

2021

SOCIAL IMPACT REPORT
EXECUTIVE SUMMARY

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 PROGRAMS, WE OFFER
OPPORTUNITIES FOR IMPROVEMENT
IN A BILATERAL EXCHANGE BETWEEN
MEXICO AND THE UNITED KINGDOM.



INTERNATIONAL EXAMS
& COURSES ABROAD



Institute of Education



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 INVESTED (MP)

Social Impact Instruments, Key Programmes and Scholarships

72.07**BENEFICIARIES****38,063****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**11****KEY PROGRAMMES
AND SCHOLARSHIPS**

Promotion of the beneficiaries' personal and professional development.

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.

It is formed by of seven Indicators of Social Impact (IOS) built over several phases, which are interrelated and feed 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 process of implementation.

DNA

The purpose of our organization captures our social commitment, models our strategy, and defines the organizational culture of our Foundation, geared towards excellence.

1. FINANCIAL PERFORMANCE

Supports funding to invest strategically with a social return criterion.

Integrates 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, which reflect the wider educational and artistic scope and impact of our work and allow us to promote, through scholarships, beneficiaries chosen through a rigorous selection process, and accompanied throughout their journey.

6. CULTURAL EXCHANGE

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 with education and cultural exchange.

Financial 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.

60.43%
OF COMPLIANCE



1. Key Programmes and Scholarships

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 achieve their educational and cultural transformation.

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, and we boosted the development of The Anglo Institute of Education, our higher education school focused on teacher training of any subject and at any level.

Our Social Impact Programmes and Scholarships reflect the educational and cultural essence of our Foundation. This economic support aimed at exceptionally talented beneficiaries favouring the 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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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.

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 in this area 2.73 million pesos; 1.39% of the annual operating cost of The Anglo Mexican Foundation. The COVID-19 pandemic required 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 37.36% of the projected 2.73 MP. As in the previous case, it is a lower amount than intended, consistent with the current economic context.



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.

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By the end of 2021, the Foundation had spent 3.25 million pesos. This amount meets 99.2% of the indicator for this Instrument, which reflects the consistent support for the training of our employees.

4. Academic Training

The long-term aspiration 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 constant support of the training of our employees.



5. Benefits

The investment in this area is intended to reinforce the commitment and engagement of employees with our Foundation.

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.

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 granted 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.

The result of the Financial IOS is 60.43%. This represents a similar score to that of 2020 (60.3%), consistent with the economic impact of the pandemic, which persisted in 2021. 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 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.

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.

For detailed information on the Finance IOS, please refer to the full version of our 2021 Social Impact Report



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.

89.41%
OF COMPLIANCE



They are designed and managed with methodological rigour to allow us to monitor the impact on our beneficiaries, track their experiences, and beyond. 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 is organised into six categories according to the category of recipient they are aimed to: collaborators, teachers, students, and artists. Throughout 2021 we operated 11 programmes.

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.

1. SCOPE

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

COVERAGE

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 stipulated 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) programs with favourable results; however, we are dedicated to reaching more teachers by adapting these and other programs to distance and hybrid learning schemes.

OUTREACH

The beneficiaries of our Key Scholarships and Programmes 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 grantee to the next level of development, but also reaches the people that surround them personally or professionally, 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.

88.5%
overall result for
outreach indicator

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.

87.5%
degree completion
final score

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.



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.

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

The operation of our Key Programmes and Scholarships 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.

For detailed information on the Key Programmes and Scholarships IOS, please refer to the full version of our 2021 Social Impact Report



/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.

82.55%
OF COMPLIANCE

In 2021, we began a journey towards a working culture focused on interrelated processes and developing a strong staff, adaptable to change. 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. 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.

80%
of the target
in gender diversity

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

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 83% favourability against our target of 85%. This represents an improvement of ten percentage points in one year. The best rated dimension is of direct superiors, with 76% favourable responses, an increase of seven percentage points from 2020.

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, and sets us on a path to strengthen communication and streamline the response to employee needs.

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.

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



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.

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.

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.

For detailed information on the Collaborators IOS, please refer to the full version of our 2021 Social Impact Report



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.

79.08%
OF COMPLIANCE



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 Customer 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 industry.

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.



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.

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. Talking about the Customer Satisfaction Survey, The Anglo scored 84% and The Churchill School & College 83% of the target. The average of both percentages results in 83.9%.

This NPS rating shows that the strongest aspect 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.

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

We aim to become premium allies to our institutional partners.

BUSINESS TO BUSINESS EXPERIENCE

	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%

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

BUSINESS TO CONSUMER EXPERIENCE

	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%

For detailed information on the Brand Value IOS, please refer to the full version of our 2021 Social Impact Report



/te ach ers

Our teachers are the embodiment of the Foundation's mission. During 2021 we worked to increase opportunities for their development and growth.

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.

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 terms of the suitability of the faculty, we implemented initiatives for training and support that strengthened the close connection with our teachers.

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.

In 2021, The Anglo observed and evaluated approximately 180 teachers, an average of 2.5 times during the year. 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



de /stu nts

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.

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

The Degree Completion Rate of 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.



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.

During 2021, 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.

tu /cul ra exchange

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.



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.

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

at the Frida Kahlo Museum in Mexico City, worldwide streaming | Festival La Línea, Como No and Casa Azul

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)

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.

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 us as a whole.

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 and IOS Key Programmes and Scholarships. As a result, by the end of 2021, we have implemented eighteen indicators, and advanced 45% of the way, 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 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.

Learn more about our social impact activities and success stories in the full version of our 2021 Social Impact Report



/directory

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You can access here the complete version
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