



2022

A YEAR  
OF INTERNAL  
**TRANSFORMATION**

EXECUTIVE VERSION

TO

# CREAMTE



TO

# SEERVIEW





TO

GROW



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We are a self-sustaining, non-profit association founded 80 years ago. Through our educational institutions and cultural programmes, we offer exceptional opportunities for improvement in a bilateral exchange between Mexico and the United Kingdom.



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

The Anglo Foundation has made a significant change in its visual identity in the framework of its 80th anniversary. This rebranding aims to highlight and enhance the essential pillars of our institution: its British origin, its social purpose, its dedication to culture and the arts, and its commitment to education.

This rebranding represents a celebration of our history and, at the same time, a look towards the future. We are excited about this new chapter in history of The Anglo Foundation and hope that our community shares our enthusiasm for this transformation.



Since our doors opened in 1943, we have worked to strengthen the ties between Mexico and the United Kingdom. We are a national benchmark in the teaching of English as a second language, as well as a source of cultural and artistic opportunities. For eight decades, The Anglo Foundation has contributed to the development of our country through the sharing of knowledge and the academic excellence that distinguishes us.

Our commitment to the education and development of Mexico remains strong because of the efforts of our talented collaborators and teachers, the trust of our students and their families, and the support of many valuable national and international allies. As a self-sustaining, non-profit organization, we pride ourselves for the social impact we generate. We are committed to continuing to build a brighter, more collaborative world.

Here's **to many more years**  
of The Anglo Foundation!

We are  
celebrating  
**80 years** of  
The Anglo  
Foundation!



# LETTER



## FROM OUR CHIEF EXECUTIVE OFFICER

ON THIS OCCASION, WE CELEBRATE EIGHTY YEARS OF COMMITMENT TO THE EDUCATIONAL AND SOCIAL DEVELOPMENT OF MEXICO AND TO THE CREATION OF A BILATERAL EXCHANGES WITH THE UNITED KINGDOM. AS A COLLABORATOR OF THE ANGLO FOUNDATION, I AM HONOURED TO PRESENT THE RESULTS OF THE COMMITMENT WE MAINTAIN TO PROVIDING AN EDUCATIONAL AND SOCIAL OFFER OF EXCELLENCE THROUGH THE RESULTS OF OUR 2022 SOCIAL IMPACT REPORT.



**Our commitment to providing the highest quality in English language education has not diminished over the years; on the contrary, it has evolved to meet the demands of an ever-changing society.**

When the Anglo-Mexican Institute of Culture opened its doors in 1943, few could have imagined the impact and influence that this institution would have on the formation of future generations of Mexicans. During these eight decades we have devoted ourselves to honouring the people who have placed their trust in us. We have worked tirelessly to strengthen the ties between our two nations, consolidating bicultural experiences that, to this day, continue to expand the horizons of the students, teachers, collaborators, and artists we support.

Our commitment to offering the highest quality education in the English language has not diminished over the years. On the contrary, it has evolved to adapt to the demands of an ever-evolving society. Since I joined the Foundation, I have sought to guide our team towards the fulfilment of four strategic pillars:

- 1. Promote continuous growth and guarantee our sustainability**
- 2. Consolidate excellence as the common thread of our organizational work**
- 3. Build an agile organization, with a transversal approach and in constant contact with its environment**
- 4. Efficiently communicate the scope of our work and its impact on society**

In 2022, our efforts to meet these goals resulted in a remarkable balance between financial recovery after the impact of the Covid-19 pandemic, and investment in our mission to transform our communities through education and culture. We allocated 53.6 million pesos in benefits and training for our collaborators, as well as financial support for students, and scholarships for outstanding students within the Mexican fields of artistic and cultural development. This investment represented 12.42% of our total income, which demonstrates the social commitment that we wish to maintain while we guarantee our sustainability as a not-for profit organization.

The Social Impact Model that we share in this report also shows our efforts to achieve organizational transformation, implement effective services, and take the necessary actions to promote the growth of our collaborators, teachers, and students. We are aware that the people we serve, in Mexico City and in other geographical areas, constitute the pillar which connects us to the environment. Therefore, much of the work reflected in our Social Impact Indicators has focused on maintaining a motivated and committed student base.

Consequently, this report reflects our efforts to strengthen our collaborators' professional growth and career progression. I am glad to report that currently 70.6% of our area managers and 62% of our management positions are occupied by staff who were already part of The Anglo Foundation which shows our commitment to the continuous development of our internal talent.

The achievements that we now present are the result of the dedication and effort of every person who is part of The Anglo Foundation, from our collaborators to our students, families, allies, and friends. We are infinitely grateful for your complicity and trust. In the years to come, we will continue to build a bright and collaborative future based on mutual knowledge, respect for values, and "the solidarity of intelligence", as we were urged by the then Secretary of Education, Jaime Torres Bodet, at our inaugural ceremony in 1943.

We are determined to face the challenges that the future holds for us, and I am confident that we are prepared to adapt to the changes of the society that we have had the privilege of serving during these eight decades. Let's continue working together for many more years of The Anglo Foundation and strive for an even more promising future.

  
**ANTHONY MCCARTHY SANDLAND**  
Chief Executive Officer





**The development of our community is the cornerstone of our Foundation's mission; hence the importance of measuring the extent of our academic impact and identifying areas of success and continuous improvement.**

## **LETTER FROM OUR CHIEF CULTURE & SOCIAL IMPACT OFFICER**

The year 2022 was an important step in the consolidation of the Social Impact Model on which we have focused our work during the last three working cycles in The Anglo Foundation. This year, we worked together on the design and implementation of two Social Impact Indicators that form the centre of our Foundation: Students and Teachers.

The development of our community constitutes the pillar of the Foundation's mission, from here derives the importance of measuring the scope of our academic impact and detecting areas of success and improvement.

The Social Impact Indicators and the relevant stories of our Foundation's scholarship recipients are the result of the constant work of all the teams that make up both the academic and support areas of the organization. We are proud to present the results of a year of dedication and work, for which I thank each of my colleagues. We would also like to recognise the Foundation's executive team for its commitment to this collective effort of transparency and transformation. My special thanks to the Social Impact team for their dedication and hard work. The commitment of each of the collaborators, teachers and beneficiaries who embody our mission is what allows The Anglo Foundation to positively impact current and future generations of Mexico.



**JIMENA LARA**  
Chief Culture &  
Social Impact Officer



# PERFORMANCE AND SCOPE 2022

## TOTAL AMOUNT INVESTMENT

(MP)

Key Social Impact Instruments, Programmes and Scholarship

# 53.62

## 3.96

### KEY PROGRAMMES AND SCHOLARSHIPS

that promote the training of excellence in their beneficiaries: artists, teachers, students and collaborators

## 0.18

### CULTURAL EXCHANGE

as well as in support for Mexican visual and performing artists

#### Social Impact Instruments

Social Responsibility	7.64
Educational Incentives	34.51
Academic Training	1.98
Benefits for our collaborators	5.33

## 49.48

## BENEFICIARIES

(people)

# 37,713

## 10

### KEY PROGRAMMES AND SCHOLARSHIPS

ongoing that boost the personal and professional development of all

**233 beneficiaries**

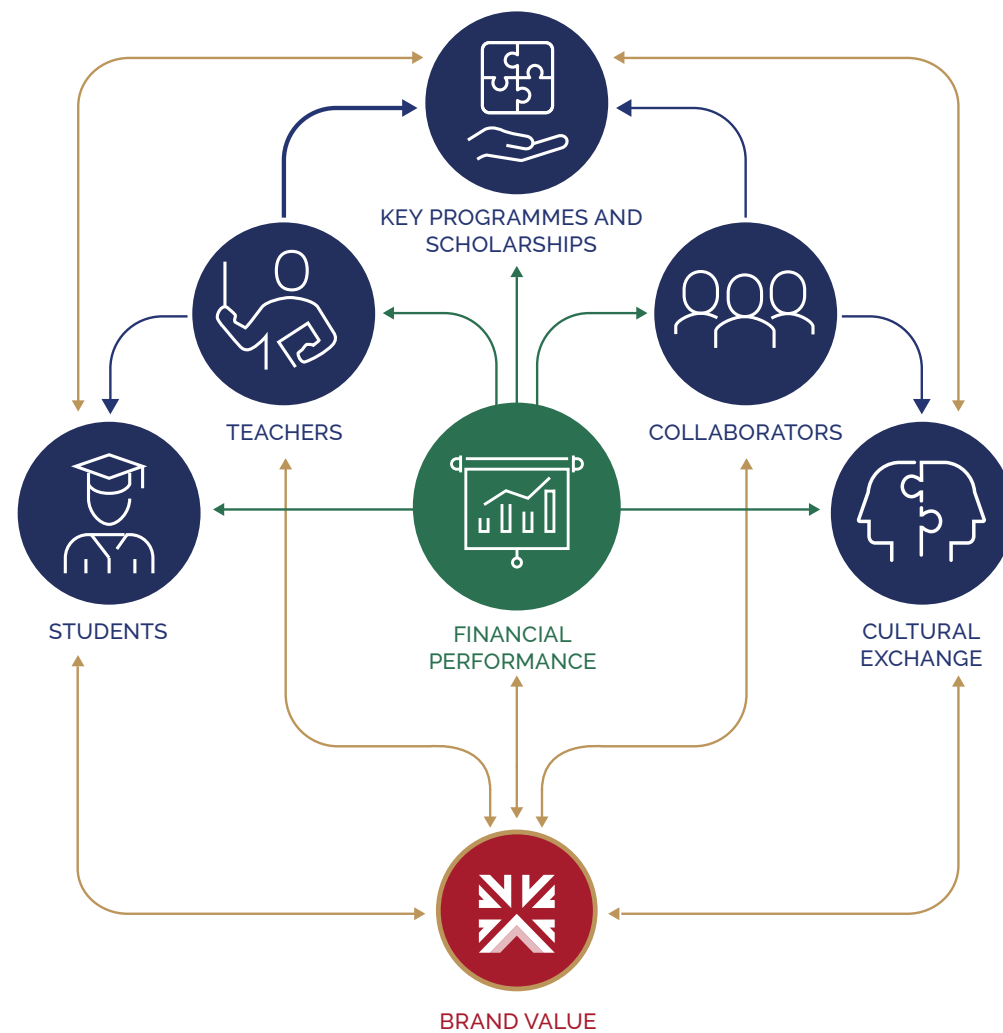
## 979

## 32,501

198
31,300
703
300



## OUR SOCIAL IMPACT MODEL



THE IMPLEMENTATION OF OUR MODEL HAS BEEN INCREMENTAL. THIS YEAR, WE REPORTED SIX OUT OF SEVEN SOCIAL IMPACT INDICATORS: IOS KEY PROGRAMMES AND SCHOLARSHIPS, IOS TEACHERS, IOS STUDENTS, IOS COLLABORATORS, IOS FINANCIAL PERFORMANCE, AND IOS BRAND VALUE. THIS REPRESENTS A 73% PROGRESS OF ITS FULL IMPLEMENTATION. WITHIN THE NEXT TWO YEARS, WE WILL COMPLETE THE IMPLEMENTATION OF THE KEY PERFORMANCE INDICATORS FOR EACH IOS, AND WE WILL BE ABLE TO REPORT INFORMATION THAT ACCOUNTS FOR SIX YEARS OF LABOUR. IN TURN, THIS WILL ALLOW US TO BETTER PLAN FOR THE MEDIUM AND LONG-TERM.

The  
implementation  
of our Model  
has been  
**incremental**



#### **IOS Collaborators**

We are interested in knowing how engaged our collaborators feel, to what extent they grow within our organization, and the quality of performance in their area and working together with other areas of the Foundation.

#### **IOS Teachers**

We check that our teachers have a high professional profile, teach quality classes, and develop within an established career plan.

#### **IOS Students**

We want to meet the expectations of our students who are studying with The Anglo Foundation. We ensure that they continue to receive the best international education and establish valuable relationships with their classmates and teachers. In this way, we provide more and better opportunities in their academic or professional future.

#### **IOS Cultural Exchange**

Anglo Arts & Culture is an essential part of our Foundation. We foster cultural exchange between Mexico and the United Kingdom that adds value to our Academic Units and increases cultural capital within our community and among diverse audiences.

#### **IOS Key Programmes and Scholarships**

We have developed a portfolio of Key Programmes and Scholarships that has a transformative effect on the lives of our beneficiaries. We measure it to obtain information on our scope and the different possibilities we have to support the development of students, young people in artistic and cultural training, artists, teachers, and members of staff

#### **IOS Brand Value**

The Anglo Foundation is synonymous with prestige and quality. We focus on becoming familiar with the experience of our students, parents, and educational and cultural institutions in order to improve our services.

#### **IOS Financial Performance**

Year after year, we focus our efforts on achieving an investment that ensures the greatest social return by making our services more accessible, investing in scholarships, prioritising our students and institutional allies, and diversifying our offer.



# FINANCIAL

## PERFORMANCE

FOR THE THIRD CONSECUTIVE YEAR WE REPORT, THROUGH OUR FINANCIAL PERFORMANCE INDICATOR, THE EFFORTS MADE BY THE ANGLO FOUNDATION TO MAKE ITS EDUCATIONAL AND CULTURAL SERVICES MORE ACCESSIBLE, ENSURING THE HIGHEST SOCIAL RETURN ON INVESTMENT.

**In 2022, we invested 53.6 million pesos in benefits and training for our community. This investment represented 12.42% of the Foundation's total income.**

## KEY PROGRAMMES AND SCHOLARSHIPS

From 2021, we started to measure the investment allocated to this portfolio. We made the selection of beneficiaries based on a criterion of excellence and combined the Foundation's programmes for greater impact and generated the maximum social return on investment.

In 2022, we reported our investment in nine Key Programmes and Scholarships, two less than in 2021. The goal we set for last year was 10.66 million pesos (4.82% of the operating cost of the Foundation), while the investment was 3.96 MDP, which is equivalent to 1.79% of the operating cost.



## ART, CULTURE AND LIBRARY

The Anglo Arts & Culture strengthened its activities both in the Anglo Arts Centre, The Anglo Foundation's own cultural space, and in other cultural spaces in Mexico. In the case of The Anglo Foundation Library, the conditions proved to be complex since the library had to remain closed to the public due to health regulations.

The investment goal for 2022 was 3.27 million pesos (1.48% of our operating cost) and 0.18 million pesos were invested; that is, 0.08% of our operating cost. Our goal towards 2025 is to boost our investment to 1.76% of our operating cost.

## SOCIAL RESPONSIBILITY

We continued support for our students and their families by investing 1.77% of the Foundation's total income in Social Responsibility. This is equivalent to 7.64 million pesos in scholarships for students of the Degree in English Language Teaching and Learning (LEAI) students of primary, secondary, and college at The Anglo Churchill School & College, and English students of The Anglo Academy. The rating of this social impact instrument with respect to the goal is 75.66%.

The investment goal in 2022 was 2.34% of the Foundation's total income, which is equivalent to 10.1 million pesos. The growth in enrolment of our schools in the coming years will allow us to achieve our set goal.

## ACADEMIC TRAINING

In 2022 we invested 1.99 million pesos (0.77% of the payroll cost) to improve performance and professional development, as well as to offer training courses for our teaching staff. The Academic Training Instrument was impacted by the spending policy, resulting in the gap between this investment and our initial 4.23 million pesos goal (1.64% of the payroll cost). The score we are reporting for this Instrument with respect to the goal is 47.09%.

## EMPLOYEE BENEFITS

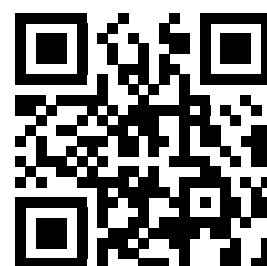
In 2022 the investment in this Instrument represented 2.07% of the payroll cost, that is, 5.33 million pesos, while the goal established for that year was 3.04%, which is equivalent to an investment of 7.83 million pesos; with a gap of 0.97% (2.5 million pesos). With these results, the final score for this instrument is 68.09%.

## EDUCATIONAL INCENTIVES

In 2022, we made more measured use of this strategy compared to the previous two years, prioritising the development of alliances with institutional clients with the purpose of building long-term collaborations.

The investment that The Anglo Foundation proposed in 2022 was 7.69% of its total income (33.2 million pesos). At the end of the year, the investment in educational incentives dedicated to our four Academic Units amounted to 34.52 million pesos, that is, 7.99% of the Foundation's total income. The score for this instrument compared to the target was 96.04%.

For detailed information on the Finance IOS, please refer to the full version of our 2022 Social Impact Report.



in 2022 we invested

1.99 MP

to improve performance and professional development for our employees and teaching staff

5.33 MP

in benefits for our collaborators to ensure reciprocal commitment to the Foundation



# STUDENTS



THIS YEAR, FOR THE FIRST TIME, WE ARE PRESENTING OUR DATA FOR THE STUDENT INDICATOR, WHICH CONSIDERS STUDENTS FROM THE ANGLO ACADEMY AND THE ANGLO CHURCHILL SCHOOL & COLLEGE.



94.7%

**of students from The Anglo Churchill School & College advance in their educational stages: from preschool to primary, from primary to secondary, and from secondary to college**

## COMPLETION OF STAGES OF EDUCATION

We were able to establish the parameters to continue the metrics and in the coming years we will expand the universe of students to include in the measurement, among others, the students of the Post-graduate Certificate in Education (PGCE) and the Bachelor's Degree in Teaching and Learning of the English Language.

This year, we measured the percentage of students who advance through the different stages of education to complete their studies.

### **Progression in Educational Stages The Anglo Churchill School & College**

At the end of the four years of preschool education contemplated in our school's curricular plan, 97.1% of the students of the 2021-2022 generation were enrolled in first grade of primary. Within the pool of students who completed sixth grade of primary, 87.5% belonging to the 2021-2022 generation enrolled in first year of secondary school. Of the 2021-2022 generation that graduated from the third grade of secondary school, 58% enrolled in the first grade of College or high school. The integrated score is 94.7% of students advancing in their educational stages.



92.6%

of students who graduate for The Anglo Churchill College achieve target scores for the IB Diploma and the international Cambridge IGCSE

The International Baccalaureate programme encourages students from around the world to adopt an active attitude of learning during all their lives.

### Achievement of English Language Goals in The Anglo Academy

We can ensure that a student's achievement of B2 level is a product of The Anglo Academy if they have studied at least twelve courses with us. Here, we understand reaching the language goal as passing the B2 level after 12 or more courses.

In 2022, 53.4% of students who achieved CEFR level B2 have taken 12 or more courses at the Academy. The goal is that in the next three years we achieve a percentage of 60% of students who achieve this level. Considering the information from 2022 and the goal that we have set, the Indicator score shows an 89% compliance.

### CERTIFICATION AND INTERNATIONAL PROGRAMMES AT THE ANGLO CHURCHILL SCHOOL & COLLEGE

This Indicator measures the percentage of third-year College students who achieve the minimum target score in the IB Diploma (International Baccalaureate Diploma) programme and the percentage of students who obtain the required grades to complete the international Cambridge IGCSE (International General Certificate of Secondary Education) programme. The score we obtained is 92.6%, which represents the number of students achieving the target scores in the two international programmes.

#### IB Diploma

The IB Diploma is obtained in the third year of college and represents the culmination of 16 years of training for each student at The Anglo Churchill School & College. In the generation that graduated in the 2021-2022 school year, 69.2% of students obtained the IB Diploma. In previous generations, percentages of up to 78% of students obtained the diploma. The goal we set for the next three years is 75%. Considering this objective, the Indicator score for 2022 is 92.3%.



# 66.4%

of students at The Anglo Churchill School & College obtain A\*, A, B, and C scores in all five subjects of the Cambridge IGCSE

# 92.1%

total score for Students IOS

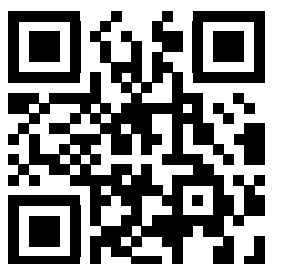


## Cambridge IGCSE

Cambridge IGCSE values knowledge, understanding and intellectual curiosity, flexibility, and the ability to adapt to change, as well as the possibility of influencing results, and the awareness of cultural differences. At The Anglo Churchill School & College, the programme begins in the third year of secondary and concludes in the second year of College, when the students take their final exams. In 2022, 66.4% of students registered to take the exams achieved grades of A\*, A, B and C in all five subjects. The goal we propose is that, in the next three years, 71% of students obtain these grades. Considering this objective, the score for the International Programmes Indicator is 93.5%.

The score for the Student Indicator is 92.1% compared to the 100% we aimed to reach. In the Educational Stage Progression KPI, our main area of opportunity is in the transition of students from secondary school to College, thus ensuring a solid formation as they complete their entire academic trajectory with the Churchill School educational model. The Language Level Achievement KPI helps us to generate a coordinated student retention strategy and the definition of the language level goal for institutional clients.

For detailed information on the Students IOS, please refer to the full version of our 2022 Social Impact Report.







# TEACHERS

THIS YEAR WE FOCUS ON TWO INDICATORS THAT CONCENTRATE ON OUR MOST SIGNIFICANT COMMUNITIES: OUR TEACHERS AND STUDENTS.



**This Indicator demonstrates the extent to which the teachers belonging to our diverse Academic Units meet the expected profile and manage to generate optimal learning conditions in the classroom. Our score is 93.3% compliance from the 100% we aspire to.**

## IDEAL TEACHING STAFF

We obtained a very clear picture of our community of teachers by measuring the percentage of compliance with the ideal profile in each academic unit, the number of years that teachers remain in the Foundation, the percentage of international teachers in each unit and the number of hours in front of a group that teachers deliver annually. In 2022, our rating was 90.3% of teachers who meet the ideal profile with respect to the goal of 100% that we sought to achieve.

### **Ideal Teacher Profile**

Our universe of teachers is made up of 83 full-time teachers in The Anglo Academy, 15 primary teachers in English (known as homeroom teachers) in The Anglo Churchill School & College, and 61 teachers in The Anglo Professional. In The Anglo Academy, the rating obtained indicates that 38.6% of full-time teachers have a Competent + level or higher. The goal is to bring 65% of teachers to that level of development in the next three years.

In The Anglo Churchill School & College, 88% of homeroom teachers meet the expected profile. In the coming years, our goal is for 92% of homeroom teachers to meet the highest standards. In the case of The Anglo Professional, 90.6% of the teachers currently meet the expected profile. Overall, the rating for this Indicator is 81.7%.

### Continuity

In this Indicator we include two business units: The Anglo Academy and The Anglo Professional. To measure this Indicator, we reviewed the work history of the 83 staff teachers that the Academy had in 2022. In this case, 63.9% of this group have been working at the institution for four or more years. The goal for 2025 is to increase this percentage to 70%.

Regarding The Anglo Professional, the retention goal we seek to achieve is for 65% of teachers to remain in the unit for a period of 3 to 5 years. The grade obtained in the first measurement is 63.9%. When adding the results of both Academic Units, the score for this Indicator is 93.4%.

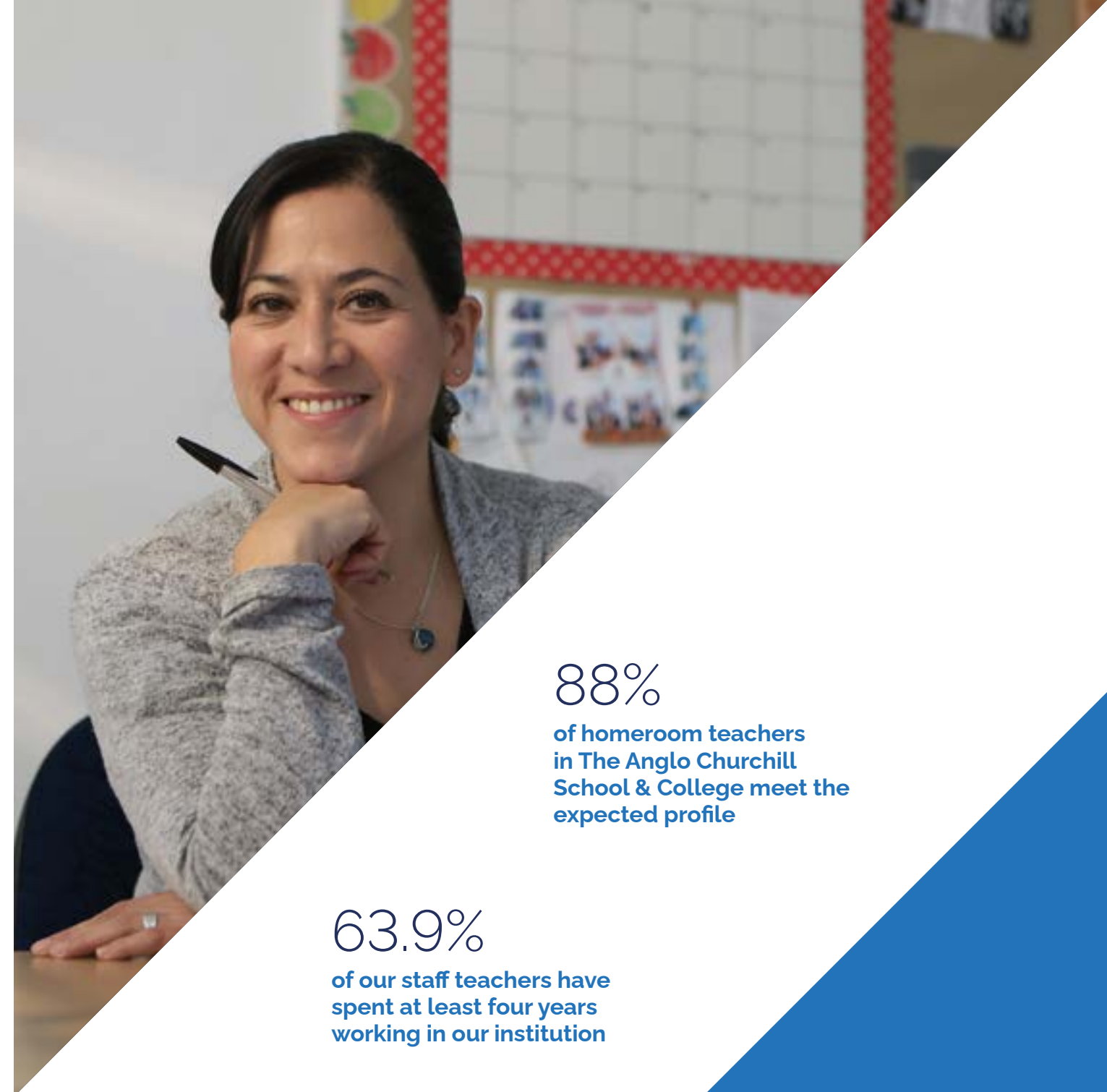
### Teacher Backgrounds

In our English school The Anglo Academy and in our formal education school, The Anglo Churchill School & College, it is important to include international teachers on our staff who help fulfil our value proposition.

In our English school, 10.8% of regular teachers come from abroad. This reaches 100% of the 10% goal we aspire to. In the case of our formal education school, 46.7% of the homeroom teachers are from diverse international origins. The goal is to reach 50% in the next three years. The integrated rating of the Teacher Background Indicator has a compliance level of 96.4%.

### Teaching Activity

In The Anglo Academy, 68.7% of staff teachers teach between 800 and 1200 hours of class per year. The goal is for 70% of the teaching staff to reach that number of hours. The result of this Indicator is 98.1% of teachers who meet the number of hours they are expected to teach in front of the group in a calendar year.



88%

of homeroom teachers in The Anglo Churchill School & College meet the expected profile

63.9%

of our staff teachers have spent at least four years working in our institution





**97.8% of staff teachers  
obtained scores within the  
expected ranges**

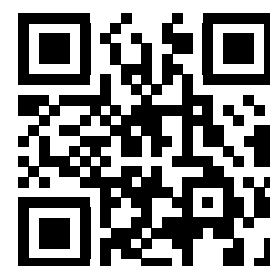
## TEACHING EFFECTIVENESS

By Teaching Effectiveness, we refer to the extent in which teachers manage to generate optimal learning conditions in the classroom by making use of an appropriate range of pedagogical tools. We base our measurements on the results of our Quality Assurance Program (QAP).

Based on QAP scores, which range from 1.0 to 4.0 points, where lesson planning, teaching practice, lesson reflection, and use of English are evaluated, the average score of The Anglo Academy's staff teachers is 2.42 points. This Indicator's score shows that 97.8% of staff teachers obtained scores within the expected ranges.

\*Scores are assigned according to the following criteria:  
Inadequate: 1.00-1.99, Good: 2.50-2.99, Exceptional: 3.00-4.00

For detailed information on the Teachers IOS, please refer to the full version of our 2022 Social Impact Report.



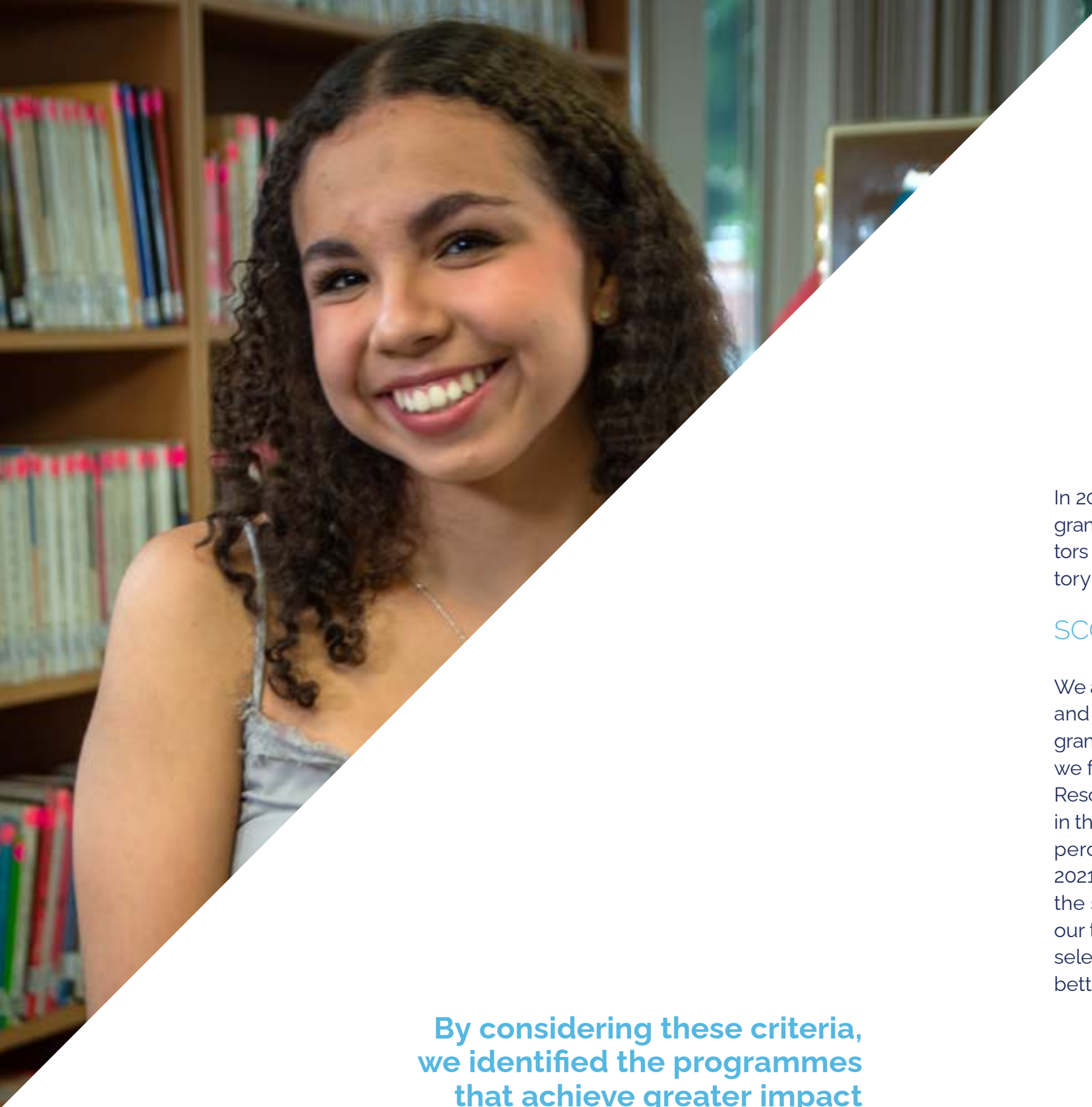


IOS KEY PROGRAMMES  
AND SCHOLARSHIPS

# KEY PROGRAMMES AND SCHOLARSHIPS



OUR PORTFOLIO IS MADE UP OF SCHOLARSHIPS FOR STUDENTS OF ENGLISH AS A FOREIGN LANGUAGE, FOR STUDENTS AT THE CHURCHILL SCHOOL & COLLEGE, AS WELL AS TEACHERS, YOUNG PEOPLE IN CULTURAL AND ARTISTIC TRAINING, PROFESSIONAL ARTISTS, AND COLLABORATORS.



**By considering these criteria, we identified the programmes that achieve greater impact due to their content, the level of preparation and experience of the professors who teach them, and the institutional alliances they generate.**

In 2022, we present data for nine Key Programmes and Scholarships and two indicators related to the performance and trajectory of the professional artists we support.

### SCOPE

We are interested in quantifying the direct and indirect beneficiaries of our Key Programmes and Scholarships. To achieve this, we focus on the Coverage and Expansive Resonance Indicators. The grade obtained in these two areas was 81.3%, that is, eight percentage points below our results in 2021 (89.6%). We will work strategically in the selection of training programmes for our teachers, as well in the more accurate selection of teacher profiles to guarantee better performance in the future.



125

active beneficiaries

845

indirect beneficiaries

91.6%

of our scholarship recipients fulfilled their expectations and lived a transformative experience

## Coverage

The number of beneficiaries predicted for 2022 was 142, of which we managed to include 125 in different Key Programmes and Scholarships. As a result of this, we achieved a result of 81.3% in this Instrument.

The beneficiaries who study English come from two programmes:

*Strengthening Language Learning in Special Populations*, in partnership with the BBVA Foundation, and *Promotion of Certification in High-performing Students*. Our alliance with the BBVA Foundation began in 2020 and has grown since then. The programme to promote certification in high-performing students began in August 2022 thanks to a collaboration between The Anglo Academy and The Anglo Assessment. Six of the fourteen students participated in the first programme.

This year, we are reporting three Key Programmes and Scholarships that belong to The Anglo Churchill School & College: *The Churchill Academic Excellence Scholarship*, *The Churchill Scholarship Programme*, and

*The Churchill Debate Scholarship*. At the end of the year, 29 of the 31 students were part of these programmes. Considering the segment of young people in artistic training and professional artists, we contributed directly to the training of the thirteen expected beneficiaries.

## Outreach

In the case of indirect beneficiaries, we included 845 people of the 1,547 that we estimated at the beginning of the year. The indirect beneficiaries are individuals related to the scholarship recipients who are also benefited by the programme, such as the families of the beneficiaries. The score for the Outreach Indicator was 81.3%.

## RELEVANCE

Our score is 96.4% compliance in this Indicator, thanks to the quality of our programmes, close monitoring of the scholarship recipients, and the institutional support of our allies. We measure these objectives using the Terminal Progress and Experience Satisfaction Indicators.

### Completion Rate

This Indicator ensures all the scholarship recipients concluded their programmes on time and within the established standards, with 100% compliance. Of the 125 active beneficiaries in 2022, 34 completed their Key Programmes and Scholarships on schedule.

### Experience Satisfaction

To know the level of satisfaction of our beneficiaries, we applied a survey that measured the quality of our Key Programmes and Scholarships. Our score on this Indicator is 91.6%, compliant with expectations and relevant experiences.





**Our Key Programmes and Scholarships are the backbone of our social impact.**

**89.6%**

score we obtained on the Key Programmes and Scholarships IOS

**Earthquake Mass Re-Imagined reached an audience of more than 11,500 people in six venues at Mexico City, Guadalajara, and Michoacán.**

### MEDIUM AND LONG-TERM PRODUCTIVITY

In 2022, *Earthquake Mass Re-imagined* was premiered, produced by the British artist Kathy Hinde, beneficiary of the Key Programme in Artistic Creation and Dissemination: Visual, Performing, and Sound Arts promoted by The Anglo Arts & Culture, in collaboration with the Scottish art house Cryptic Glasgow Ltd., as well as UNAM. Through exhibition of this artistic work, we were able to measure two Social Impact Indicators -Performance and Career- designed to rate the work of professional artists.

#### Performance

This Indicator considers variables such as originality, message clarity and audience engagement, the artist's mastery of the technique, collaboration with the different institutions involved and compliance with the original project that was proposed. By adding these variables, the performance rating was 70% of the target goal that was set.

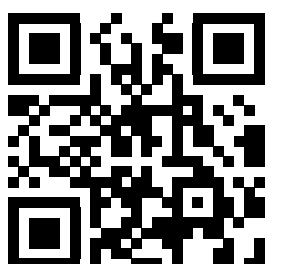
#### Trajectory

This indicator refers to the impact on the media that the work generated, the forums where it was presented, the audiences that visited it and the publications it generated. *Earthquake Mass Re-Imagined* was exhibited in several venues in Mexico City, Morelia and Guadalajara.

In total, Hinde's work of art reached an audience of more than 11,500 people in the six venues and generated 283 publications in different media. For these reasons, compliance with this indicator is of 100%.

The Key Programmes and Scholarships Indicator represents The Anglo Foundation's greatest impact on society through educational and cultural work. In this second year, the score we obtained was 89.6%, a growth of 0.2 percentage points compared to 2021.

For detailed information on the Key Programmes and Scholarships IOS, please refer to the full version of our 2022 Social Impact Report.





# COLLABORATORS



THE COLLABORATORS INDICATOR REFLECTS WHAT THE FOUNDATION EXPERIENCES AT ITS CENTRE. IT MEASURES THE COMMITMENT WE SHOW TO OUR COLLABORATORS AND VICE VERSA, THE PERFORMANCE OF THE AREAS AS PROVIDERS AND INTERNAL CLIENTS, AND THE DEVELOPMENT THAT WE HAVE PROMOTED WITHIN OUR OWN STRUCTURES TO PROMOTE AND ENSURE THE GROWTH OF THE MEMBERS OF THE FOUNDATION STAFF.



**We have made progress in building a strong and healthy work culture. In the three years that we have been measuring this Indicator, we have observed a team of collaborators which is capable of using new systems and mapping out processes that prioritise and order activities more effectively.**



## COMMITMENT

The score in 2022 was 82.11% with reference to the goal we aspired to (100%), which represents a slight decrease compared to 2021 (82.55%) and a growth of 2.3 points compared to 2020 (79.76%).

Commitment refers to the degree of identification and sense of belonging from our Foundation's community of collaborators. We measure it based on two Indicators: Diversity and Engagement. The integrated score of the Commitment indicator is 80.5%, a decrease of 1.8 percentage points compared to 2021 and of 3.9 points compared to 2020. The close work of Human Talent with each of the departments that make up the Foundation will be essential to correct this trend.

**In 2022, The Anglo Foundation's staff structure is very different from what it was at the beginning of 2020.**

### Diversity

With respect to diversity, we seek gender parity in our management and senior management positions. The rating of this Indicator is 78.6%, which represents a decrease of 1.4 percentage points compared to the 80% we obtained in 2020 and 2021. Although new management and director posts have been created, where we had reached the goal of parity, since 2020, our rating has decreased because the senior management segment still represents an area of opportunity in which we will continue to work.

### Engagement

The changes that the Foundation experienced from 2020 to 2022 influenced the score of this Indicator. We observe a downward trend in the three years of measurement we have achieved so far. Eleven of the seventeen dimensions that we measured through a survey answered by 90% of the collaborators (470 people) decreased in favourability level, while three of them are neutral, and three more increased their score. We are at 81.2% of the goal we aspire to, which is 85% favourability, and we will continue working to achieve it.

## PERFORMANCE

Our purpose is to identify how transversal and effective the collaboration between areas is, in such a way that the service to our communities of beneficiaries is favoured. In 2022, four academic units and twelve support areas participated. As a result, we maintained the 2021 rating, that is, 86.7% of the goal we aspired to, that is, 3.9 out of 4.5 points, which represents the level of excellence in this Indicator.

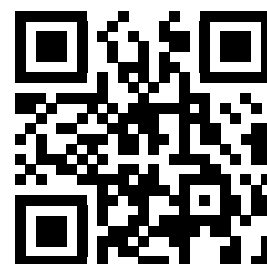






**77%**  
of positions opened  
or created are occupied by  
The Anglo Foundation staff

For detailed information on the Collaborators IOS, please refer to the full version of our 2022 Social Impact Report.



### Internal Service Quality

Based on the score obtained in the Internal Service Survey, the main opportunity for improvement in our Support areas is the time it takes to offer solutions and recommendations to our Academic Units, while the support areas consider that the main possibility for improvement is in the ability of the Academic Units to request solutions with realistic deadlines and scope. We will continue working to relate survey results with improvement in the quality of the services we offer, as well as with strategic planning.

### DEVELOPMENT

The Indicator that measures development is Career Progression, which accounts for the percentage of management and senior management positions occupied by our internal staff.

In 2022 we obtained a 77% rating versus the goal we set, that is, that 80% of the positions that are open for applications or created are filled by internal staff of The Anglo Foundation.

#### Career Progression

At the three levels that we measure: managers, directors, and senior management, we have promoted the generation of internal executive talent. At the senior management level, the score increased in 2022. We went from a percentage of 33% of positions occupied by internal staff in 2021 to 42.9%.

In the directors' segment, we also observed growth in 2022, going from 69% of director positions occupied by internal personnel in 2021 to 70.6%, which meant that 12 of the 17 directors were internally promoted. In the managers segment, 8 new positions were appointed that were occupied by personnel who grew and developed their talent within the Foundation. In total, 62% of management positions were occupied by internal staff, a decrease of five percentage points compared to 2021 (67%).





IOS CULTURAL  
EXCHANGE

# CULTURAL EXCHANGE



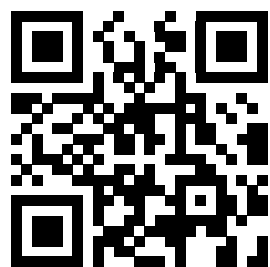
THE ANGLO ARTS & CULTURE  
PRIORITISED ESTABLISHING AND  
STRENGTHENING INSTITUTIONAL  
ALLIANCES THAT CONTRIBUTE TO  
ITS MISSION: PROMOTING CULTURAL  
TIES BETWEEN MEXICO AND THE  
UNITED KINGDOM.

The Anglo Arts & Culture encourages access to the culture of both nations. Furthermore, it seeks to impact both the careers of the artists who benefit from the scholarships it offers, and the communities it serves.

### Among the artistic activities, it is worth mentioning:

- *Earthquake Mass Re-Imagined* exhibition, by British artist Kathy Hinde.
- The Shakespeare Competition celebrated its twentieth anniversary with the participation of students from high schools from all over Mexico. The winner was granted a scholarship for the summer programme at the British American Drama Academy (BADA) in the UK.
- The Anglo-ESU Public Speaking Competition held its second event.
- Face-to-face workshops of the International Dramaturgy Programme in collaboration with the Royal Court Theatre, Teatro UNAM and the Ingmar Bergman Chair in Theatre and Cinema at UNAM
- Presentation of the English baritone Lawrence White in alliance with the Guanajuato Cultural Forum.

For detailed information on the Cultural Exchange IOS, please refer to the full version of our 2022 Social Impact Report.





IOS BRAND VALUE

BRAND

# VALUE



THE BRAND VALUE INDICATOR MEASURES THE LOYALTY OF OUR CUSTOMERS BASED ON THE GLOBAL NET PROMOTER SCORE (NPS) STANDARD; THE SATISFACTION OF OUR CLIENTS FROM THE EXPERIENCES THEY HAVE WHEN ACQUIRING OUR SERVICES, KNOWN AS CUSTOMER EXPERIENCE (CX) AND THE RETENTION OF OUR INDIVIDUAL AND INSTITUTIONAL CLIENTS.





The results we present reflect the 2022-2023 school year in the four academic units that participated. The Indicator's rating is 72.1% with respect to the goal of 100% to which we aspire. In the NPS, the academic units reflect a drop in their rating, also caused by the challenges of readapting to face-to-face and virtual school routines.

**72.1%**  
score in the  
Brand Value Indicator

**The Anglo Assesment obtained 80 points at the NPS score, that is, 9 points above the educational sector benchmark, which stands at 71 points.**

## BUSINESS TO BUSINESS B2B) EXPERIENCE

### The Anglo Assessment

The Anglo Assessment is our academic unit focused on English language certification services offered to schools throughout the country and in Central America. We scored 80 points on the NPS score; which is 9 points above the educational sector benchmark which stands at 71 points, therefore, our rating on this KPI is 100%.

The score on the Comprehensive Customer Experience (CX) Indicator remained stable: 4.54 points, while in 2021 we obtained 4.64. The benchmark of the educational sector is 4.76 points, which represents the goal we aspire to reach. Our score on this KPI is 95.4%.

**Retention of our institutional clients**  
**The Anglo Academy**  
**The Anglo Assessment**  
**The Anglo Professional**

Starting in 2022, we begin measuring the retention of our institutional clients. This indicator was measured considering the clients served during 2022 who have a relationship with The Anglo Foundation since 2021. In the case of The Anglo Academy, 52% of Institutional clients from the immediate previous year remained active in 2022. The goal is to achieve 60% client retention.

In The Anglo Professional, 94% of the schools served in 2021 (32 out of 34) continued with us in 2022. Growth in the number of institutional clients will allow us to reach our expected goal of 95%.

In The Anglo Assessment, 73.8% of the schools attended in 2021 remained in 2022 and the percentage we aspire to reach is 76%. The year 2022 represented a significant recovery of clients, as the number increased by 26% compared to 2021. The recovery is expected to continue and be driven by the dissemination of the portfolio of services and the prestige of allied brands such as Cambridge, Michigan and IELTS.

In conclusion, this institutional client retention indicator received a rating of 94.3%.

**BUSINESS TO CONSUMER**  
**(B2C) EXPERIENCE**

**The Anglo Academy**

The most significant impact on the experience score of our students when acquiring educational services from The Anglo Academy was observed in the items related to the personalisation of the educational experience. This represents an area of opportunity for the operation, mainly regarding the aspects of infrastructure and services. The rating in this Customer Experience KPI went from 4.0 points in 2021 to 3.73 in 2022. Our goal is to reach 4.76 points in line with the educational sector benchmark.

**The Anglo Churchill School & College**

For the second consecutive year we measured eleven dimensions related to the educational service that our families receive. In 2022 the rating in the Net Promoter Score dropped from 55 to 19 points out of the 71 that correspond to the educational sector benchmark. In this KPI, the greatest opportunities for improvement that were identified in primary and secondary school and are already being addressed as a priority.

In the case of the experience of families, the rating was 3.74 points compared to the 4.76 we aimed at as a goal established by the educational sector benchmark.







**78.4%**  
score obtained in  
the Comprehensive  
Customer Experience  
Indicator

In conclusion, the result of the B2C Customer Recommendation Indicator that considers the ratings obtained by The Anglo Academy and The Anglo Churchill School & College is 29.7% compared to the goal of 71 points to which we aspire. In the Comprehensive Individual Customer Experience our score is 78.4% with respect to the goal of 4.76 points. The areas of opportunity have been clearly identified and we are working hard to reverse the effects of the impact of the Covid pandemic on the experience and quality we offer to our community.

This year we began measuring retention in our individual clients at The Anglo Churchill School & College. We found that in July 2022, at the close of the school year, 81.8% of the students remained throughout this educational stage, meaning we met 100% the retention goal of 81% that we aspired to in preschool.

For the primary block, 74% of the 6th grade graduates of the 2021-2022 generation completed the six years of primary education at Churchill. Our goal is to reach 80%. In the secondary block, 93.2% of the students who graduated from third year in July 2022 completed all three years at Churchill. The goal we set was 93%, with which we have met 100% in the 2021-2022 school year.

Finally, in College, 94.2% of the students who graduated from the third year in the 2021-2022 school year completed the three years of the educational stage. Given the figures from the previous five years, our goal by 2025 is to ensure that 84% of graduates remain with us for three years. In total, the individual Customer Retention Indicator has a rating of 98.1%.

**94.2%**  
of the students who graduated  
from the third year of College  
completed the three years of this  
educational stage

**98.1%**  
score obtained for the Individual  
Customer Retention Indicator

For detailed information on the Brand Value IOS, please refer to the full version of our 2022 Social Impact Report.





## The Anglo Foundation Strengthening networks with our social impact allies

The Anglo Foundation is part of the non-profit sector, which is key in the development of the country and on a global level. Non-profit organizations have a special understanding of local problems and needs, fundamental to achieving the objective of generating a better, inclusive, and equitable environment.

This year, we wish to highlight the following initiatives:



### FOOD BASKETS FOR SECURITY, MAINTENANCE, AND CLEANING STAFF

The community of Churchill families provided the supplies to prepare Christmas food baskets as an end-of-year gift for the security, maintenance, and cleaning staff of our school.



### FUNDACIÓN FRATERNIDAD SIN FRONTERAS I.A.P.

In 2022, our students from The Anglo Churchill School & College visited the residents of *Fraternidad sin Fronteras* to carry out recreational and sports activities. We raised \$56,000 pesos to buy holiday gifts for the 70 residents of the Foundation.



### FUNDACIÓN DE CÁNCER DE MAMA A.C. (FUCAM)

In 2022 a fundraising campaign was organized by a group of mothers of the Churchill community to support the Breast Cancer Foundation (FUCAM). In return, FUCAM donated 50 diagnostic screenings for domestic workers and support staff of the Churchill families.



### FUNDACIÓN ANTES DE PARTIR A.C.

Staff of The Anglo Foundation participated in the fundraising campaign in favour of the Fundación Antes de Partir A.C. The amount raised was doubled by The Anglo Foundation to support the cause of Antes de Partir: improving the living conditions of girls, boys and adolescents who are in a situation of extreme vulnerability and terminal cancer.

# Thank you

We want to thank our public and private, national, and international partners. Thanks to our students, graduates, and their families for their trust. We appreciate the dedication of our collaborators that support our community day after day, as well as the commitment of the artists who carry the name of our Foundation beyond our country.

To each and every one, thank you for your collaboration and trust throughout these first 80 years of The Anglo Foundation. Your contributions are instrumental in building the results that we share today.

## MOVING FORWARD

This year, we took an important leap by including two of our core communities in our measurements: students and teachers. We will continue to implement our Social Impact Model to cover all segments of our Foundation, as well as our four academic units.

We strengthen our educational and cultural services through the modernisation of our digital architecture. In this way we improve our capacity to respond to the needs of our communities and move closer to concluding the implementation of our Indicators.

One of our priorities is the expansion of the portfolio of our Key Programmes and Scholarships. We aim to form a solid network of current and former scholarship beneficiaries. Measuring and reporting our Social Impact will continue guiding us that ensure the greatest social return on our investment and the transformation of the communities we serve.

For eight decades,  
**The Anglo  
Foundation** has  
offered quality and  
excellence to its  
communities.

Our collaborators, teachers and students are the main protagonists of this story. Their work is the key element that shapes our identity and consolidates our future strategy.

Our commitment focuses on building a better society and bringing culture and education to an increasingly broad and diverse community. We have a strong commitment to transparency, which guides us towards educating people who will contribute to the growth that our country requires.

## GENERAL ASSOCIATES ASSEMBLY

Ignacio Aguilar Álvarez  
Vicente Armendáriz  
John McCarthy  
Fernando F. Castaños  
Susana Duncan  
María Jessen  
Jennifer Holden  
Lewis Adams  
Andrew Wygard Kaplan  
Humberto D. Pánuco  
Ernesto Piedras  
Marcela Ramírez  
Guillermo Salas  
Héctor Tello  
Christopher Stephens  
Cheryl G. Davies  
Víctor E. Treviño

## BOARD

Victor E. Treviño  
John McCarthy  
Cheryl G. Davies  
Lewis Adams  
Christopher Stephens  
Ignacio Aguilar Álvarez  
Humberto D. Pánuco

## EXECUTIVE MANAGEMENT TEAM

Anthony McCarthy Sandland  
**Chief Executive Officer**  
Simon Hedley Brewster  
**Chief Academic Officer**  
Niall Lloyd  
**Chief Commercial & Development Officer**  
Jimena Lara Estrada  
**Chief Culture & Social Impact Officer**  
Efraín Salinas Arciniega  
**Chief Financial Officer**  
Eduardo Palazuelos Zaragoza  
**Chief Compliance & Legal Officer**  
Armando Arenas  
**Chief Talent Officer**  
Juan Manuel Zenil Salgado  
**Chief Technology Officer**  
Paulina Treviño Prado  
**Director of Marketing**  
María del Carmen González Vera  
**Director The Anglo Academy**  
Julia Anne Billingham  
**Director The Anglo Professional**  
Ileana Franco Urquidi  
**Director The Anglo Assessment**  
María Teresa Guevara Guzmán  
**Director General**  
**The Anglo Churchill School & College**  
Justin Laurence Carter  
**Deputy Director General**  
**The Anglo Churchill School & College**