellent education, and by measuring their effectiveness in their work in front of the class, thus encouraging teachers in our educational institutions to put their technical-pedagogical skills into practice to provide optimal learning conditions in the classroom.

We implemented initiatives for training and support that strengthened the close connection with our teachers.

In terms of the suitability of the faculty, we implemented initiatives for training and support that strengthened the close connection with our teachers. Our commitment to our employees' career plan involves continuous work to develop their skills and competencies.

In the constant change between digital and face-to-face classes, support to successfully incorporate technological tools was vital. At The Churchill School and College, teachers obtained devices directly from the Foundation to conduct their work with a flexible timetable and the facility to teach without the need to travel.

We sought to stay as close as possible to our teaching staff. To this end, we created spaces for dialogue with their team leaders, seeking the necessary balance between academic demands and emotional support. This in turn benefited students that were guided by teachers sensitive to their needs.

We implemented specific actions to ensure Teacher Effectiveness. These efforts resulted in the expansion of the Quality Assurance Programme (QAP), the professor evaluation programme operated by the Foundation's academic management since 2014, that included in 2021 the observation of digital courses, both aimed at institutions and companies as well as courses for the training of English teachers. An essential part of it is the Teachers Observation Scheme, which ensures the quality of the different face-to-face and digital courses we offer by assessing teachers' planning, methods, reflective skills, and English language skills.



In 2021, The Anglo observed and evaluated approximately 180 teachers, an average of 2.5 times during the year. In total, the QAP evaluation team observed close to 440 classes, accompanied by feedback sessions for teachers to identify their strengths and areas of opportunity. To further strengthen the performance of our teachers, we launched the Community Leadership Programme, in which experienced teachers train novel instructors. Through this programme we encourage a sense of community and professional development among the teaching staff.

Observations of the online classes in The Anglo Distance Learning Programme reveal an effective adaptation to this modality. Fifty-eight percent of the sessions were rated as satisfactory according to the QAP-designed rubrics, with 29% rated "good". This leads us to take action and reinforce the quality of our online learning products, as intermediate and upper-intermediate English courses are among the most sought out by our students.



In 2021, we also fulfilled our mission of strengthening the workplace relationship with our teachers and enhance their training. The bonds they built with their students and the strengthening of their sense of belonging to our Foundation are reflected in the sustained education quality that we offer.

180
TEACHERS
was observed
and evaluated

2.5
AN AVERAGE OF TIMES
was observed and
evaluated during the year

440
CLASSES OBSERVED
and evaluated

PROGRAMME

Labour improvements and fostering training

“The team is a rich mix of experience, talent and adaptation to change; an engine that is kept going by heart, by conviction, by knowledge, by talent.”

Gaby Rossana Gonzáles
Senior Academic Services Manager, The Anglo

We promote a distinguished work environment within our educational model in which teachers can develop their skills, achieve their goals, and cultivate their commitment to students.

We are now concentrating our efforts on a cohesive strategy to improve the hiring conditions of our teaching staff, as well as a stronger impetus to their training.

During the pandemic, it was necessary to take concrete actions to reinforce adherence to our teachers, strengthening their permanence in the team. We worked on three lines of action: bringing balance to the teachers' work structure, working with their supervisors to ensure effective leadership, and ensuring competitive salaries.

The level of demand placed on all teachers at The Anglo is similar to the challenge faced by a primary or secondary school teacher. To cultivate a better quality of life, we rethought the full-time contracting system, benefiting thirty-seven teachers with favourable schedules and above-average benefits. In 2022, we will continue making this scheme available to more professors at our educational units.

In addition, we expanded the scope of our Academic Training initiative to all employees, which offers scholarships and training. Through this support, more than twenty of our collaborators had the opportunity to enrol in a postgraduate degree, complete their bachelor's degree or pursue a diploma.

The signing of new teacher contracts, training initiatives and scholarships directed at furthering studies are all steps in the right direction. We are convinced of our employees' abilities to continue growing and adapting, building a labour culture that will be beneficial for the entire Foundation.

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During 2021, we focused on generating the best possible experience in face-to-face, digital and hybrid learning modalities, with an emphasis on enriching communication channels to listen and serve students.



In the previous year we reported on our efforts to enhance our students' learning experience and add value to their skills development. While 2020 presented significant challenges, such as decreasing student enrolment, the creation and implementation of distance learning courses at The Anglo reduced this gap by recovering enrolment by more than 50%.

Students are our raison d'être and the indispensable component of our impact on society. These are the general indicators that give us a measure of that impact.

Degree Completion Rate

This measurement in the different educational programmes and levels offered by the Foundation is defined as the extent in which students successfully complete their studies. To determine this, we consider the difference between the knowledge that students possess at the beginning of the classes and the knowledge they acquired when they finalize their studies. In the long term, we also consider the extent to which our educational opportunities have contributed to broadening the students' personal and professional horizons.



Certification

This is the dimension in which the people who enrol in courses at our educational units achieve officially recognised academic degrees and certifications upon completion of their studies. For students at The Anglo, this means obtaining an international certificate of English language proficiency. For pupils at The Churchill School & College, it represents the percentage who obtain language or international education qualifications on completion of a level of scholarly education, such as primary, secondary or College.

In terms of our students' experience, the impact of the COVID-19 pandemic needs to be highlighted, particularly in terms of the constant switch between distance and face-to-face activities. Students and parents at The Churchill School & College had to adjust to three key moments: a 100% distance learning model in the first few months, a hybrid education scheme in the middle of the year, and a return to classrooms in the last stage of the school year.

A comparable situation was experienced at The Anglo, which we tackled by enhancing distance learning products. In addition, efforts were made to ensure a gradual return to face-to-face activities with the implementation of effective health protocols.

Proximity to our students and continuous observation allowed us to identify their needs in order to strengthen the skills affected by confinement during the pandemic. Pupils at The Churchill School & College, especially the younger ones, experienced an impairment in their motor skills. In response, extracurricular activities were reinstated to ensure that pupils regained confidence in themselves and their abilities.



Personalisation is an essential feature of our educational areas, and this year required us to reinforce our strategy to maintain cohesion in our community. We will continue to build this link with those who learn with us, striving for service excellence and human warmth.

The changes between a face-to-face and a digital model of education inevitably caused learning gaps. It was important to address this diligently throughout the year with reinforcement sessions to shore up the subjects that students were struggling with. At The Anglo, counsellors assigned to each level of English kept in close contact with students to address their needs.

Students reported feelings of uncertainty in the psychosocial domain. In response, we focused on strengthening skills such as verbalisation of thought, which is essential for the application of knowledge acquired in class. We also provided emotional support, as a considerable number of the students and their families experienced significant losses because of the pandemic.

Personalisation is an essential feature of our educational areas, and this year required us to reinforce our strategy to maintain cohesion in our community. We will continue to build this link with those who learn with us, striving for service excellence and human warmth.

PROGRAMME

BBVA Mexico Foundation Scholarship - The Anglo Mexican Foundation



Our Key Social Impact Programmes and Scholarships bring substantial support to our community and their beneficiaries. They are designed according to the sector to they are directed and awarded under criteria of excellence. Their operation is incorporated into the Foundation's academic units and seeks an invariably successful outcome.

We closely monitor our grantees from the moment they join, throughout their stay and at the end of their studies, helping them achieve a satisfactory result and evaluating our impact in the medium and long term. We also seek to personalise the services we offer to ensure a meaningful experience that encourages them to continue your training with us.

We joined forces with the BBVA Foundation Mexico to create the Beca The Anglo Mexican Foundation - Fundación BBVA México, aimed at university students in the *Beca BBVA para Chavos que Inspiran*, formed by some of the most talented young people in the country, to promote their professional and personal development through mastering the English language.

This alliance is the first step in a solid relationship between two institutions that share values; in addition to the commitment to the social, educational, and cultural development of Mexico, the BBVA Foundation and The Anglo Mexican Foundation adhere to the principles of transparency, integrity, and educational excellence.

The full scholarship to study at The Anglo will provide beneficiaries with better tools in their academic and professional career and in their life projects. We seek to help them achieve their immediate and future goals, thus developing the necessary conditions for our beneficiaries to become agents of change in their communities and in the country.

“

Designing these programmes has challenged us to find new ways of working and thinking, as to positively impact students' lives.”

Eduardo Felipe Cruz
Senior Commercial Manager
The Anglo Mexican Foundation



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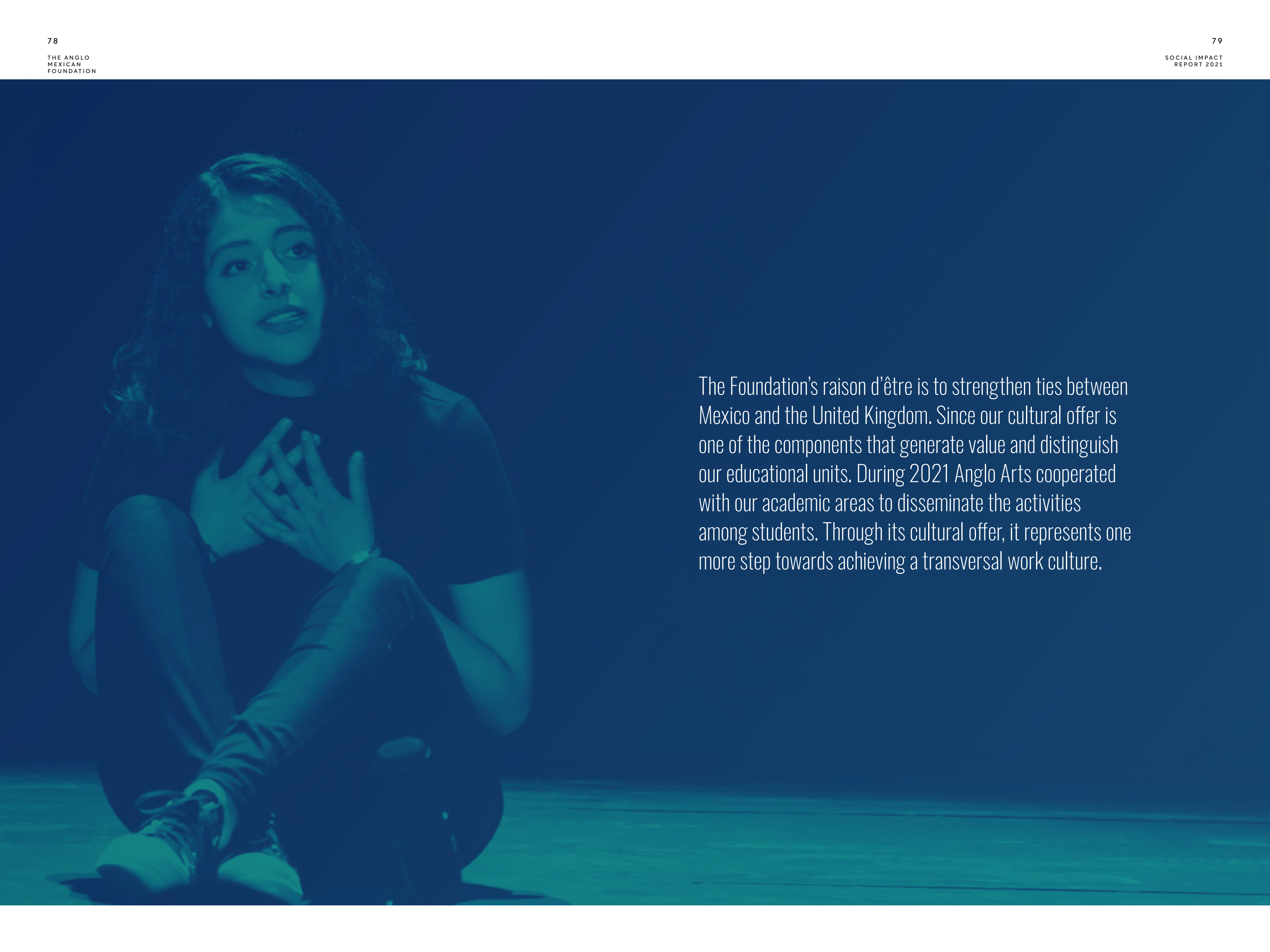


Two years after the start of the COVID-19 pandemic in Mexico, we continue to observe and measure its impact on the national cultural sector.

According to the Mexico Creativo platform of the Federal Ministry of Culture, close to half of the Mexican artists saw their income decrease by 75%. Cultural institutions have taken action to deal with a crisis that also represented the cancellation of in-person events. To this end, approaching digital formats to promote artistic work was fundamental.

Within this context, during 2021 our arts and culture programme sought to adapt its offer by making use of technology to connect with its public, focusing its efforts on the Foundation's students and collaborators, without neglecting the support of artistic creation and external cultural promotion. We are building the indicators and collecting the necessary information to measure the social impact of the cultural activities that we organise.





The Foundation's raison d'être is to strengthen ties between Mexico and the United Kingdom. Since our cultural offer is one of the components that generate value and distinguish our educational units. During 2021 Anglo Arts cooperated with our academic areas to disseminate the activities among students. Through its cultural offer, it represents one more step towards achieving a transversal work culture.



AMONG THE MAIN ACTIVITIES WERE:

The Anglo Summer Course

with the participation of The Beatbox Collective, a storytelling session with Rodolfo Ornelas, art workshops and cultural rally.

Tino Contreras concert

in alliance with the Festival La Línea, the British promoter Como No and the Frida Kahlo Museum, Casa Azul

Participation in the International Film Festival

¡Que vivan las mujeres!, in alliance with the Instituto Nacional de las Mujeres

Screenings of National Theatre Live

at the Lunario del Auditorio Nacional in Mexico City

The Great Artists and Great Museums film series,

in collaboration with the Franz Mayer Museum in Mexico City

Concert of music band Mexrrisey

in the Alhóndiga de Granaditas and in Teatro de la Ciudad de Irapuato during the 49th Festival Internacional Cervantino (FIC)

Churchill Reading Week

in collaboration with The Anglo Library

Paté de Fuá concerts

for TAMF collaborators, with live online broadcasting

REOPENING OF THE ANGLO LIBRARY

+90%
GROWING ITS DIGITAL
BOOK CATALOGUE

Despite the temporary closure of its facilities, it maintained contact with its users through free online activities to practice English, connecting with people in all states of Mexico.

PROGRAMME

Festival Internacional Cervantino

““We’d like to thank The Anglo Mexican Foundation for supporting the Arts. Thanks to The Anglo teachers and students for joining us!””

Ceci Bastida, Mexrissey

Anglo Arts has built a long-standing partnership with the Festival Internacional Cervantino (FIC), the most important performing arts festival in Latin America. This cooperation has enabled a variety of British artists to be known by the large audiences attending FIC.

On this occasion, we presented Mexrissey, a band made up of talented Mexican musicians Camilo Lara, Ceci Bastida and Chetes, among others. These artists cover songs by British artist Morrissey and The Smiths in Spanish, adding their own special mix of Mexican culture and sounds.

Mexrissey links the two cultures that The Anglo Mexican Foundation strives to bring together. In 2017 the Foundation sponsored the group’s tour in the UK, in partnership with promoter Como No, as part of our programme to promote Mexican art in the UK. The group showcases the powerful mix and influence that British culture has on Mexican culture.

Teachers at The Anglo included this activity in their lesson plans, making the Foundation’s cultural offer visible to our students, thus enriching their classroom experience. With this programme Anglo Arts underscored the Foundation’s brand exposure internally and externally through the live broadcast of the concert on the festival’s website, social networks, press and local publicity, bringing us closer to our students and community in the country. This collaboration represented a key step towards building a quality educational offer, with the differentiator of a cultural branch that builds bridges between Mexico and the UK.

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ACKNOWLEDGEMENT

We would like to extend our gratitude to our students, teachers, collaborators, as well as their families and our partners for their dedication, commitment, and loyalty.

The results that we share today are the sum of all the people, organizations, and institutions that collaborate with us, both in Mexico and in the United Kingdom, and inspire us to continue this path.

Y O U

going forward

The focus on social impact has allowed us to look back at our purpose and place it at the centre of what we do.

We generate social impact through efforts and activities that focus on:

- **Enhancing the breadth and depth** of our impact in the community
- **Safeguarding the physical and mental health** of our employees
- **Preparing our employees** for future challenges by developing their skills
- **Protecting diversity, ensuring equality** and inclusion in the workplace
- **Promoting collaborative thinking**
- **Ensuring transparency in measuring** and reporting our investment and social impact.

The systematisation of information and the evaluations obtained so far have had an effect that not only allows us to be more accountable to our stakeholders, but also benefits the entire organization..

In 2021, we continued the incremental process of implementing our Social Impact Model. For the second year in a row, we measured the IOS Financial Performance and IOS Collaborators, while we reported for the first time the IOS Brand Value and IOS Key Programmes and Scholarships. As a result, by the end of 2021, we have implemented eighteen indicators, and advanced 45%, of the full implementation of our model.

We will continue to report on the IOS shared so far and will add the indicators for Teachers, Students and Cultural Exchange. The implementation of this Social Impact Model will continue to be a means to account for our performance and bring perspective about our role in society, as well as to continuously improve our performance and generate greater credibility and commitment among our collaborators, beneficiaries, and partners.

At The Anglo Mexican Foundation, we transform lives through education and culture; it is what shapes our strategy and sets us apart as a non-profit organisation.

We evolve with the changing environment around us. We are committed to the development of our beneficiaries and to making a significant impact on the communities we serve.

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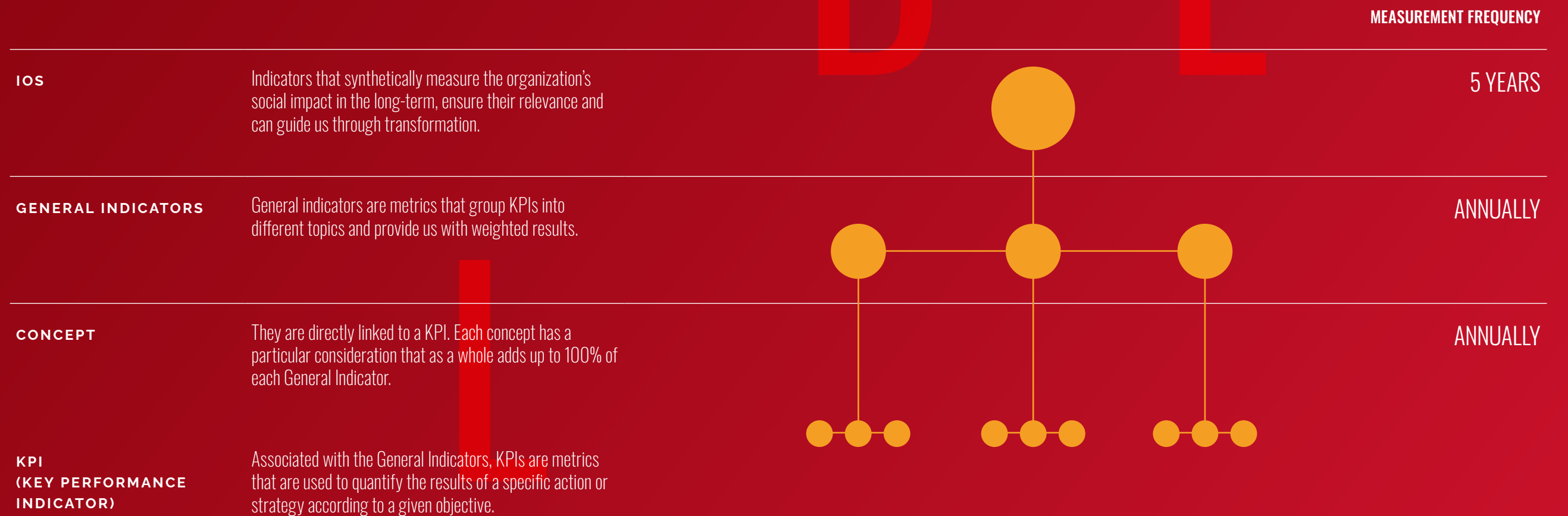
social impact MODEL

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SOCIAL IMPACT INDICATORS (IOS)

Our social impact model is comprised of three indicator levels



**IOS FINANCIAL
PERFORMANCE
RESULTS****IOS
FINANCIAL PERFORMANCE****2021**

GENERAL INDICATOR	CONCEPT	KPI	WEIGH-IN	MDP INVESTMENT	SCORE	GOAL	KPI RESULTS	IOS WEIGH-IN	INTEGRATED IOS	INTERPRETATION
INSTRUMENTS	Social Responsibility	Investment vs. TAMF income	15%	\$8.20	2.07%	2.42%	85.58%	12.84%	60.43%	The positive results in Social Responsibility, Benefits and Academic Training reflect the Foundation's sustained commitment to its employees and beneficiaries. Towards 2025, we seek to increase investment in Key Programmes and Scholarships, as well as in Cultural Exchange; the main challenge is to balance investment in Educational Incentive to achieve a healthier relationship with the rest of the Foundation's social impact instruments.
	Educational Incentive	Investment vs. TAMF income	5%	\$49.31	12.45%	7.92%	42.73%	2.14%		
	Academic Training	Investment vs. Payrol cost	12%	\$3.25	1.35%	1.36%	99.21%	11.91%		
	Benefits	Investment vs. TAMF income	8%	\$6.52	2.71%	3.03%	89.32%	7.15%		
KEY PROGRAMMES AND SCHOLARSHIPS	Key Programmes and Scholarships	Investment vs. Operational cost	35%	\$3.83	1.95%	3.99%	48.81%	17.08%		
CULTURAL EXCHANGE	Arts, Culture and Library	Investment vs. Operational cost	25%	\$1.02	0.52%	1.39%	37.31%	9.33%		

**IOS
KEY PROGRAMMES
AND SCHOLARSHIPS
RESULTS**
**IOS
KEY PROGRAMMES AND SCHOLARSHIPS**

											2021	
GENERAL INDICATOR	GI WEIGH-IN	CONCEPT	KPI	KPI VALUE	MODALITY	SCORE	GOAL	PERFORMANCE BY MODALITY	KPI RESULT	IOS RESULTS	INTEGRATED IOS	INTERPRETATION
SCOPE	40%	Coverage	Scope direct beneficiaries	57%	Language students	100%	100%	100%	90.4%	89.6%		We identified opportunities for improvement in teacher programmes. We will adapt these programmes for distance learning without compromising quality.
					School students	100%	100%	100%				
					Teachers	61.5%	100%	61.5%				
					Artists	100%	100%	100%				
					Collaborators*							
		Expansive Resonance	Scope indirect beneficiaries	43%	Language students	100%	100%	100%	88.5%			
					School students	100%	100%	100%				
					Teachers	61.5%	100%	61.5%				
					Artists	92.4%	100%	92.4%				
					Collaborators							
RELEVANCE	60%	Terminal Progress	% compliance with programme	57%	Language students	100%	100%	100%	87.5%	89.41%		There is high efficiency in terms of Terminal Progress. The personalised follow-up given to the grantees throughout the scholarship allows us to identify obstacles that may negatively impact their final achievement.
					School students	100%	100%	100%				
					Teachers	50.0%	100%	50.0%				
					Artists	100%	100%	100%				
					Collaborators							
		Satisfaction with the Experience	Satisfaction	43%	Language students	83.8%	100%	83.8%	91.7%			
					School students	96.4%	100%	96.4%				
					Teachers	86.8%	100%	86.8%				
					Artists	100%	100%	100%				
					Collaborators							

*to be implement

**IOS
COLLABORATORS
RESULTS**
**IOS
COLLABORATORS**
2021

GENERAL INDICATOR	GI WEIGH-IN	CONCEPT	KPI	ADJUSTED KPI	LEVEL	VALUATION	SCORE	GOAL	SCORE BY LEVEL	RESULTS BY LEVEL	KPI RESULTS	IOS RESULTS	INTEGRATED IOS	INTERPRETATION
COMMITMENT	35%	Staff Diversity	Men and Women Ratio	25%	Senior Management	30%	16.7%	50%	33.4%	10.02%	80%	82.3%		Staff Diversity within the Foundation gives us the opportunity to generate actions that promote gender equity in senior management positions.
					Directors	40%	62.5%	50%	100%	40%				
					Management	30%	54.8%	50%	100%	30%				
		Engagement	Engagement Survey score	75%	Everybody	NA	71%	85%	NA	NA	83.06%			The results of the Engagement survey reflect the efforts we have made together to being certified as a "Great Place to Work".
PERFORMANCE	40%	Internal Service Quality	Cross-service Survey score	100%	Everybody	NA	3.9	4.5	NA	NA	86.67%	86.67%	82.55%	Expertise was the best evaluated item on the survey for the business and support areas, which speaks of a team with the experience and knowledge necessary to maintain internal service quality.
DEVELOPMENT	25%	Career Progression	% person occupying senior positions	100%	Senior Management	20%	33.3%	80%	41.63%	8.33%	76.3%	76.33%		In Career Progression, our intention is to further drive staff development through a robust training plan.
					Directors	40%	69.0%	80%	86.25%	34.50%				
					Management	40%	67.0%	80%	83.75%	33.50%				

**IOS
BRAND VALUE
RESULTS****IOS BRAND VALUE**

													2021			
GENERAL INDICATOR	GI WEIGH-IN	CONCEPT	KPI	KPI VALUE	BUSSINES UNIT (BU)	BU VALUATION	SCORE	GOAL	BU COMPLIANCE	KPI RESULTS	IOS RESULTS	INTEGRATED IOS	INTERPRETATION			
B2B EXPERIENCE	20%	Customer Recommendation	NPS	60%	IECA*	100%	92	71	100%	100%	98.9%		The capacity and expertise of the Foundation's teams is reflected in the results of Customer Satisfaction.			
		Customer Experience	CX Survey	40%	IECA*	100%	4.63	4.76	97.3%	97.3%			The strongest aspect of our educational services lies in the content we offer and the way teachers perform in the classroom.			
B2C EXPERIENCE	80%	Customer Recommendation	NPS	60%	The Anglo	70%	45	71	63.4%	68%	74.1%		There are aspects of administrative processes, management, and billing that we will improve to enhance the service we provide to our community. The implementation of technological innovations will allow us to optimise the experience of our beneficiaries.			
					TCS&C**	30%	55	71	77.5%							
		Customer Experience	CX Survey	40%	The Anglo	70%	4.00	4.76	84.0%	84%						
					TCS&C**	30%	3.98	4.76	83.6%							

* International Exams and Courses Abroad

** The Churchill School and College

/directory

General Associates
Assembly Board

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Vicente Armendáriz	PRESIDENT
Richard Atherton †	John McCarthy
Geoffrey Baxter	VICEPRESIDENT
John McCarthy	Geoffrey Baxter
Fernando F. Castaños	TREASURER
Susana Duncan	Cheryl G. Davies
Miguel S. Escobedo †	BOARD MEMBER
Maria Jessen	Christopher Stephens
Timothy Heyman	BOARD MEMBER
Robert Hickman	Ignacio Aguilar Álvarez
Jennifer Holden	BOARD MEMBER
Lewis Adams	Janet Buirá
Gifford Moody	BOARD MEMBER
Humberto D. Pánuco	Humberto D. Pánuco
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Andrew Wygard	Víctor E. Treviño
Christopher Stephens	
Janet Buirá	
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Víctor E. Treviño	

Executive
Management Team

Anthony McCarthy Sandland	María del Carmen González Vera
CHIEF EXECUTIVE OFFICER AND DELEGATE BOARD MEMBER	THE ANGLO DIRECTOR
Simon Hedley Brewster	Julia Anne Billingham
CHIEF ACADEMIC OFFICER	DIRECTOR OF THE ANGLO INSTITUTE OF EDUCATION
Niall Lloyd	Ileana Franco Urquidi
CHIEF COMMERCIAL OFFICER	CENTRE OF INTERNATIONAL EXAMS DIRECTOR
Jimena Lara Estrada	María Teresa Guevara Guzmán
CHIEF CULTURE & SOCIAL IMPACT OFFICER	DIRECTOR GENERAL THE CHURCHILL SCHOOL & COLLEGE
Eduardo Palazuelos Zaragoza	Justin Laurence Carter
CHIEF COMPLIANCE & LEGAL OFFICER	DEPUTY DIRECTOR GENERAL THE CHURCHILL SCHOOL & COLLEGE
Efraín Salinas Arciniega	Paulina Treviño Prado
FINANCE DIRECTOR	MARKETING DIRECTOR
Armando Arenas	
DIRECTOR OF HUMAN TALENT	

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