



We share the  
**same dream...**

SOCIAL IMPACT REPORT 2024

**... and we join forces  
to achieve it**



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WE ARE A SELF-SUSTAINING NONPROFIT  
ORGANIZATION FOUNDED 80 YEARS AGO.  
THROUGH OUR EDUCATIONAL INSTITUTIONS  
AND CULTURAL PROGRAMMES, WE OFFER  
EXCEPTIONAL OPPORTUNITIES FOR  
PERSONAL DEVELOPMENT IN A BILATERAL  
EXCHANGE BETWEEN MEXICO AND THE  
UNITED KINGDOM.



# Directory

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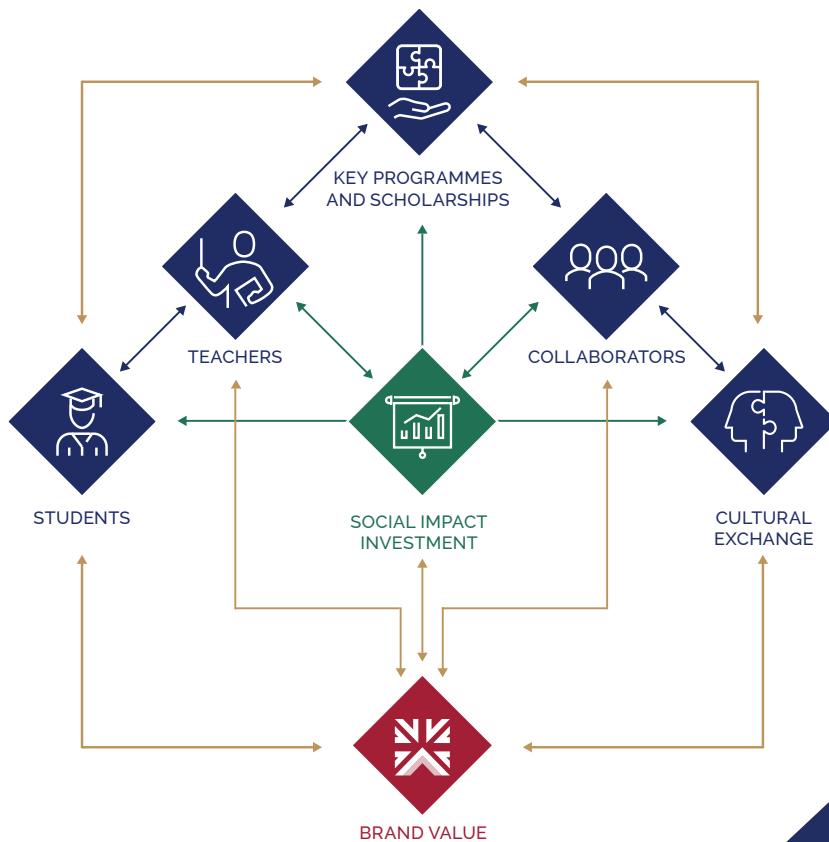
# Social Impact

## MODEL

Since 2020, The Anglo Foundation has developed and implemented a Social Impact Model made up of seven Social Impact Indicators (IOS) to measure its actions: the Key Scholarships and Programmes IOS, Cultural Exchange IOS, Teachers IOS, Students IOS, Collaborators IOS, Social Impact Investment IOS and Brand Value IOS.

These seven indicators encompass all the tasks and objectives that guide the Foundation's actions in the fulfilment of its mission to contribute to tangible, positive change in the communities it works with. Over the last five years, the Social Impact Model has made it possible to identify, understand and measure the degree to which the Foundation's educational and cultural work makes a significant social contribution.

The information obtained through this Model allows the Foundation to assess its role in society, redefine objectives and goals when necessary, identify and work on areas of opportunity and increase the value of its contribution not only to its own collaborators but also to English language teaching, formal education, cultural expression and exchange with educational and cultural institutions in the United Kingdom.



## **SOCIAL IMPACT INVESTMENT IOS**

This indicator allows for optimisation of the Foundation's financial efforts in order to ensure the greatest social return in each area of its educational and cultural offerings, as well as in the professional development and wellbeing of its students and collaborators.

## **STUDENTS IOS**

Using information obtained through this IOS, The Anglo Foundation ensures that it is offering an educational experience that maximises students' development and abilities, in both formal education and English language learning. The Students IOS also allows the Foundation to understand the value of its offering in its student community's performance during their education and professional development.

## **TEACHERS IOS**

Through this IOS, the Foundation ensures high professional standards among its teaching staff in order to provide an education of excellence. Likewise, this IOS allows for the creation of effective guidelines to support teaching staff in the areas they need it as part of their professional development and career plan.

## **KEY PROGRAMMES AND SCHOLARSHIPS IOS**

Key programmes and scholarships represent the essence of the social impact that The Anglo Foundation seeks to achieve in the community in which it works. Through its programmes and scholarships, the Foundation not only supports formal education for children and young people but also expands the Foundation's reach to the community of young artists and professionals.

## **CULTURAL EXCHANGE IOS**

As part of its foundational essence, The Anglo Foundation seeks to expand cultural exchange between Mexico and the United Kingdom, conscious of the fact that actions carried out in this regard add value to its academic offering and build cultural capital in its communities.

## **COLLABORATORS IOS**

The Collaborators IOS is the basis of the Foundation's culture of excellence. It allows us to align the commitment of the Foundation's collaborators with the institution's mission and values, as well as provide them an ideal space for their professional development. This IOS also ensures that collaboration within and between each area promotes quality in the joint performance of teaching staff as a whole, conscious of the fact that it is teachers who bring to life the service of excellence the Foundation strives to achieve.

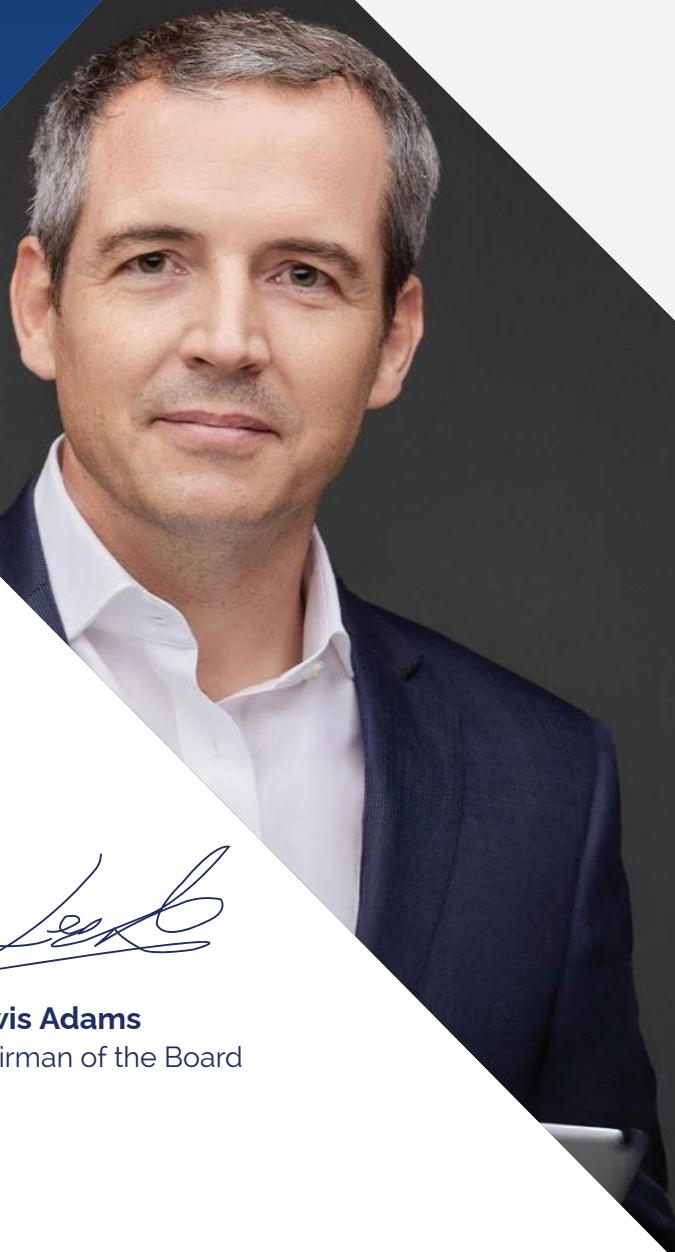
## **BRAND VALUE IOS**

The value of The Anglo Foundation's brand is the aggregate result of more than 80 years of sustained work in Mexico's educational and cultural landscape. The Anglo Foundation has built strong prestige and quality, a long-term asset that means retention and appeal for our collaborators and beneficiaries. This IOS provides information about the experience of students, parents and the institutions the Foundation partners with, allowing us to provide them with the best experience and thus maintain their trust.

A MESSAGE FROM

# Chairman of the Board

The Anglo Foundation now has more than eight decades as a dynamic, pioneering institution deeply committed to Mexico's educational and cultural development.



A handwritten signature in blue ink, appearing to read "Lewis Adams".

**Lewis Adams**  
Chairman of the Board

The Anglo Foundation now has more than eight decades as a dynamic, pioneering institution deeply committed to Mexico's educational and cultural development. We on the Board of Directors celebrate the strength and relevance of its mission, as well as the constant renewal that allows the Foundation to continue building bridges between Mexico and the United Kingdom. Through partnerships with educational, artistic and cultural institutions, we reaffirm our conviction that collaboration and excellence expand access to education and culture.

Our work in English language teaching, formal education, teacher training and the promotion of British and Mexican culture continues to strengthen education in Mexico. In all our initiatives, the Foundation offers learning and cultural exchange experiences of the highest quality, bringing together the best of both nations.

2024 was a year of renewal and growth for The Anglo Foundation. The Board of Directors accompanied our Executive Management Team in designing the 2025-2029 Strategic Plan, a participative process that bolsters our institutional vision and consolidates the basis for our growth and impact in the next years.

We have set ourselves an ambitious challenge in financing and growth oriented towards strengthening the Foundation's ability to create educational and cultural value with greater reach. Annual measurements of our seven social impact indicators will allow us to assess progress, identify opportunities and ensure continuous improvement.

Conscious of the global challenges facing nonprofit education organizations, we are confident that the vision laid out in this strategic plan sets us on the right path to achieve this and continue contributing to the country's development.

I would like to express my deepest recognition to the team of The Anglo Foundation, whose dedication, commitment and creativity sustain and renew our legacy of excellence. In 2024, we renewed our status as an authorised donee and reached more than 39,500 beneficiaries through our programs. We are confident that the leadership of our management team and the strength of our social impact model will allow us to continue contributing to education and culture in Mexico.

I invite our partners, sponsors and collaborators to continue accompanying us on this path of transformation. This report reflects the achievements of a year of renewal and charts the course of an institution that looks toward the future with confidence, vision and a shared purpose.

**Thank you for your support  
and your trust.**



## A MESSAGE FROM OUR **Chief Executive Officer**

**It is an honour to share with you the results of The Anglo Foundation's work during 2024, a year that marks the beginning of a new stage in our institutional development and in the way we increase our social impact.**

Five years after the pandemic, we have managed to recover from the crisis and strengthen our financial bases, allowing us to look to the future with renewed energy and confidence. 2024 was a year of adjustment and renewal in which we reaffirmed our educational and cultural purpose and charted the course of the next years through the development of our 2025-2029 Strategic Plan.

This new strategic plan, designed with the guidance of the Board of Directors and developed collectively by our entire team, marks a turning point. It involved all areas of the Foundation, which contributed their experience and vision to define the priorities that will shape our growth. This process challenges us to strengthen our institutional prestige, broaden our reach and consolidate a deeper and more sustainable social impact.

  
**Anthony McCarthy Sandland**  
Chief Executive Officer

We have set for ourselves ambitious goals. We aim to benefit an ever-greater number of students and families, invest consistently in training teachers and collaborators, broaden the reach of our cultural and educational programs and demonstrate, through our seven impact indicators, the tangible results of our work.

Our teaching community has played a central role in this process. In 2024 we strengthened our commitment to the teachers of The Anglo Academy through the Academic Support system, a programme that strengthens contact, ongoing training and professional support. Our goal is for every teacher to have the tools they need for their development and to offer the highest quality teaching experience. Their dedication, creativity and passion are the foundation on which the excellence of our educational offer rests.

Additionally, at The Anglo Churchill School & College we implemented a new Safeguarding programme, a holistic protection model aimed at strengthening the culture of wellbeing and integral care within the education community and guaranteeing safe environments of trust for learning between childhood and adolescence.

We also made important strides towards consolidating our network of alumni and beneficiaries with the creation of The Anglo Foundation Impact Community, an initiative that reflects our commitment to monitoring and developing the success of those who have been part of our programmes.

The results are also reflected in concrete stories of impact. We are proud of our alumni, including Diego García, a former The Anglo Churchill School & College student and outstanding scholarship recipient for our Debate Programme, who was this year accepted at Harvard University with a full scholarship. This is a reflection of the spirit of the Churchill community: the talent, perseverance and integral education that the Foundation seeks to provide for all of our students.

This year's achievements are the result of a joint effort from everyone who makes up The Anglo Foundation: teachers, collaborators, strategic allies and benefactors who share the conviction that education transforms lives and builds the future.

To all of these people I give my sincere thanks. Your commitment makes it possible for the Foundation to continue to be a leader in quality, innovation and social responsibility in the educational and cultural sphere of Mexico.

I extend my thanks to the Board of Directors for their trust and support. We will continue working enthusiastically so that The Anglo Foundation can keep growing in reach, prestige and impact, loyal to its mission to serve communities through education and culture.

# PERFORMANCE AND Scope 2024

## INVESTMENT

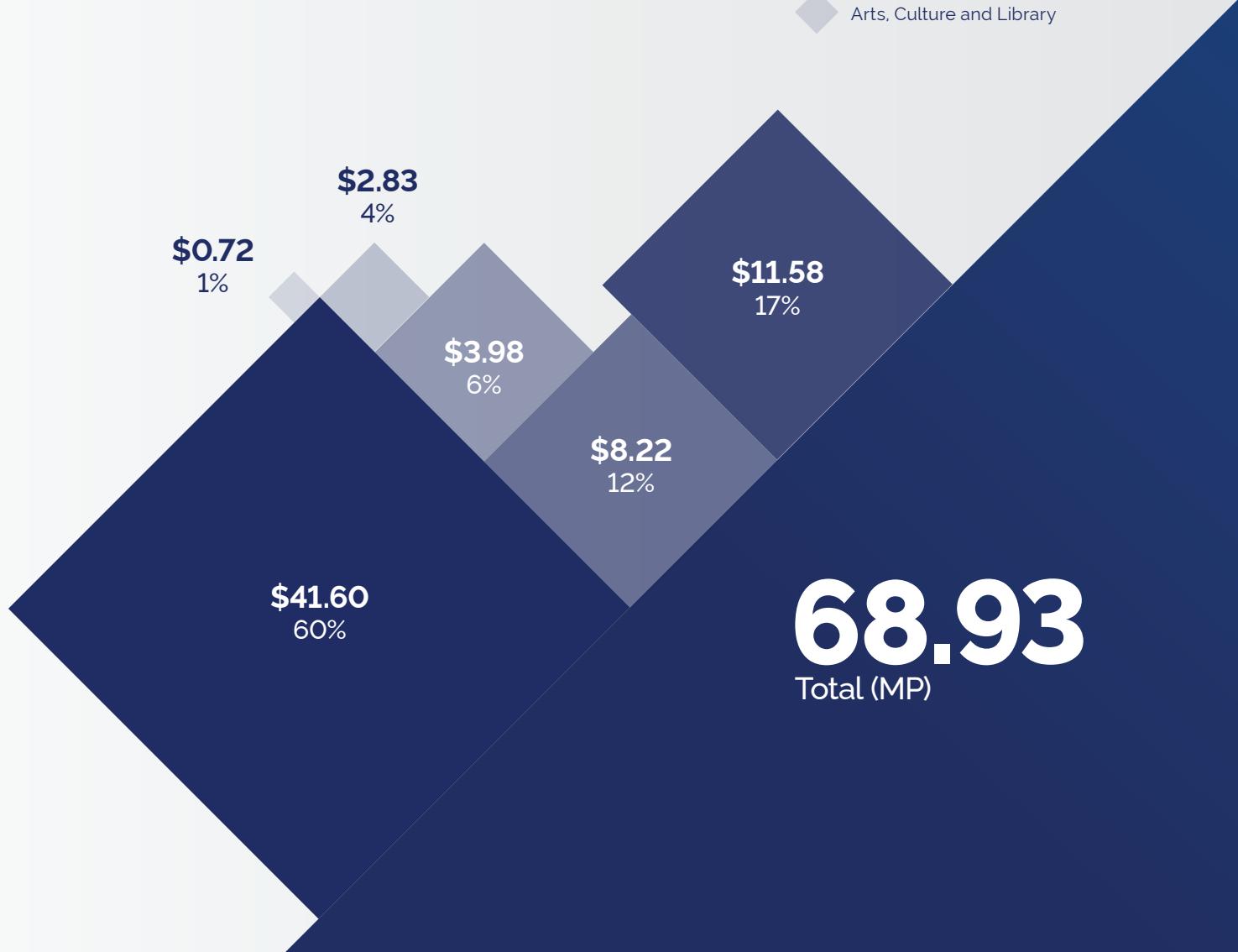
**Key Programmes and Scholarships**  
that promote excellence among students,  
teachers, artists, and collaborators

**3.98 MP**

**Arts, Culture and Library**  
Cultural exchange

**0.72 MP**

- ◆ Educational Incentives
- ◆ Benefits
- ◆ Social Responsibility
- ◆ Key Programmes and Scholarships
- ◆ Academic Training
- ◆ Arts, Culture and Library



# 39,569

Beneficiaries

33,934

86%

548

1%

504

1%

4,244

11%

181

1%

158

0.4%



Educational Incentives



Arts, Culture and Library



Benefits



Academic Training



Key Programmes and Scholarships



Social Responsibility

## BENEFITS

Arts, Culture and Library  
Cultural exchange

4,244

Driven in their personal and  
professional development within the  
Key Programmes and Scholarships

181

**Our purpose  
is to**  
generate social,  
educational and cultural  
impact in Mexico



# THE ANGLO FOUNDATION IN 2024



The Anglo Foundation continuously works to offer our community the best tools for English language learning, as well as experiences that strengthen their sense of belonging and community life.



## COMMUNITY LEADERS MEETING

Throughout the year, The Anglo Academy has implemented academic, cultural and social initiatives combining education, identity and active community participation.

A total of 2,532 people participated in these activities, including students and the general public. A total of 719 people participated: 115 more than in 2023.

## WEBINARS

18 online sessions were held, focussing on students, teachers and members of the public interested in strengthening their English proficiency. These spaces offered relevant content about international certifications, learning strategies and academic development.

## LEARNERS' CLUB

In this academic support space, students reinforce and expand their learning outside the classroom with the support of tutors and practical activities. 783 participants were included throughout the year, including current students and external attendees linked to the Foundation's cultural community.

With the goal of strengthening collaboration and a sense of service, a meeting was held between community leaders and the Academy teaching team, promoting an aligned and active community.

## INITIATIVES BY ANGLOCENTRO

With the goal of promoting identity and local tradition, specific activities were held at various Anglocentros:

- Halloween door decorating contest (Satélite): 110 students worked in teams, providing evidence of the community's creativity and participation.
- Wishing tree (Satélite): 350 students expressed their hopes for 2025 in a collective exercise of reflection and community.
- Day of the Dead (Florida): This included a collaborative altar, parade and costume contest with the participation of 100 Kids & Teens students.
- Halloween Friends (Antonio Caso): This initiative was designed to extend community and word-of-mouth recommendation, with 300 students and 120 external invitees participating.

The Anglo Academy participates in five indicators of The Anglo Foundation's Social Impact Model:

Social Impact Investment IOS



Students IOS



Key Programmes and Scholarships IOS



Brand Value IOS



Teachers IOS



**27.7 MP**

Investment in Social Impact

**87.8%**

Of teachers meet our ideal profile

**6,983**

Beneficiaries of social impact initiatives

**51.8%**

Achievement of goal of students achieving CEFR level B2 after taking 12 or more courses



## Our Impact

**102**

Beneficiaries of the  
“**Beca Fundación BBVA - The Anglo**  
**Foundation**” Key Scholarship

**1,248**

Beneficiaries of institutional partnerships  
with **Deloitte** and the **Universidad Autónoma**  
**Metropolitana**

**47**

Teachers in **continuing professional**  
**development**

**+16,700**

Financial incentives to make **english language**  
**learning** accesible



The Anglo Churchill School and College represents a key pillar of The Anglo Foundation, combining quality instruction with the education of committed, thoughtful young people who are mindful of their environment.



## PARTNERSHIP WITH THE GUADALUPE VICTORIA PRIMARY SCHOOL

At this institution, the Foundation's mission and vision are translated into educational experiences that go beyond the classroom, promoting creativity, responsibility, collaboration and a sense of community. Every year, The Anglo Churchill School and College's academic program is complemented by activities that allow students to put into practice what they have learned and strengthen the values that guide students in their personal and social development. The following initiatives stood out in 2024:

### ECOCE AND ECOLOGICAL CONSCIOUSNESS

The secondary school's Action and Service Committee promoted a project with ECOCE, A.C., one of the country's most important organizations dedicated to recycling and environmental stewardship. This initiative involved preschool, primary and secondary school students in collecting plastic and other recyclable materials, managing to collect more than 300 kg in nine months. This project reflects the Foundation's commitment to environmental conservation and building more responsible and sustainable communities, laying the foundations for environmental action to continue and grow in the coming years.

The Churchill School's social commitment is also carried out through educational projects with the community. In 2024, secondary school students supported students at the Churchill's neighbouring Guadalupe Victoria primary school, teaching classes in English, mathematics, sports and reading comprehension. Over 20 hours of workshops were taught per subject during the school year, 111 students developed academic skills, while secondary school students gained experience in teaching and classroom planning. This project strengthens intergenerational collaboration, solidarity and a sense of social responsibility, strengthening an active, united and conscious community.

## DAY OF THE DEAD ALTAR AND MONARCH BUTTERFLY

In 2024, the traditional Day of the Dead altar was connected to the migration of the monarch butterfly, creating a highly symbolic event that touched on issues including transformation, community and environmental stewardship. Students of all levels created objects for the offering and participated in activities reflecting on butterfly migration and the relationship between humans and the environment. This experience integrated tradition, science and art, promoting ecological consciousness and strengthening community identity and cohesion.

## STUDENT PROTECTION AND WELLBEING: THE SAFEGUARDING PROGRAMME

In order to guarantee a safe and protective environment for the entire school community, 2024 saw The Anglo Churchill School & College implement the Safeguarding Programme, a model developed in the United Kingdom that has become a global standard of educational quality and comprehensive care for children and young people. This programme seeks to effectively prevent, identify and address situations of harassment, mistreatment, abuse or substance use, in order the safeguard the best interests of the child.

The implementation of the programme included the creation of a new Safeguarding Policy aligned with the Ministry of Education (SEP), the General Law on Education and the Declaration of Human Rights. The role of Safeguarding Lead was established as the person responsible for coordinating the implementation of protocols and guaranteeing the active participation of the entire school community.

All personnel, from teachers and administrators to external providers, received specialised training to recognise risks, take preventative actions and respond quickly and effectively to any situation of vulnerability.

The programme pursues objectives that are key for wellbeing:

- Prevention of harm and protection of the wellbeing of every student.
- Creation of a safe environment where all students feel appreciated and heard.
- Rapid and coordinated responses to situations of risk.
- Promotion of a culture of respect, empathy and responsibility across the school community.

The implementation of Safeguarding reinforces The Anglo Churchill School & College's commitment to the comprehensive wellbeing of its students, ensuring their academic and personal development in a safe, trusting and respectful environment. This programme not only protects students but also strengthens their ability to relate to others in an empathetic, responsible and mindful manner, consolidating the sense of community that characterises the institution. These actions demonstrate how The Anglo Churchill School & College's comprehensive



model of education combines academic excellence, strong values and commitment to the community. Each project not only reinforces classroom learning but also encourages active participation, responsibility and a sense of belonging, consolidating an environment in which education, culture and community action come together to shape conscious and committed citizens.



The Anglo Churchill School & College  
participates in five indicators of The Anglo  
Foundation's Social Impact Model:

Social Impact Investment IOS



Students IOS



Key Programmes and  
Scholarships IOS



Brand Value IOS



Teachers IOS



**17.5 MP**

Investment in  
social impact

**2.4 MP**

Investment in Key  
Programmes and  
Scholarships

**97%**

Of teachers match our  
ideal profile

**88%**

Achievement of goal in  
student progression through  
educational stages from  
preschool to College

**90%**

Of secondary and college  
students completed the full  
educational block



## Our Impact

**24**

Beneficiaries of  
**Key Programmes and Scholarships**

**47%**

Of full primary school teachers  
are international

**2,984**

Economic incentives to make our education  
services accessible

**679**

Churchill Students **benefitted from social  
impact initiatives**

**5 out of every 10**

College students achieved expected scores in  
the **international Cambridge IGCSE program**



**The Anglo Assessment reaffirms its commitment  
to excellence in English language teaching  
by offering international assessments both to  
individuals and institutions.**



## NEW INSTITUTIONAL PARTNERSHIPS AND TRAINING OF ORAL EXAMINERS AND SUPPORT STAFF

Its strong ties with partners and allies bolster language learning in a large number of educational institutions in Mexico and complements the institution's work through immersion courses abroad, where students gain life experiences that enrich their professional and academic horizons. Each action implemented by The Anglo Assessment reinforces the learning capacity and skills of students and professionals in Mexico and Guatemala while consolidating the Foundation's status as a reliable and prestigious leader in language assessment.

### CANDIDATE ASSESSMENT IN MEXICO AND GUATEMALA

During 2024, The Anglo Assessment assessed and certified more than 45,000 people in Mexico and Guatemala, offering a comprehensive range of services for institutions and individual clients, including multi-level assessments, practice licences, language learning and preparation for Cambridge English Qualifications through the My Exams Lab platform. This work was carried out thanks to a specialised team and highly trained oral examiners, supported by a network of regional representatives who guarantee excellence at every stage of the process.

The Anglo Assessment expanded its institutional partnerships, with 210 institutions signing up for its services. Many of these collaborations arose from direct recommendations by existing affiliates, reflecting the trust and prestige held by the Foundation. At the same time, the training of oral examiners in Mexico and Guatemala was strengthened through processes of training, certification, rectification and continuous monitoring, ensuring that assessors met the highest international standards. In 2024, 412 examiners received training and monitoring, consolidating a complete cycle of development and supervision that guarantees the impartiality and reliability of assessments.



The external support team likewise received comprehensive training that began with a rigorous recruitment process, followed by induction and on-site and online training, as well as required certification endorsed by Cambridge English. More than 500 part-time collaborators were trained in 2024, ensuring professionalism, consistency and operational excellence in every exam administered, both in Mexico and Guatemala.

### **NEW EXAM CENTRES**

To expand access to certification examinations, new external centres were incorporated. Carefully evaluated in terms of infrastructure, safety, accessibility, equipment and working environment, these centres benefitted more than 350 people and guaranteed that each exam experience was professional and secure.

### **AFFILIATED PREP CENTRES' PARTICIPATION IN THE SHAKESPEARE COMPETITION AND THE PUBLIC SPEAKING COMPETITION**

The Anglo Assessment collaborated with The Anglo Arts & Culture to promote its clients' participation in competitions like the Shakespeare Competition and The Anglo Public Speaking Competition, securing the participation of more than 20 educational institutions in the former and more than 40 in the latter.

### **INCREASED USE OF DIGITAL TESTING AND REMOTE SPEAKING EXAMINERS**

The drive towards digitalisation was reflected in the implementation of digital exams, allowing 1,920 participants to experience this format with ease and confidence, making the most of the advantages offered by technology to optimise assessment. Likewise, the modality of remote oral examiners was incorporated, combining the presence of an on-site interlocutor with a remote evaluator, benefiting more than 5,000 people and increasing the efficiency and availability of examiners without sacrificing the quality of assessment.

### **OPENING OF THE NEW OFFICES OF THE ANGLO ASSESSMENT MX123 SUB-CENTRE [NM1.1] IN TLANEPEANTLA**

Finally, the opening of the new MX123 Sub-Centre offices in Tlanepantla in February 2024 represented an important step in The Anglo Assessment's physical expansion and brand recognition. These facilities, equipped with advanced technology and designed to promote collaboration and creativity, also allow the institution to offer IELTS services and consolidate an improved space for collaborators and clients alike, marking the beginning of a new stage of growth and strategic presence in the country.

The Anglo Assessment participates in two indicators of The Anglo Foundation's Social Impact Model:

Social Impact Investment IOS



Brand Value IOS



**11.9 MP**

Investment in  
Social Impact

**23%**

Increase in institutional  
clients from 2023



## Our Impact

**25,451**

Financial incentives to promote certifications  
for english language students

**1,198**

Institutional clients active in 2024

**600+**

Schools certified their students' english skills  
with The Anglo Assessment



In 2024, The Anglo Professional continued to strengthen English language education in Mexico through initiatives combining excellence in training, pedagogical innovation and sustainable professional development.



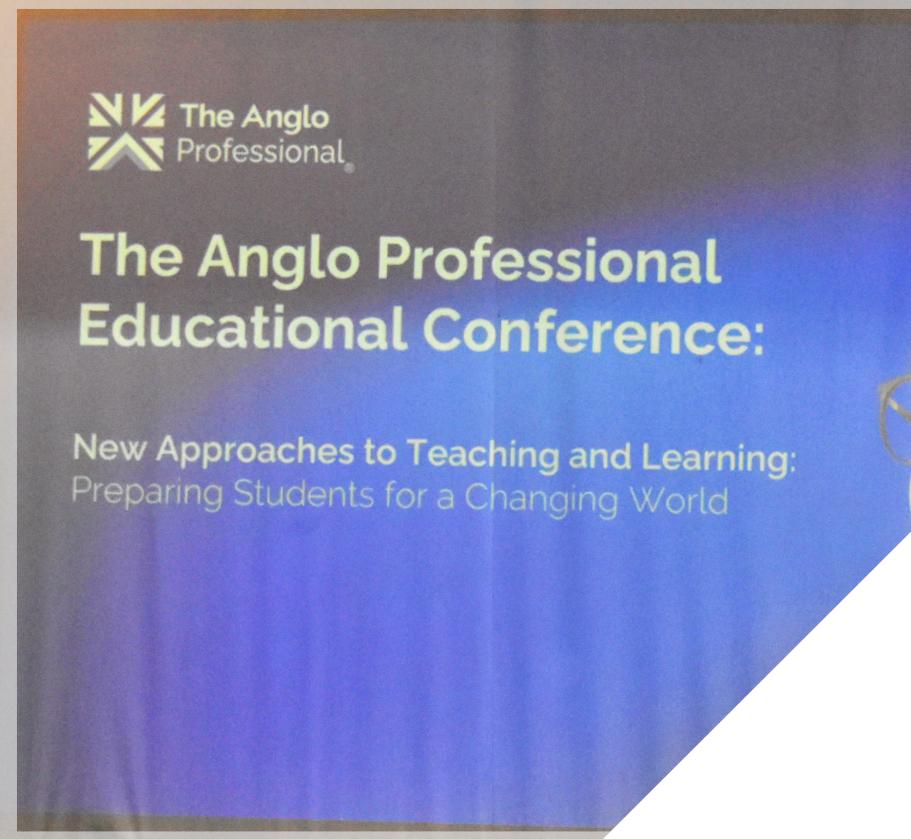
## TRAINING COURSE WITH ENGLISH TEACHERS FROM THE STATE OF MORELOS

Each activity is designed not only to train teachers, but also to generate a multiplier effect that has a direct impact on students and educational communities.

### THE ANGLO CAMBRIDGE INTERNATIONAL EDUCATIONAL CONFERENCE

On 17 October, this annual conference was held in partnership with Cambridge International, bringing together 80 teachers and leaders from international schools. More than an event, the Anglo Cambridge International Educational Conference has become a space for sharing experiences, updating teaching methods and educational innovation where participants strengthen their academic leadership and acquire tools that transform teaching in hundreds of classrooms. The conference not only benefits those who attend but also contributes to the creation of a sustainable learning community that promotes the continuous improvement of international education in Mexico.

In December, 120 preschool, elementary and secondary school teachers participated in an intensive day-long training that combined practical workshops and interactive activities. This experience allowed teachers to update their methodologies and enrich their teaching practices, promoting more active, motivating and inclusive learning. Each teacher became a multiplier, bringing these tools to their classrooms and reaching thousands of students, strengthening English language teaching throughout the region and consolidating The Anglo Professional's vision of building more competent and connected educational communities.





## TEACHING KNOWLEDGE TEST (TKT) PREPARATION COURSE – NATIONAL ENGLISH PROGRAMME (PRONI), SALTIILLO

During September and October, 30 National English Programme (PRONI) teachers in Saltillo, Coahuila, participated in a specialised course in preparation for the Teaching Knowledge Test (TKT), an international standard in teaching certification. This activity not only enhanced each teacher's individual skills but also strengthened the quality of the National English Programme, boosting teachers' confidence and motivation and creating a direct impact on their students' learning. Each certification reflects The Anglo Professional's commitment to educational excellence and the training of teachers capable of transforming their classrooms.

Together, these initiatives demonstrate how The Anglo Professional combines high-level training, pedagogical innovation and a community vision, in order to make a tangible impact on teachers, students and schools throughout Mexico. Each event is a step toward building a more robust, inclusive and internationally connected education system where excellence and collaboration become drivers of transformation.

The Anglo Professional participates in four indicators of The Anglo Foundation's Social Impact Model:

Social Impact Investment IOS



Students IOS



Teachers IOS



Brand Value IOS



**2.6 MP**

Investment in  
Social Impact

**100%**

Compliance with ideal  
teacher profile

**394**

Teachers benefitted by  
social impact initiatives

**90%**

Of bachelor's degree  
students progress uninterrupted  
through semesters



## Our Impact

**2**

Higher education programs:  
**Bachelor's Degree in English Language  
Teaching and Learning (LEAI) and  
Postgraduate Certificate in Education (PGCE)**

**271**

Teachers trained **english language learning  
methodology**

**61**

Teachers at The Anglo Foundation's academic  
units trained through career plan



Promoting culture and the arts is one of the main ways in which The Anglo Foundation fulfils its mission to transform society.



### VOICE WORKSHOP FOR OPERA STUDENTS WITH SIR BRYN TERFEL

Our arts and culture programme not only supports artistic training and creation, but also creates spaces for the dissemination of art through high-level strategic collaborations and cultural exchange between Mexico and the United Kingdom.

During 2024, The Anglo Arts & Culture planned and executed a varied, high-quality programmes, with activities involving both emerging artists and international leaders in culture.

### STAGED READINGS AT THE JERWOOD THEATRE UPSTAIRS AT THE ROYAL COURT THEATRE IN LONDON

In January, 170 theatre lovers gathered at the Jerwood Theatre in London for a performance of texts by Sonia Gregorio and Sara Pinedo, Mexican playwrights and beneficiaries of the Royal Court Theatre and Anglo Arts international New Dramaturgy programme at the National Autonomous University of Mexico (UNAM). This event, made possible thanks to our collaboration with The Royal Court Theatre, Teatro UNAM and the Ingmar Bergman Extraordinary Professorship, strengthened cultural ties between Mexico and the United Kingdom and reinforced the Foundation's commitment to promoting cultural exchange between the two countries.

In March, opera students at the School of Fine arts of the Universidad Panamericana and the Fine Arts Opera Studio of the National Institute of Fine Arts and Literature (INBAL) took part in an exclusive workshop with Sir Bryn Terfel in connection with his concert at the Palacio de Bellas Artes. This singular experience was the result of collaboration with the Universidad Panamericana and INBAL, allowing young artists to learn from a world-renowned opera singer, strengthening their professional training and their international exposure.

### CONCERTS BY SIR NICHOLAS MCCARTHY AT THE INTERNATIONAL PIANO EN BLANCO Y NEGRO FESTIVAL

In September, Sir Nicholas McCarthy gave two piano concerts at the Blas Galindo Auditorium of the National Arts Centre (CENART) and at the Casa de la Música José Narváez Márquez in Campeche, with an audience of 1,293, thanks to the partnership between The Anglo Arts & Culture, CENART and the Campeche Institute of Arts and Culture (IACC).

## JOHN GOLING EXHIBITION: FROM MEXICO TO LONDON AT THE MUSEO DE ARTE MODERNO

Between May and July, the John Golding retrospective introduced Mexican audiences to the work of one of the most influential British artists of the second half of the 20th century. Organised in collaboration with the Museum of Modern Art, the London gallery Messums.org and the John Golding Artist Trust, the exhibition included a bilingual catalogue and parallel activities such as talks and guided tours, including an exclusive tour for The Anglo Foundation collaborators. With 12,500 visitors, the exhibition showcased the work of an artist deeply influenced by Mexico's cultural environment, a clear example of the link between Mexico and the United Kingdom.

## COMALA, COMALA AT THE ANGLO ARTS CENTRE

In May, the play Comala, Comala, an adaptation by playwright Conchi León of Juan Rulfo's Pedro Páramo, was presented in four sold-out performances, attracting a total of 400 spectators. Featuring original music by Pablo Chemor and produced in collaboration with Pulpo Arts, the play combined theatre, music and oral tradition, showcasing the richness of Mexico's cultural heritage to international audiences, including its successful premiere at the 2024 Edinburgh Festival Fringe, where it received the Fringe First Award.

## STAGING OF KAE TEMPEST'S PARAÍSO

In collaboration with Teatro UNAM, Kae Tempest's play Paraíso was staged at the Juan Ruiz de Alarcón Theatre at UNAM's University Cultural Centre (CCU) between June and August. Attended by 2,929 people, the production stood out for its artistic relevance and its ability to bring contemporary theatre with a global reach to Mexican audiences.

## ACTIVATION OF THE LIBBY DIGITAL PLATFORM AT THE ANGLO FOUNDATION LIBRARY

In 2024, The Anglo Foundation incorporated the Libby digital reading platform into The Anglo Foundation Library, significantly expanding its cultural and educational offerings. Libby provides access to a vast catalogue of digital titles in English, including books, magazines and educational materials, enabling reading and language learning from anywhere and on any device. The platform allows users to read or listen to content, offering new ways to explore literature and knowledge and extending the library's reach nationwide.

Integrating Libby with its physical catalogue reinforces The Anglo Library's commitment to being a vibrant, inclusive and constantly evolving space that offers community members a comprehensive cultural and educational experience.

Overall, 2024's activities reflect a wide-ranging, innovative and high-quality Arts & Culture programme, that combines training, artistic creation and dissemination with prestigious international strategic partnerships. Each event, workshop, concert, exhibition and performance contributed to strengthening cultural exchange between Mexico and the United Kingdom, consolidating national artistic talent and positioning The Anglo Foundation as a key player in the promotion of culture and the arts, capable of generating meaningful and transformative experiences for the community and the general public.

# JOHN GOLDING DE MÉXICO ALONDRES

## paraíso de KAE TEMPEST

John Golding (1929-2012) pasó sus primeros años en Inglaterra, pero se mudó a principios de la década de 1950 a la Ciudad de México, donde vivió hasta su muerte. A lo largo de su carrera, que abarcó más de medio siglo, Golding se convirtió en un artista muy versátil, que abarcó diversos géneros y técnicas. Su trabajo se caracterizó por su uso de colores vibrantes y su uso de la fotografía y la pintura en su obra.

Además de su trabajo artístico, Golding es conocido por su contribución como historiador del arte contemporáneo. Su trabajo en el campo del arte contemporáneo se ha centrado en la historia del arte en México y en su relación con el mundo. En su libro "John Golding: De México a Londres", Golding habla sobre su trabajo y su contribución al campo del arte contemporáneo.

Golding ha sido un artista muy influyente y ha dejado una gran huella en el campo del arte contemporáneo.



The Anglo Arts & Culture participates in three indicators of The Anglo Foundation's Social Impact Model:

Social Impact Investment IOS



Cultural Exchange IOS



Key Programmes and Scholarships IOS



**0.72 MP**

Investment in Arts, Culture and Library

**79.4%**

Compliance with expected audience size

**0.96 MP**

Investment in Key Programmes and Scholarship

**72%**

Compliance in artist presence in media outlets

**100%**

Of scholarship recipients successfully completed their programmes



## Our Impact

**30,000+**

Titles in the collection of  
The Anglo Foundation Library

**4,200+**

Beneficiaries of  
The Anglo Foundation Library

**28**

Adults and young people in  
Culture and arts training

**18**

Schools across the country participated  
in the **Shakespeare Competition**

**35**

Schools across the country participated  
in the **Public Speaking Competition**



# Our work

achieves an  
impact which can  
transform generations

# SOCIAL IMPACT INDICATORS

# Social Impact Investment

IOS



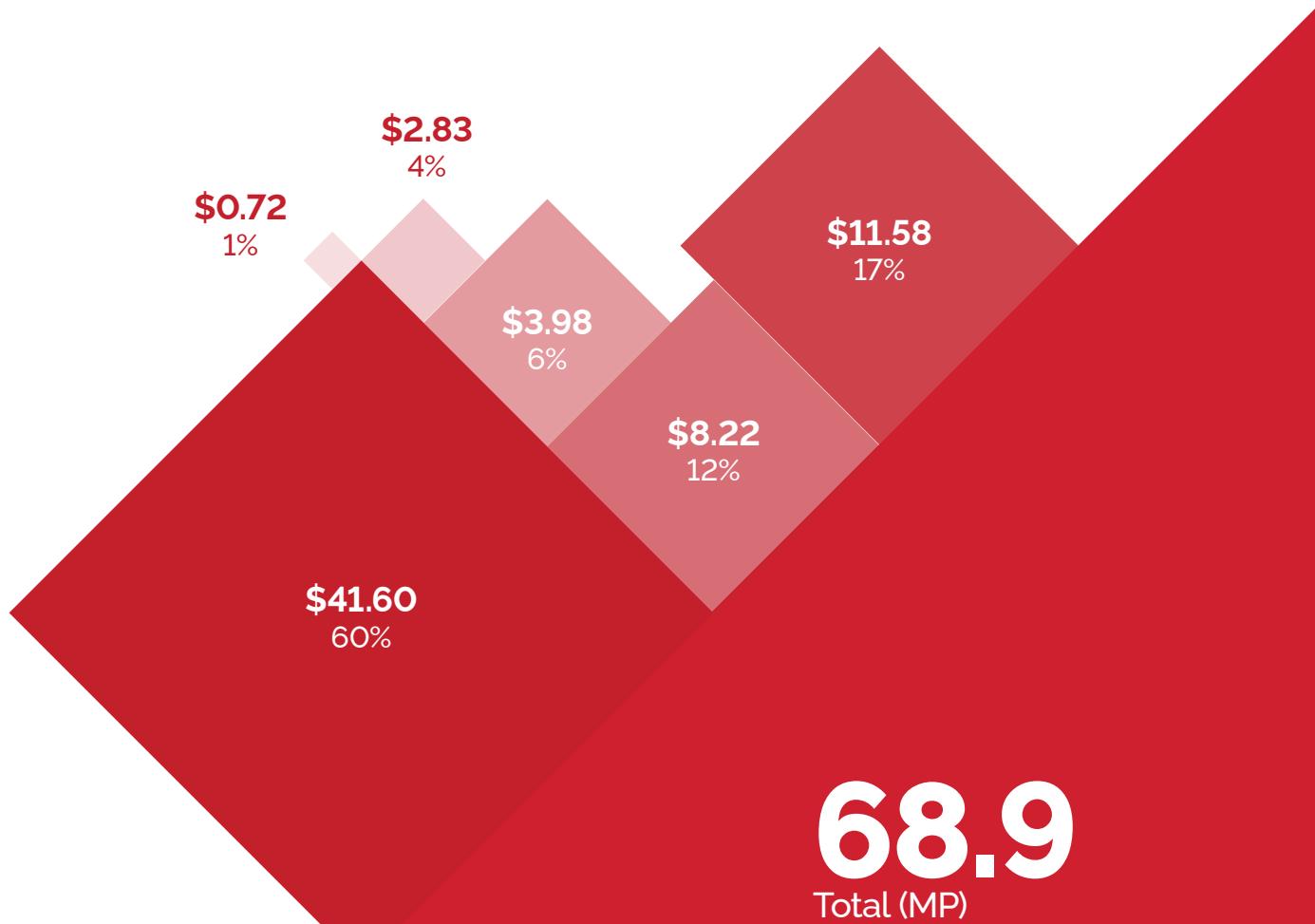
# Social Impact Investment

## IOS

The Social Impact Investment IOS identifies how much the Foundation allocates to the six instruments it uses to generate social value for its communities.

During 2024, the distribution was as follows:

- ◆ Educational Incentives
- ◆ Benefits
- ◆ Social Responsibility
- ◆ Key Scholarships and Programmes
- ◆ Training
- ◆ Arts, Culture and Library



The targets for each instrument are calculated based on different institutional benchmarks:

- Total income: Social Responsibility and Educational Incentives
- Payroll costs: Benefits and Training
- Operating costs: Key Programmes and Scholarships, and Arts, Culture and Library

In 2024, the total investment in social impact was 68.9 million pesos (MP), 10.15 MP more than in 2023. The overall rating for the indicator was 41.82%, a performance similar to that of the previous year (42.9%).

#### SOCIAL IMPACT INSTRUMENTS 2024

**158**

Social Responsibility

**33,934**

Educational Incentive

**548**

Benefits

**181**

Key Scholarships  
and Programmes

**504**

Training

**4,244**

Arts, Culture and Library

Total

**39,569**

## KEY SCHOLARSHIPS AND PROGRAMMES

This instrument brings together the scholarships that the Foundation awards in collaboration with partners to English language students, young people receiving arts training, mid-career artists and established artists, as well as students in formal education awarded by The Anglo Churchill School and College. In 2024, 3.98 MP were invested.

The investment target for this instrument is equivalent to 6.49% of the Foundation's operating costs. During 2024, 1.69% was achieved, representing a performance rating of 24.7%. This performance is associated with the fact that the scholarship portfolio is still in the consolidation stage and represents an adjustment from the previous year.

The strategic strengthening and expansion of this portfolio is one of the priority objectives for 2030. As the Foundation establishes new partnerships and operating models, it anticipates not only a sustained increase in investment, but also greater diversity among beneficiary communities, including employees of the organization.

## ART, CULTURE AND LIBRARY

This instrument encompasses the cultural programming that the Foundation undertakes with educational and cultural partners, as well as investment in the maintenance, operation and collection of the library and the Anglo Arts Centre, its cultural venue.

In 2024, 0.72 MP were invested, representing 0.29% of the Foundation's operating costs. Although this figure is still below the target set for the year (1.67%), there has been significant growth: investment increased by 85% compared to 2023, growth which was also reflected in the improvement in the performance rating, which rose from 9.9% to 17.25%.

This behaviour confirms that this is an instrument with high potential for social return. Investment and results are expected to continue to increase in the coming years, in line with the Foundation's commitment to culture and education.

### Key Programmes and Scholarships

**129**

Language students

**15**

Young people in arts training

**24**

Formal education students

**13**

Professional artist

**Total**

**181**



## SOCIAL RESPONSIBILITY

This instrument encompasses the scholarships that the Foundation grants to students in the bachelor's degree programme in English Language Teaching and Learning (LEAI), students at The Anglo Churchill School and College (from primary to high school) and English students at The Anglo Academy, in accordance with the standards of the Ministry of Education (SEP) and National Autonomous University of Mexico (UNAM).

In 2024, 8.22 MP were allocated to this instrument, equivalent to 1.68% of the Foundation's total income. The goal was to reach 2.18%, meaning that 77% compliance was achieved. Despite not reaching the target percentage, investment rose in comparison to 2023 and performance remained stable, in keeping with the gradual advances planned for this category.

Achievement of this goal will be strengthened as enrolment in officially recognised educational programmes grows. To this end, each unit has undertaken specific actions:

- At The Anglo Academy, the process of awarding, operating and monitoring scholarships is being improved, with a focus on strategic students.
- At The Anglo Churchill School and College, investment in scholarships grew: of 1,076 students, 11.4% hold a scholarship of between 15% and 100%, while UNAM scholarships remained stable.
- At The Anglo Professional, investment in scholarships grew from 0.14 MP to 0.18 MP, driven by increased enrolment in the LEAI and PGCE programmes.

Thanks to this investment, the Foundation complies with the official provisions established by the Ministry of Public Education and the National Autonomous University of Mexico, ensuring access to high-quality education.



## We are making progress in training our talent and consolidating a comprehensive policy to promote their professional development



### TRAINING

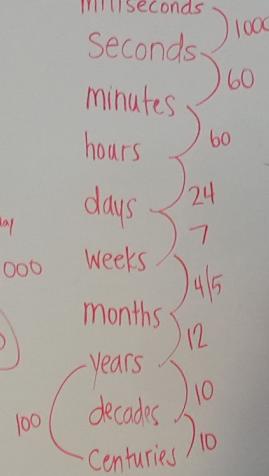
This instrument integrates career plans, training programmes and educational support for teachers and Foundation employees. Its investment is calculated as a percentage of total payroll costs.

In 2024, 2.83 MP were invested, equal to 0.96% of payroll costs. While there was an increase compared to 2023, this growth has not yet reached the desired pace, reflected in a performance rating of 43.3%. To realign this tendency, the Human Talent department is working to consolidate a holistic professional development policy.

The following advances stand out in different types of training:

- Career Plan (Academy and The Churchill): Improved investment, diversity and relevance of training offerings compared to the previous year. In 2024, 1.88 MP were invested, an increase of 0.60 MP over 2023.
- Support for Studies: Investment decreased, while a review process was initiated to ensure a multiplier effect, i.e., that learning has an impact on broader groups within the organisation.
- Training: 0.81 MP were allocated, the same amount as in 2023. Additionally, an exercise was carried out to identify internal training opportunities among employees, with 38 sessions at The Anglo Churchill School and College benefiting the school team, as well as Spanish classes for 34 international collaborators. These efforts strengthen the instrument's overall impact beyond its financial component.

$$\begin{aligned}
 1000 \times 60 &= 60,000 \\
 60,000 \times 60 &= 3,600,000 \\
 3,600,000 \times 24 &= 86,400,000 \text{ day} \\
 86,400,000 \times 30 &= 2,592,000,000 \\
 2,592,000,000 \times 365 &= 936,000,000,000
 \end{aligned}$$



## BENEFITS

This instrument is aimed at strengthening the wellbeing and development of Foundation personnel. It includes support for collaborators and their family members to learn English or improve their English skills, as well as tuition discounts for collaborators' children enrolled at The Anglo Churchill School and College.

In 2024, 11.5 MP were invested, equivalent to 3.92% of total payroll costs, exceeding the goal set for the year (3.07%) and reaching a 100% performance score.

By type of benefit:

- Support for English students: 7.9 MP investment, an increase of 2.66 MP from 2023, reaching a total of 516 students,
- Support for studies at The Anglo Churchill School and College: an investment of 3.6 MP, up 1.1 MP from 2023, benefitting 32 collaborators.

This performance reflects the Foundation's solid strategy for strengthening and recognising its internal community, with benefits that have a direct impact on the professional, educational and family development of its collaborators.

**We invested 11.5 MP, exceeding the target and achieving 100% performance**

## EDUCATIONAL INCENTIVES

This instrument consists of reductions applied to the price of the Foundation's educational services, allowing more people and institutions to access a high-quality educational offering. In 2024, the investment allocated to Educational Incentives was 41.6 MP, equivalent to 8.52% of the Foundation's total income, exceeding the goal set for this year by 7%.

When analysing each business unit, we observe the following:

- The Anglo Academy invested 19.32 MP, 1.7 MP more than in 2023.
- At The Anglo Churchill School and College, investment stood at 3.45 MP, one million pesos lower than in 2023, while revenues rose 2.3 MP, showing a favorable relationship between investment and expected returns.

- At The Anglo Professional, investment stood at 1.25 MP, 0.20 MDP more than in 2023, with a revenue growth of 2.9 MP. Although the revenues and investment ratio (9.42%) is still slightly higher than the target 1, improvement is observed in comparison to the previous year (10.17%).
- The Anglo Assessment allocated 11.9 MP, 4.6 MP more than in 2023.
- The Anglo Business to Business participated in this indicator for the first time with an investment of 5.67 MP, providing an opportunity for strategic decisions in the future.

	Beneficiaries who access our educational services directly	Beneficiaries belonging to a partner institution	TOTAL NUMBER OF BENEFICIARIES
The Anglo Academy	3,877	2,530	6,407
The Anglo Churchill School & College	500	0	500
The Anglo Professional	328	0	328
The Anglo Assessment	25,451	0	25,451

Overall, these results confirm that the Foundation's social investment has been conducted responsibly, focusing on sustaining the programmes that generate the most value for our communities and strategically strengthening those that will be key to our growth towards 2030. Even though some instruments are below their annual target, overall performance remains stable, accompanied by insights that are already being incorporated into clearer, more efficient processes with greater social return.

The challenge moving forward will be to balance financial demands with our commitment to expanding our impact, strengthening the instruments that best demonstrate educational transformation and guaranteeing that every peso invested effectively contributes to opening real opportunities for development for more people.









# Students

IOS



# Students

## IOS

**At The Anglo Foundation, our students are at the centre of all our efforts and activities.**

Each stage of their learning journey, from the beginning to the culmination of their education, allows us to identify strengths, challenges and opportunities to enrich their educational experience.

The 2024 Students IOS showed an overall score of 80.7%, slightly lower than the previous year. Beyond the numbers, these results provide us with valuable information to continue growing and improving our programmes while celebrating significant progress in different areas:

### TERMINAL OBJECTIVES

An important aspect evaluated at all levels of education is Terminal Objectives, which refers to the measurement of the percentage of students who advance from one stage of education to another until they complete their studies, such as high school or university, or reaching the level at which they complete their English language learning. This indicator is applied at The Anglo Churchill School and College, The Anglo Professional and The Anglo Academy.

### PROGRESSION THROUGH STAGES OF EDUCATION

#### **The Anglo Churchill School & College**

Students' progression from secondary school to College at The Anglo Churchill School and College registered a 37% increase compared to 2023, while the transition from preschool to primary school remained at 100%, exceeding the established goal. These figures reflect our commitment to supporting students throughout their learning journey.

For The Anglo Foundation, it is important that students complete their education at the institution and that their subsequent progress is monitored to confirm that they meet the graduate profile established by the standards of its national and international academic programmes.

Graduates of The Anglo Churchill School and College enjoy a high acceptance rate at the best national and international universities.



### **The Anglo Professional**

85% of students re-enrolled for the following term in the bachelor's degree in English Language Teaching and Learning (LEAI) without interruption. Although this outcome is slightly below our target of 95%, it serves to help us strengthen accompaniment and support strategies so that each student can continue their education without interruption.

### **LANGUAGE TARGET ACHIEVEMENT**

#### **The Anglo Academy**

At The Anglo Academy, 924 students achieved level B2.8 after completing at least 12 courses, representing 31% of all students aged 16 and older who studied general English in 2024. This indicator highlights the importance of consolidating student retention and support programmes that ensure that more students achieve advanced levels of English proficiency.

## INTERNATIONAL PROGRAMMES

### **The Anglo Churchill School and College**

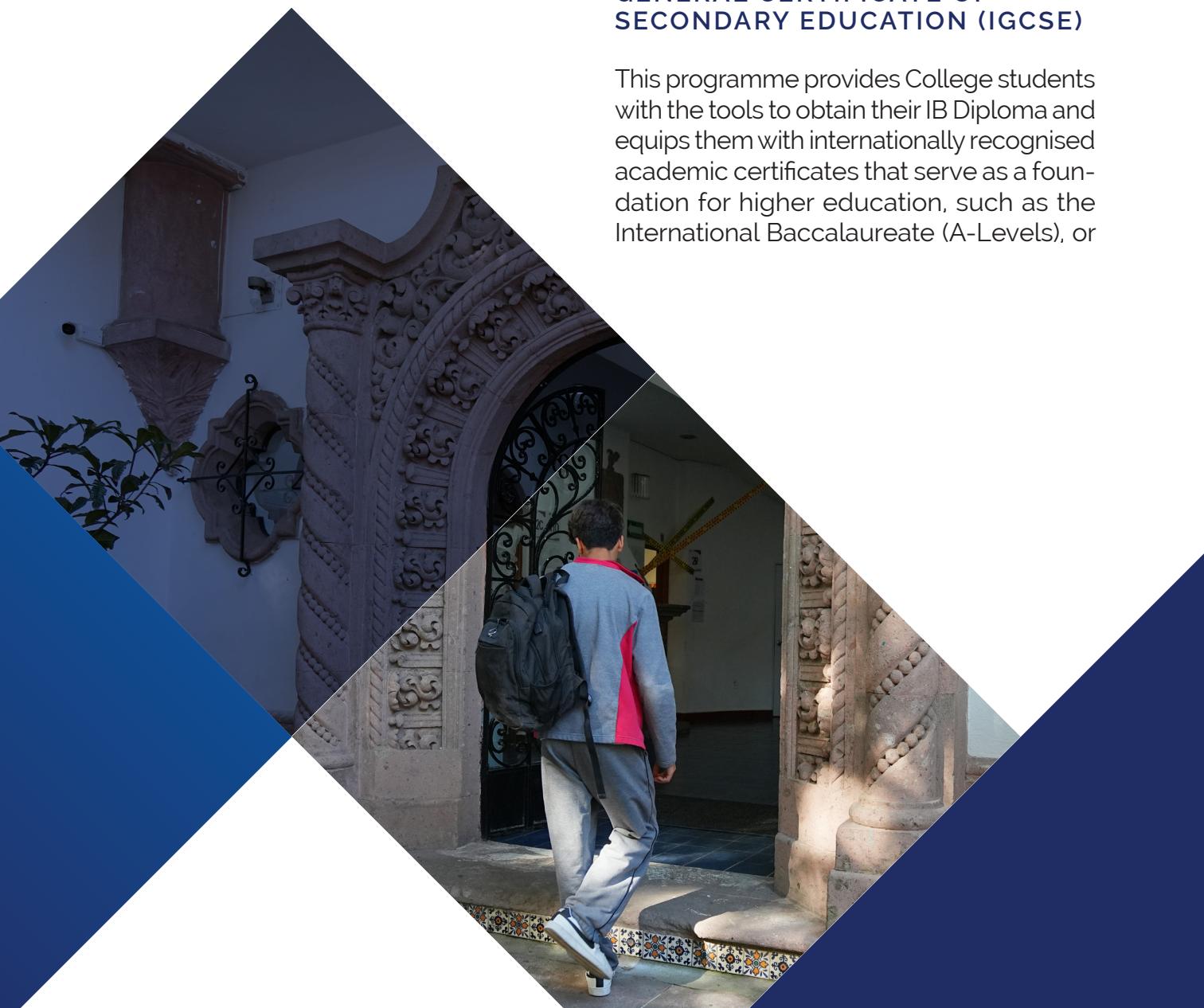
#### **INTERNATIONAL BACCALAUREATE (IB) DIPLOMA**

The IB Diploma represents the culmination of the education offered by The Anglo Churchill School and College from preschool through College.

In 2024, 34 of 35 total College graduates obtained their diploma, reaching 97.1% and far exceeding the target outcome of 75%. This achievement reflects the Foundation's academic excellence and its commitment to preparing students to meet national and international challenges.

#### **CAMBRIDGE INTERNATIONAL GENERAL CERTIFICATE OF SECONDARY EDUCATION (IGCSE)**

This programme provides College students with the tools to obtain their IB Diploma and equips them with internationally recognised academic certificates that serve as a foundation for higher education, such as the International Baccalaureate (A-Levels), or



for entering the job market.

The IGSCE programme is taken from the third year of secondary school to the end of the first year of College, when students take exams in five subjects (Global Perspectives, Spanish Literature, English Literature, International Mathematics and Combined Science). The goal is for students to obtain A\*, A, B and C grades in each of the subjects.

Outcomes show variations between subjects, with Spanish Literature standing out and International Mathematics showing a lower percentage of desired grades. The overall average was 52.4% against a goal of 71%, indicating areas of opportunity for reinforcing teaching strategies and providing

specific support.

These results show that, although certain areas present challenges, the Foundation's approach focuses on learning from each experience and transforming results into concrete actions: strengthening student retention, optimising English language learning and improving results in international programmes.

Each challenge becomes an opportunity to continue innovating and ensuring that all our students have the tools and support they need to reach their full potential. The Students IOS therefore not only measures results, but also guides our path toward a more inclusive, comprehensive and transformative education.



Students IOS Results  
80.7%

GENERAL INDICATOR	GI WEIGHT	CONCEPT	KPI	KPI WEIGHT	BUSINESS UNIT	STAGE
DEGREE COMPLETION	70%	Progression through stages of education	% of students who advanced through stages of education	50%	Churchill	Preschool to Primary
						Primary to Secondary
						Secondary to College
DEGREE COMPLETION	15%				Professional	LEAI
INTERNATIONAL PROGRAMMES	30%	Achievement of language goal	% of students completing level B2B with 12 or more courses	35%	Academy	
		IB Diploma	% of students who obtained IB Diploma	70%		College
		Cambridge Education International	IGSCE pass % with A*, A, B and C grades	30%	Churchill	College

STAGE WEIGHT	SCORE	GOAL	ACHIEVEMENT	KPI RESULT	GI RESULT
25%	98.8%	98%	100%		
30%	80.8%	90%	89.8%	88.6%	
45%	52.2%	64%	81.6%		
100%	85%	95%	89.5%	89.5%	75.9%
100%	31.1%	60%	51.8%	51.8%	
100%	97.1%	75%	100%	100%	92.1%
100%	52.4%	71%	73.8%	73.8%	

# Teachers

IOS



# Teachers IOS

**At The Anglo Foundation, teachers are not just part of the institution: they are its heart and driving force. Representing more than half of all staff members, their training, experience and commitment are key to maintaining the educational excellence that distinguishes our community.**

## IDEAL TEACHING STAFF

The Foundation ensures that every teacher meets the highest standards and supports their professional development through training programmes, close monitoring and opportunities for ongoing growth.

The Teachers IOS is our strategic tool for evaluating and strengthening the quality of education in every classroom. In 2024, we expanded its scope to include all the teachers in the Anglo Academy and homeroom teachers at the preschool level in The Anglo Churchill School & College, in addition to staff in The Anglo Professional who were already undergoing evaluation. This IOS assesses two key metrics: Ideal teaching staff, which reflects adherence to ideal teacher profiles, retention, the presence of international teachers and dedication to the group, and Teacher effectiveness, which evaluates technological-pedagogical skills through the Quality Assurance Programme (QAP), currently applied within The Anglo Academy and planned to be extended to the entire Foundation in 2025.

In 2024, the overall rating for the Teachers IOS was 85.2%, a strong result that confirms the quality of our staff and provides us with key information for further improvement. At The Anglo Academy, the ideal teaching profile reached 74.6%, reflecting new criteria that incorporate formal training, participation in the Community Leaders Programme and professional development activities, which will begin to be fully measured in 2025. Teacher retention represents an area of opportunity: only 35.2% meet the ideal retention rate of four years or more. In terms of the presence of international teachers, 5% was reached against the target of 10%, while classroom teaching activity remains robust with 99.6% compliance, close to the 100% achieved in 2023, demonstrating our teachers' commitment and dedication.



At The Anglo Churchill School & College, teaching profile results were exceptional, with an aggregate compliance rate of 97.1% for preschool, primary and college. This figure shows our teachers' training and excellence, reinforcing the institution's prestige. Retention stands at 51.9%, reflecting a worldwide turnover of teachers and shortage of qualified staff for Cambridge international programmes and IB schools. According to UNESCO's Global Report on Teachers (May 2025), 44 million primary and secondary school teachers are needed to achieve universal education by 2030. The region of Latin America and the Caribbean needs 3.2 million teachers, primarily to replace those who leave the profession due to overwork, low salaries and lack of recognition. This global situation is also reflected in the difficulty in filling international positions, affecting the teacher origin KPI, which achieved 67.1% compliance against the target figure. The Foundation will continue to strengthen strategies

to attract and retain international talent, ensuring the differentiated educational offering that characterises us.

Teachers at The Anglo Professional demonstrated outstanding performance, exceeding teaching profile targets in its three areas: Bachelor's Degree in Teaching and Learning the English Language, Training & Development and International Programmes and Studies. Their overall rating was 100%, reflecting our teachers' level of excellence and qualifications. Retention of more than three years remains an area for improvement, with 28.6% meeting this criterion.

## TEACHER EFFECTIVENESS

In the Teacher effectiveness indicator, The Anglo Academy staff achieved 93.9%, demonstrating an outstanding level of technical and pedagogical skills. The slight decrease compared to 2023 is due to adjustments to targets in line with expectations for 2030. Pilot observations were also launched at The Anglo Professional and The Anglo Churchill School & College, with the aim of incorporating all teachers into this assessment and ensuring consistency in educational quality throughout the Foundation.

### Scores achieved by teachers at The Anglo Academy in the Quality Assurance Programme

Category	Score	Objetive	Compliance
Initial	2.28	2.35	97.0%
Initial +	2.35	2.40	97.9%
Competent	2.37	2.50	94.8%
Competent +	2.35	2.55	92.2%
Proficient	2.46	2.70	91.1%
Master	2.62	2.75	95.3%





Taken together, the results of the Teachers IOS reflect a highly qualified, committed and constantly developing staff, with clear strengths in teacher profile and effectiveness, and strategic opportunities with respect to continuity and attracting international talent. These results not only consolidate the quality and prestige of The Anglo Foundation but also encourage us to continue improving our training and support programmes, ensuring that every student receives the education of excellence that distinguishes our community.



Teachers iOS Results  
**85.2%**

GENERAL INDICATOR	GI WEIGHT	CONCEPT	KPI	KPI WEIGHT	BU	BU WEIGHT	PROGRAMME
IDEAL TEACHING STAFF	60%	Ideal teacher profile	% compliance with ideal profile	40%	Churchill	40%	All
							Homeroom teachers preschool
							Homeroom teachers primary
							College
							LEAI
					Professional	25%	Training
							IP&S
		Continuity	% retention	20%	Churchill	40%	All
							Homeroom teachers preschool
							Homeroom teachers primary
							College
							All
TEACHER EFFECTIVENESS	40%	Teacher background	% international teachers	20%	Churchill	55%	All
							Homeroom teachers preschool
							Homeroom teachers primary
							College
							Full-time
TEACHER EFFECTIVENESS	40%	Techno-pedagogical skills	Quality Assurance Programme rating	100%	Academy	100%	Initial
							Initial +
							Competent
							Competent +
							Proficient
TEACHER EFFECTIVENESS	40%	Techno-pedagogical skills	Quality Assurance Programme rating	100%	Academy	100%	Master

WEIGHT BY PROGRAMME	SCORE	GOAL	COMPLIANCE BY PROGRAMME	KPI x BU RESULT	KPI RESULT	GI RESULT
100%	74.6%	85%	87.8%	87.8%		
15%	80%	92%	87%			
35%	93.3%	92%	100%		97.1%	
50%	94.1%	96%	98%			
33%	94.5%	92%	100%			
33%	95.5%	93%	100%	100%		
33%	93.2%	92%	100%			
100%	35.2%	70%	50.2%	50.2%		
15%	25%	70%	35.7%			
35%	60.7%	70%	86.7%	51.9%	49.7%	79.4%
50%	22.7%	70%	32.4%			
100%	28.6%	65%	44%	44%		
100%	5%	10%	50%	50%		
15%	0%	33%	0%			
35%	46.7%	50%	93.4%	671%		59.4%
50%	22.7%	33%	68.8%			
100%	69.7%	70%	99.6%	99.6%	99.6%	
11%	2.28	2.35	97%	10.7%		
6%	2.35	2.4	97.9%	5.9%		
33%	2.37	2.5	94.8%	31.3%		
36%	2.35	2.55	92.2%	33.2%		93.9%
11%	2.46	2.7	91.1%	10%		93.9%
3%	2.62	2.75	95.3%	2.9%		

# Key programmes and Scholarships

IOS



# Key Programmes and Scholarships

IOS

**The Anglo Foundation's work in the area of Key Programmes and Scholarships seeks to expand the institution's educational and cultural impact, so that the benefits have a greater impact on personal and community development.**

## PROGRAMMES AND SCHOLARSHIPS 2024

These programmes represent the very core of the Foundation's mission: to strengthen education, access to culture and the promotion of talent at different stages of life. Each programme and scholarship is an opportunity for transformation that draws strength from collaboration with strategic partners, who contribute resources, knowledge and experience, creating a multiplier effect.

In 2024, the Foundation consolidated a diverse portfolio of eight active programmes that directly benefited 181 people and indirectly impacted more than 1,100. This year, our network of collaboration with partner institutions —in addition to the Fundación BBVA México— was strengthened with the addition of Casa de la Amistad, A.C., the Museo del Palacio de Bellas Artes, the Museo Frida Kahlo, the Museo Anahuacalli and the Centro Nacional de las Artes (CENART), expanding the scope of our initiatives.

Programmes range from support for students in formal education and English language learning to the artistic development of young creators and mid-career artists. In all cases, the goal is the same: for learning, creativity and talent to open new possibilities for the future.

- **Language improvement for special populations:** This programme promotes social mobility and academic development through English language learning. Launched in 2020 in partnership with the Fundación BBVA, it currently benefits 129 people in collaboration with cultural and educational institutions and civil society organizations, accompanying them until they achieve level B2.8 of the CEFR.
- **Churchill Excellence:** This scholarship recognizes and retains secondary school students who demonstrate outstanding academic performance who will continue their high school education at the college.
- **The Churchill Scholarship Programme.** This initiative promotes educational inclusion via offering financial support and ongoing accompaniment to students with high academic potential, from primary school through their graduation from Churchill college.



- **Debate Scholarship:** Recognizes outstanding students in the debate programme, strengthening skills including research, critical thinking, eloquence and teamwork.
- **The Anglo Public Speaking Competition:** This annual English oratory competition develops critical thinking, argumentation and public speaking through prepared and extemporaneous speeches on social and historical topics.
- **Shakespeare Competition.** This programme for high school students promotes English language learning and acting talent through the performance of monologues and sonnets by William Shakespeare.
- **Professional artistic education (New Dramaturgy Development):** Operated in collaboration with the Royal Court Theatre, Anglo Arts & Culture and the National Autonomous University of Mexico (UNAM), this project promotes contemporary dramaturgy, supporting the creation of original, socially relevant works of theatre.
- **Professional artistic training:** Singing workshop for six opera students at the Fine Arts school of the Universidad Panamericana and the Estudio de Ópera de Bellas Artes of the National Fine Arts Institute (INBA) in the presence of Sir Bryn Terfel at the Palacio de Bellas Artes.

## SCOPE

The Scope indicator measures both direct coverage as well as the multiplier effect that programmes create around them.

181 direct beneficiaries were included in 2024, with a score of 73.5%, a figure slightly below that of 2023 (78.2%), but within the expected range when taking into account the conclusion of a number of multi-year programmes.

With regard to indirect beneficiaries, there were approximately 1,175— families, communities and colleagues of the participants—also reaching a score of 73.5%.

As a whole, the Scope indicator reflects a sustained impact and a community growing around each project.

## RELEVANCE

The Relevance indicator evaluates the fulfillment of each programme's proposed goals.

In 2024, of 181 total beneficiaries, 48 concluded their programmes and all achieved satisfactory results, achieving 100% compliance. This result continues the high levels of 2023 and confirms the effectiveness of the support provided by the Foundation's teachers and collaborators in close collaboration with our team of partner institutions.

## MEDIUM- AND LONG-TERM PRODUCTIVITY

The third indicator observes the continuity and visibility of achieved through cultural programmes aimed at mid-career and established artists. In 2024, Artwork Impact was measured, taking into account three factors:



- **Media impact:** Earthquake Mass, by artist Kathy Hinde, exceeded expectations in media mentions. The New Dramaturgy Development program's ten beneficiaries achieved 44% of our goal. Overall KPI result: 72%.
- **Audience:** Kathy Hinde drew 1,800 audience members in her third year of performances, meeting 100% of her goal, while New Dramaturgy Development achieved 58.8%, with a general result of 79.4%.
- **Follow-up with artist's career:** Supported artists made important progress, demonstrating 67.3% compliance.

As a whole, Artwork Impact scored 72.9%, placing the Productivity indicator at the same level, maintaining a strong and sustained performance.

## OVERALL RESULT

After aggregating the three indicators, the Key Programmes and Scholarships IOS achieved an overall result of 84%, showing stability compared to 2023 and reaffirming the value of this portfolio as The Anglo Foundation's most impactful area of focus. Work is currently underway to incorporate the Experience Satisfaction KPI for 2025 in order to achieve an even more comprehensive and integrated measurement.



Key Programmes and Scholarships IOS  
Results

84%

GENERAL INDICATOR	GI WEIGHT	CONCEPT	KPI	KPI WEIGHT	CATEGORY
SCOPE	35%	Coverage	Direct beneficiaries reached	57%	Language students
			Indirect beneficiaries reached		Formal education students
		Outreach	Indirect beneficiaries reached		Teachers
			Indirect beneficiaries reached		Artist in training
			Indirect beneficiaries reached		Professional artist
	40%	Terminal progress	% programme achievement	100%	Language students
			Media impact		Formal education students
			Audience		Artist in training
			Monitoring of artist's career		Professional artist
					Professional artist

SCORE	GOAL	ACHIEVEMENT BY CATEGORY	KPI RESULT	GI RESULT
97%	100%	97%		
70.6%	100%	70.6%		
0%	100%	0.0%	73.5%	
100%	100%	100%		
100%	100%	100%		
97%	100%	97%		73.5%
70.6%	100%	70.6%		
0%	100%	0%	73.5%	
100%	100%	100%		
100%	100%	100%		
100%	100%	100%		
100%	100%	100%	100%	100%
100%	100%	100%		
100%	100%	100%		
72%	100%	72%		
79.4%	100%	79.4%	72.9%	72.9%
67.3%	100%	67.3%		



"I graduated from Churchill College in 2024. I'm currently studying at Harvard University in Boston on a full academic scholarship [...] My education at Churchill, where I studied from preschool through high school, was fundamental in my academic and personal development. Thanks to my academic performance, I consistently received the scholarship for excellence and discovered one of my great passions: debate.

Debate has made me a more critical person, more conscious of what's going on around the world and more capable of questioning biases to find different perspectives. This approach was without a doubt crucial for getting into Harvard, since institutions like this one value critical thinking in the new generations.

During my time at the College, I participated in different debate tournaments, and in my final year, with support from The Anglo Foundation, two classmates and I got the opportunity to participate in the Prague Debate Spring and the World School Debate Championship in Prague and Belgrade, respectively. At the latter competition I won the Speaker Award, a distinction that cemented my commitment to this discipline".

**Diego García**

"... I graduated from Churchill College in 2024. I'm currently studying a joint honours degree in Sociology and International Relations at the Complutense University of Madrid [...] it was the IB diploma that helped me get into this joint programme in Madrid, and it was the education I received at the College that now makes me feel that I'm more than prepared for it. Likewise, the College's cultural openness, the constant emphasis on diversity, an open mind and universality were key in my adapting to a country and culture that were so foreign to me". **Lucía Serrano**

"Since I graduated from Churchill College in 2023, I've been studying Forest Resources Management with a minor in Community and Indigenous Forestry at the University of British Columbia in Vancouver, Canada. [...] through a nomination from the school and a lot of dedication, I secured a full scholarship to attend UBC [...] Everything I learned and all my experiences at Churchill College have made me an independent person who's able to move forward no matter what challenges I face.

The critical and humanitarian thinking we develop [at the College] have helped me make many decisions in my education and life, like my decision to pursue a minor in Community and Indigenous Forestry [...] This kind of analysis is one of the most valuable things that Churchill gave me; it's something that has brought me a lot of success and that motivates me to keep going."

**Andrés Villuendas**



# Part of The Anglo Foundation's mission is to create exceptional opportunities for its students' personal development.

The Foundation firmly believes that a quality education transforms lives. Within this framework, The Anglo Churchill School and College offers students an education of excellence so that, having chosen their career path, they can contribute to the improvement of their communities as professionals aware of what unites us as human beings and of their shared responsibility to care for the planet and help create a better and more peaceful world. .

The education offered by The Anglo Churchill School and College is geared toward students completing the International Baccalaureate (IB) programme in the last stage of their schooling. As a result, beginning in the earliest grades of schooling, IB principles are followed in order to develop "inquiring, knowledgeable and caring young people who help to create a better and more peaceful world through education that builds intercultural understanding and respect" (IB Statement of Principles).

The learning community's profile encompasses ten attributes valued by IB World Schools. These attributes, and others like them, help individuals and groups to be responsible members of local, national and global communities.

At The Anglo Churchill School and College, each student is encouraged to develop their abilities to the fullest. Teaching also focuses on fundamental values such as respect, open-mindedness, integrity, responsibility and independence. Students learn to accept challenges with integrity and self-confidence.

The success of our graduates shows how an education at The Anglo Churchill School and College opens doors to high-level academic and professional opportunities across the world. Beyond knowledge, the college cultivates critical thinking, ethical values and cultural openness, producing young people who are able to take on challenges, contribute to their communities and make a positive impact on society. These achievements faithfully reflect The Anglo Foundation's mission: to transform lives through a comprehensive education of excellence that is committed to the community.

# Cultural Exchange

IOS



# Cultural Exchange

## IOS

**For 83 years, The Anglo Foundation has promoted art and culture as a bridge between Mexico and the United Kingdom, creating experiences that enrich both our students and the general public.**

### SCOPE

#### Events

In 2024, we are reporting for the first time on the measurement of our cultural exchange activities, with the aim of highlighting their impact and ensuring that each activity meets the highest standards of relevance, innovation and excellence.

Cultural exchange not only complements academic education: it transforms lives. Cultural exchange allows participants to learn about new forms of artistic expression, widens their view of the world and strengthens values like openness, collaboration and critical thinking. Each event, exhibition and example of collaboration with strategic partners is intended to create a positive impact on the community, reaffirming the Foundation's cultural identity and mission.

The indicators we defined for this first measurement —Scope, Cultural Offering and Partnerships— allow us to ensure that our programming makes a tangible impact.

This indicator reflects the potential for events to reach people, both within our facilities and at external venues. It takes into account the number of events held and attendance figures, showing the extent to which our cultural offerings engage and connect with the community. Overall compliance was 79.7%, with internal events falling slightly short of attendance targets and external events significantly exceeding expectations.

In 2024, 29 internal events were held in the Foundation's two forums: The Anglo Arts Centre and The Anglo Foundation Library. The aim is to hold 38 events per year at both venues. 29 events were held in 2024, meeting 76% of the target. With regard to external events, nine events were held compared to four planned events, reflecting the expansion of our impact beyond the Foundation's premises.



## Audiences

To measure event attendance, each venue's capacity is taken as a baseline. For internal events, the goal is that 80% of events reach at least 51% of capacity. The results of the measurement show that 13 of 29 internal events met attendance expectations. This represents 45%, meaning that 56% of the goal was achieved.

For external events, the goal was set at 80% of the capacity of the venues where activities were held. In 2024, eight of the nine events held at external venues met their attendance goals, representing 100% achievement of our goal.

## CULTURAL OFFERING

This metric assesses the quality, relevance, innovativeness and originality of the content presented. This indicator allows us to ensure that each event is meaningful, creative and aligned with our mission to strengthen the cultural bond between Mexico and the United Kingdom. The metric evaluates the diversity of disciplines, novelty of themes and formats and ability of events to offer transformative experiences. In 2024, our cultural offering reached 95% of the target, and stood out for its breadth and relevance.

### Relevance

For The Anglo Foundation, it is important to foster not only educational but also cultural and artistic ties with the United Kingdom. In this indicator, the target established was that 80% of the year's events should strengthen





the link between Mexico and the United Kingdom. In 2024, of the 29 events held, 25 met this criterion, representing 86% of the total, meaning that the target was exceeded and a score of 100% was achieved.

### Quality

For this KPI, seven categories of disciplines were established to ensure a diversity of artistic expressions that the cultural offering would be expected to fulfil. The goal is for the cultural offering as a whole to cover the majority of categories.

In 2024, of the seven categories established, the cultural events offering covered six of them, producing a score of 90%.

### Originality and innovation

This category includes characteristics of the cultural offering that are relevant to the Foundation. These are: novelty in content, novelty in format and interdisciplinarity. These three criteria constitute the framework for evaluating our cultural offering. In 2024, this indicator scored 6.3 points out of a possible 7, representing 90% fulfilment of the target.

When integrating the results of the three KPIs of the overall Cultural Offering indicator, we obtain a rating of 95%, a very relevant result in this first measurement. In subsequent measurements, we expect to begin to identify trends from our cultural offerings.

## STRATEGIC PARTNERSHIPS

The general Strategic Partnerships indicator measures the Foundation's ability to collaborate with institutions and partners that maximise the impact of each cultural activity. We evaluate the quality of collaboration, appropriateness of partners and the visibility that these partnerships grant the Foundation. This indicator ensures that every joint effort contributes to strengthening our cultural mission and improving participants' experiences. In 2024, this indicator scored 73.3%, with outstanding results in partners' appropriateness and prestige and identifying areas of improvement.

### Partnership quality

**Fulfilment of agreements.** The goal is for 80% of partners to fulfil established agreements. In 2024, we had 14 partners, 10 (71%) of whom performed as expected. This represents 89.3% achievement of our goal.

**Quality and flexibility of management.** In this case, of 10 partners in 2024, 6 met expectations, representing 53.6% of the target being met.



**Appropriateness.** This KPI encompasses two areas for evaluation: alignment with the Foundation's mission and strategic impact. In 2024, the assessment of appropriateness yielded 5.2 points out of a possible 6, exceeding our target and achieving 100% compliance.

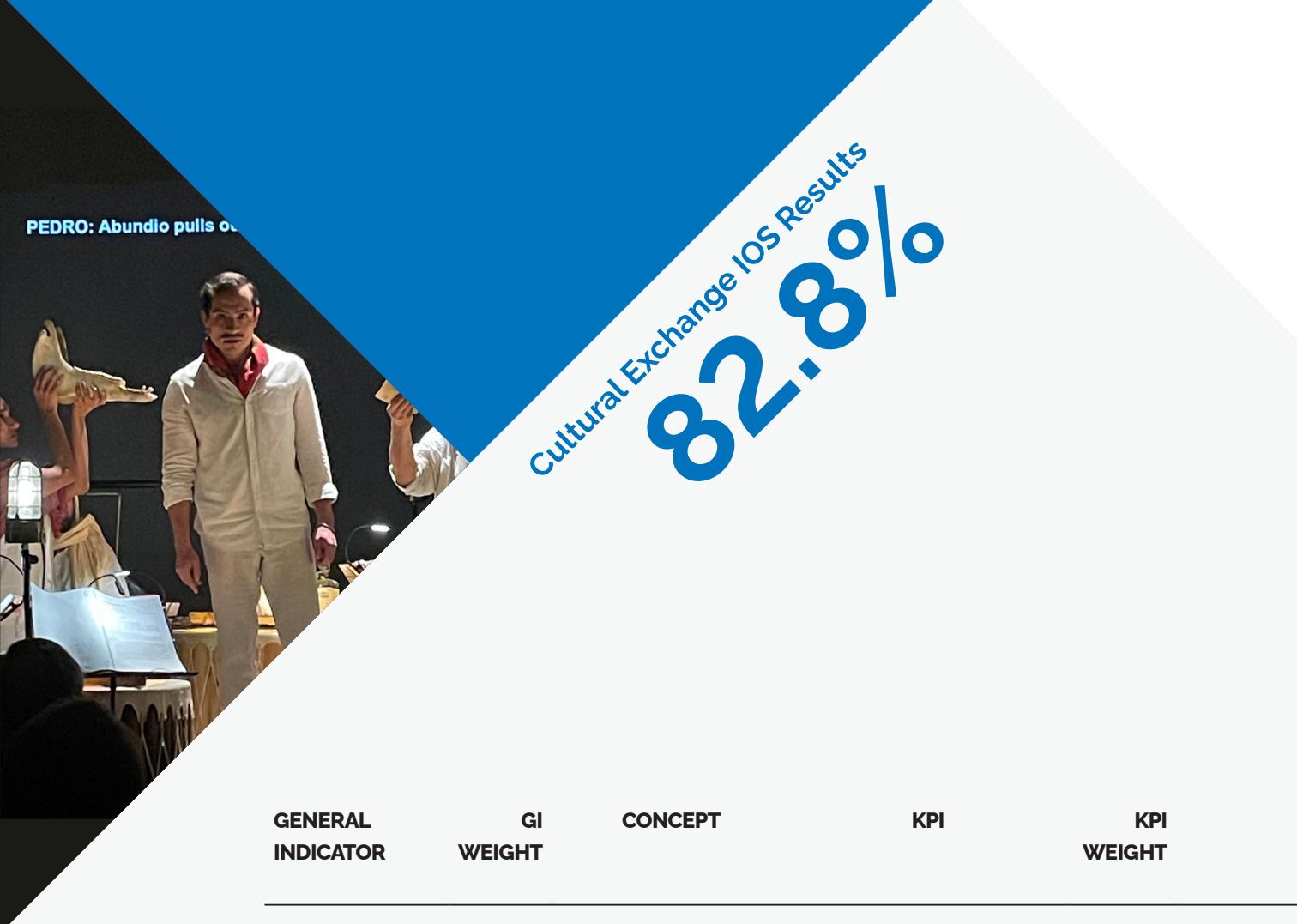
### **Brand**

**Partner prestige.** The Foundation aims for its partners to be broadly recognised in the community; this is the basis of their reach. In 2024, 6 of 14 partners had a high reach, equivalent to 43%, thereby meeting and exceeding the established target (40%).

**Visibility.** This KPI relates to The Anglo Foundation being able to gain brand visibility through each event and its related promotional activities. Measured in 2024, four out of 14 partners fulfilled this expectation, achieving 29% compliance with the target.

With these results, the overall Partnerships shows a result of 73.3%, which allows for areas of improvement to be detected and addressed.

As a whole, the cultural exchange indicator scored 82.8%, a promising start that confirms that our artistic and cultural activities not only meet standards of excellence but also contribute to the Foundation's mission: to transform lives, strengthen cultural identity and consolidate The Anglo Foundation as a benchmark for high-quality, pioneering cultural exchange.



Cultural Exchange IOS Results  
82.8%

GENERAL INDICATOR	GI WEIGHT	CONCEPT	KPI	KPI WEIGHT
REACH	30%	Number of events	Internal events	30%
			External events	20%
		Attendees, internal events	Attendees, internal events	30%
			Attendees, external events	20%
CULTURAL OFFERING	35%	Relevance	MX/UK ties events	50%
			Diversity of offering	25%
			Originality and innovation	25%
		Quality of offering	Compliance with agreements	18%
PARTNERSHIP	35%		Quality and flexibility of management	15%
	Quality of partnerships	Relevance	17%	
		Prestige	25%	
		Visibility	25%	

AREA MEASURED	RESULT	GOALS	GOAL COMPLIANCE	GI RESULT
Events, Anglo Arts Centre and The Anglo Library	29	38	76.3%	
Events at external venues	9	4	100%	
Events, Anglo Arts Centre and The Anglo Library	44.8%	80%	56%	79.7%
Events at external venues	88.9%	80%	100%	
Events Anglo Arts Centre and The Anglo Library	86.2%	80%	100%	
Entire cultural offering	90%	100%	90%	95%
Entire cultural offering	6.3	7	90%	
Partners of Anglo Arts Centre and The Anglo Library	71.4%	80%	89.3%	
Partners of Anglo Arts Centre and The Anglo Library	42.9%	80%	53.6%	
Partners of Anglo Arts Centre and The Anglo Library	5.2	5	100%	73.3%
Partners of Anglo Arts Centre and The Anglo Library	42.9%	40%	100%	
Partners of Anglo Arts Centre and The Anglo Library	28.6%	100%	28.6%	

# Collaborators

IOS



# Collaborators

## IOS

**The Anglo Foundation's collaborators are an essential element: they are the institution's image and the engine that powers it.**

The Anglo's social impact mission could not be achieved without each collaborator's commitment, dedication and enthusiasm.

The Foundation strives to create a working environment in which every collaborator can best develop their abilities while growing as a professional to contribute to maintaining the level of excellence that characterizes the institution.

Three areas are evaluated as part of this indicator: Commitment, Performance and Growth. In 2024, this IOS achieved a score of 77.72%. the score achieved by each of its components is set out below

### COMMITMENT

This category's overall indicator scored 74.3% in 2024. What follows is a breakdown for each of its three KPIs:

#### Staff diversity

The Foundation continuously seeks to strengthen gender equity in every workspace through an attitude focused on fairness and equality of opportunity that permeates throughout the organisation. In this regard, advances are reported in the areas of Executive Management, Directors and Management, where the goal for all three levels is for 50% of positions to be held by women.

During 2024, the areas of Management and Directors remained above the proposed target, and although Management saw a slight decrease in the percentage of women (from 83.3% to 82.6%), both areas exceeded the proposed target for the fifth consecutive year.

Over the course of several years, there have been no changes in senior management due to low staff turnover at this level. In 2024, the number of senior management positions was reduced from seven to six, which promoted parity at this level, with compliance with the target rising from 28.6% in 2023 to 33.4% in 2024.

These results are indicative of a sustained focus on ensuring that the positions leading the Foundation's activities promote gender equality.



## Engagement

The Anglo Foundation is aware that one of the main factors in consolidating a comfortable and committed working environment is that employees embrace the institution's goals. Likewise, the development of individual potential, professional growth and workplace wellbeing are factors considered permanently with each of the Foundation's employees in mind in order to encourage this commitment.

In this framework, we can see that:

-Within this framework, we observe that important aspects such as performance and turnover show positive signs that each Foundation employee values their working environment and what the institution offers them to continue developing.

-The indicator of engagement has been measured for five years through a survey that assesses 18 issues. It evaluates concepts such as work organization, development, commitment to the Foundation's mission, identification with its values, customer service, training, trust in leaders, autonomy and empowerment, among others.

The goal for this KPI is to achieve 85% of favourable responses to the survey (scoring between 4 and 5 on a scale of 1 to 5). In 2024, the survey produced 64% favourable responses. This result represents a 75.3% achievement of the goal and a 10.6% decrease in engagement compared to the previous year. Recognition and internal development associated with good performance are the areas where employees report the greatest need for improvement. Several different factors contribute to this result. Firstly, as various studies have shown, the effects of the pandemic can manifest themselves over the course of five years and stem from changes in work dynamics, processes of infrastructure adaptation and task organisation.

Moreover, the majority of the Foundation's areas were restructured between 2023 and 2024. In 2024 in particular, the process of strategic planning took the better part of the year, after which communication actions were gradually implemented in order for adjustments to filter through the entire organization. As a result, most of the year was spent working in a context of renewal.

These changes required processes of adaptation that had an impact on results. Measurements were taken at the time of the change; in the medium term, however, work dynamics naturally become established and new interactions take place between areas. The organisation continuously implements different measures to help balance the effects that these changes have had on employees' perceptions.

Addressing the underlying causes of low ratings is a priority for the Foundation. For example, a methodology of cascade training has been implemented in which employees who have received training pass on this knowledge to others, thereby increasing the number of beneficiaries while capitalising on the Foundation's investment and strengthening links between its areas.



With regard to positive results, it is important to highlight that the five top-scoring aspects were Customer service, Values, Commitment, Autonomy and Empowerment and KLine Manager. Collaborators showed great pride in working for the Foundation, as well as a high level of identification with the institution's values and social mission. These findings reflect the internalization of the institution's mission among its collaborators and their recognition of the benefits it affords for their professional development.

## Turnover

For the second consecutive year, this measurement is based on a systematic tracking of the reasons for staff turnover. This information allows the Foundation to establish actions so that collaborators find continuous opportunities for their development and professionalisation; in this way, it contributes to maintaining their commitment and offering opportunities for growth.

The target for staff turnover is 18%, in line with national education sector levels. In 2024, we recorded a 4.5% improvement on the previous year, with staff turnover at 23.3%, representing 70.6% of our target. We continue to work towards achieving the desired figure.

## PERFORMANCE

One of the main values guiding the Foundation's work consists of providing high-quality, excellent services for its students and beneficiaries. To this end, strong collaboration between the different areas of the Foundation is essential. The performance indicator ensures effective, cross-area collaboration. This indicator is also useful for identifying areas of opportunity, optimising internal processes, increasing efficiency and fostering a culture of excellence in service.

The performance evaluation tool is a cross-service survey completed by teams from support areas, academic units and the cultural unit. Results are measured on a scale of 1 to 5. The survey was suspended in 2024 due to the Foundation's organisational restructuring process and will be resumed in 2025.





## GROWTH

The Foundation offers employees who stand out for their commitment and dedication the opportunity to develop within the organisation's structure, seeking to harness their talent for our shared goals. The development indicator reflects the internal growth of employees, and to this end, we record development at three levels: Executive Management, Management and Directors.

In 2024, there were no changes at the Executive Management level, where three out of six positions were held by collaborators who earned internal promotions; this

situation reflects the same performance as the previous year and 62.5% compliance with our target.

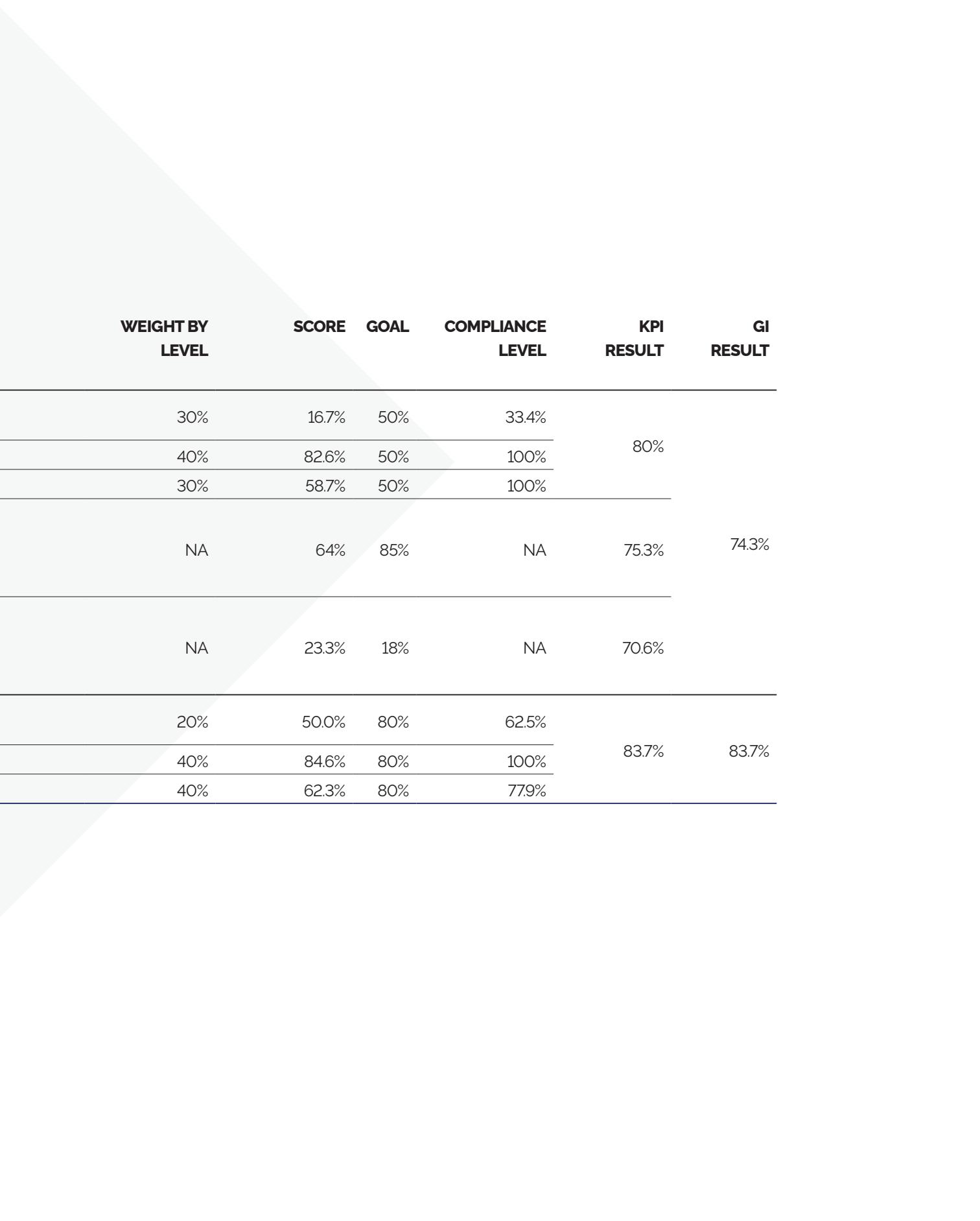
At the Directors level, 84.6% of positions are held by collaborators who earned an internal promotion; with a goal of 80%, compliance stands at 100%. This growth is explained by the fact that the number of Directorate positions increased from 12 in 2023 to 13 in 2024.

Regarding the Management level, 53 positions were maintained in 2024, of which 33 were assigned to employees who progressed from internal roles. The target stipulates that 80% of these posts should be filled by staff promoted internally. The current indicator stands at 62.3%, equivalent to 77.9% achievement, whereas the previous year the target was reached at 75.5%.



Collaborators IOS Results  
18.5%

GENERAL INDICATOR	GI WEIGHT	CONCEPT	KPI	KPI WEIGHT	LEVEL
		Staff Diversity	Male-female ratio	15%	Executive Management
					Directors
					Management
COMMITMENT	55%	Engagement	Survey score	50%	All
		Turnover	Turnover rate	35%	All
GROWTH	45%	Career progression	% internal personnel occupying senior positions	100%	Executive Management
					Directors
					Management



# Brand Value

IOS



# Brand Value

## IOS

Since 2021, The Anglo Foundation has measured its brand value in order to understand how it is perceived by the communities it serves and to assess its client loyalty, satisfaction and retention.

### B2B EXPERIENCE

This measurement allows for an understanding of the Foundation's institutional identity, the impact of its services and the experience it creates for students, parents and educational institutions. 2024 marked the first year in which all KPIs were reported for this indicator, based on surveys, the global standard of Net Promoter Score (NPS) and retention analysis, providing a more complete view of how the Foundation is perceived.

This year's results show that The Anglo Foundation maintains a strong and consistent performance, with indicators reflecting the trust and recognition of its clients.

The measurement of the Brand Value IOS encompasses two general indicators, each of which covers one type of client: B2B (business-to-business) and B2C (business-to-client) experience.

#### The Anglo Assessment

In the B2B area, which assesses the experience of institutional clients, overall client experience at The Anglo Assessment scored 4.53 out of 5, with outstanding performance in prestige, reputation, product quality and customer service. NPS, which measures clients' willingness to recommend the Foundation, stood at 85 points, exceeding the 2023 measurement and reaffirming the trust that institutional clients place in The Anglo Assessment. Retention met 99% of the established goal, demonstrating the strength of our long-term relationships with institutions.



### **The Anglo Academy**

The Anglo Academy excelled in institutional client retention, achieving 100% of its target. In 2023, this area reported 41 active clients, 36 (85.7%) of whom stayed on in 2024, representing 100% compliance with our goal of 60%.

### **The Anglo Professional**

The Anglo Professional achieved 94.4% compliance in the retention indicator, taking into account its two components: Training & Development (92.1%) and International Programmes & Studies (84.2%), reflecting a strategic management of its various services and a high level of loyalty marketing.

Overall, the general B2B Experience indicator achieved a score of 98.4%, demonstrating exceptional performance in attending institutional clients.

## B2C EXPERIENCE

The results of the B2C experience, oriented towards individual clients, show important advances. Educational institutions aim to prepare students for life, meaning that students' experience, as well as that of their parents, when applicable, is highly relevant in determining their brand value and the impact it has on development.

### **The Anglo Academy**

The measurement tool for this indicator is a customer experience survey administered to Academy students over the age of 16. The Anglo Academy scored 3.94 out of 5 in overall customer experience, highlighting the effectiveness of its teachers, the quality of its educational offering and the promotion of values. In contrast, the areas with the greatest room for improvement are complementary services and infrastructure.

In terms of recommendations, The Anglo Academy recorded an NPS of 53 points, registering an outstanding improvement of 19 points compared to 2022 and reflecting a very positive perception of the educational quality and overall experience offered by the Foundation.

**Key advances in  
the B2C experience  
strengthen the value  
and educational  
experience of  
students and  
families**



### **The Anglo Churchill School & College**

The survey administered at this educational institution allows us to assess the experience of parents and guardians of students at The Anglo Churchill School & College. It also allows us to gauge students' level of engagement and obtain feedback on how students experience different aspects of their school life.

The Anglo Churchill School & College scored 3.78 points, with the highest ratings in Teacher and administrative staff effectiveness and Quality of complementary services. These figures represent an improvement over 2022 and an overall average of 81.1% in the Client Experience KPI, reflecting the attention paid to improving the experience of students and their parents. For Recommendation, The Anglo Churchill School & College scored 38 points, showing progress over 2022.

### **Individual client retention Business to Client (B2C)**

Individual client retention showed equally impressive results: The Anglo Professional achieved 100% compliance with the academic continuity goal for students in the bachelor's degree program in English Language Teaching and Learning; The Anglo Academy recorded 88.9% compliance with the goal of having 60% of students take three or more courses at the Academy; and The Anglo Churchill School & College reflected 98.7% retention across all stages of education: preschool, primary, secondary and college, demonstrating outstanding performance. The overall result for the individual customer retention indicator was 81.4%, highlighting the attention paid to improving student experience and parent satisfaction.

Overall, the assessment of all Brand Value KPIs in 2024 produces a highly satisfactory result of 86.5%, demonstrating the strength of The Anglo Foundation's reputation, its ability to build trust and its commitment to educational excellence and quality care across all its units.



Brand Value IOS Results  
**86.5%**

GENERAL INDICATOR	GI WEIGHT	CONCEPT	KPI	KPI WEIGHT	BUSINESS UNIT (BU)
B2B EXPERIENCE	30%	Recomendation	NPS	45%	Assessment
		Overall client experince	CX survey index	25%	Assessment
		Client retention	% retention of institutional clients	30%	Academy Professional Assessment
B2C EXPERIENCE	70%	Recomendation	NPS	40%	Academy Churchill
		Overall client experince	SX survey index	20%	Academy Churchill
		Client retention	% retention of individual clients	3%	LEAL
				18%	General English, adults
					Preescolar
					Primaria
				19%	Secundaria
					College

WEIGHT BY BU	SCORE	GOAL	ACHIEVEMENT BY BU	KPI RESULT	GI RESULT
100%	85	71	100%	100%	
100%	4.53	4.76	95.2%	95.2%	
30%	85.7%	60%	100%		98.4%
10%	89.7%	95%	94.4%	98.8%	
60%	75.2%	76%	99%		
70%	53	71	74.6%		
30%	38	71	53.5%	68.3%	
70%	3.94	4.76	82.8%		81.8%
30%	3.78	4.76	79.4%		
100%	90.3%	85%	100%	100%	
					81.4%
100%	53.3%	60%	88.9%	88.9%	
25%	100%	81%	100%		
25%	84.6%	80%	100%		98.7%
25%	88.1%	93%	94.7%		
25%	92.2%	84%	100%		

# Our Partners

**We extend special thanks to the institutional partners, both public and private, with whom we share educational projects and artistic and cultural efforts.**

Their collaboration has been essential for bringing our initiatives to life and expanding their reach among new audiences.

The trust and ongoing support of our partners allow us to strengthen each programme, open new opportunities and create a positive and lasting impact. We will continue to build bridges between cultures through quality education and meaningful actions that contribute to social wellbeing. Our shared mission will continue to guide our strategy and every step we take towards a more connected and transformative future.

- Antes de Partir A.C.
- Casa de la Amistad para Niños con Cáncer I.A.P.
- Fundación BBVA, A.C.
- Quiera. Fundación de la Asociación de Bancos de México A.C.
- Club de Niños y Niñas de Nuevo León A.B.P.
- Fondo para Niños de México A.C. | ChildFund México
- Fundación Fraternidad sin Fronteras, I.A.P.
- Fundación de Cáncer de Mama, A.C. (FUCAM)
- Secretaría de Cultura
- INBAL, Instituto Nacional de Bellas Artes y Literatura
- Museo del Palacio de Bellas Artes
- CENART, Centro Nacional de las Artes
- Coordinación de Difusión Cultural UNAM
- Teatro UNAM
- Royal Court Theatre
- Auditorio Nacional
- Escuela de Bellas Artes de la Universidad Panamericana
- Centro Mexicano para la Música y las Artes Sonoras (CMMAS)
- British American Drama Academy (BADA)
- American Shakespeare Centre
- The English Speaking Union (ESU)
- Messums.Org
- Museo de Arte Moderno
- Museo Frida Kahlo
- Museo Anahuacalli
- Museo Franz Mayer
- Pulpo Arts
- Banda de Gaitas del Batallón de San Patricio
- Sociedad Tolkiendili de México
- Cambridge University Press & Assessment
- Michigan Language Assessment
- My Exams Lab
- Escuela Primaria Guadalupe Victoria
- Jóvenes Constructores de la Comunidad A.C.
- Fundación Casa Alianza México, I.A.P.
- Construyendo Esperanzas A.C.
- Ambulante
- Editorial Delti, S.A. de C.V.
- Universidad Autónoma de México

# Financial

INFORMATION



# Independent Auditors' REPORT

## TO THE ASSOCIATES ASSEMBLY OF THE ANGLO MEXICAN FOUNDATION, A.C. AND THE INSTITUTO ANGLO MEXICANO DE CULTURA, A.C.

I hereby inform the Assembly that I have been the external auditor of The Anglo Mexican Foundation, A.C. and the Instituto Anglo Mexicano de Cultura, A.C. (collectively, the "Associations") for the fiscal years 2019, 2021, 2022, 2023 and 2024. We have completed the audit process as of December 31, 2024, in which we issued an unqualified opinion on the reasonableness of the financial information dated April 30, 2025, which has been delivered to the administration in accordance with the approved audit plan.

The Audit process has always been carried out in an independent and objective manner, as was the case this year, in which the administration of the Associations has at all times shown a positive disposition to the audit, taking into account our comments in order to comply with the regulatory accounting framework in which the administration submits its financial statements.

With no further comments at this time, I appreciate your attention and continue to be available regarding any issues related to this matter.

**mazars**



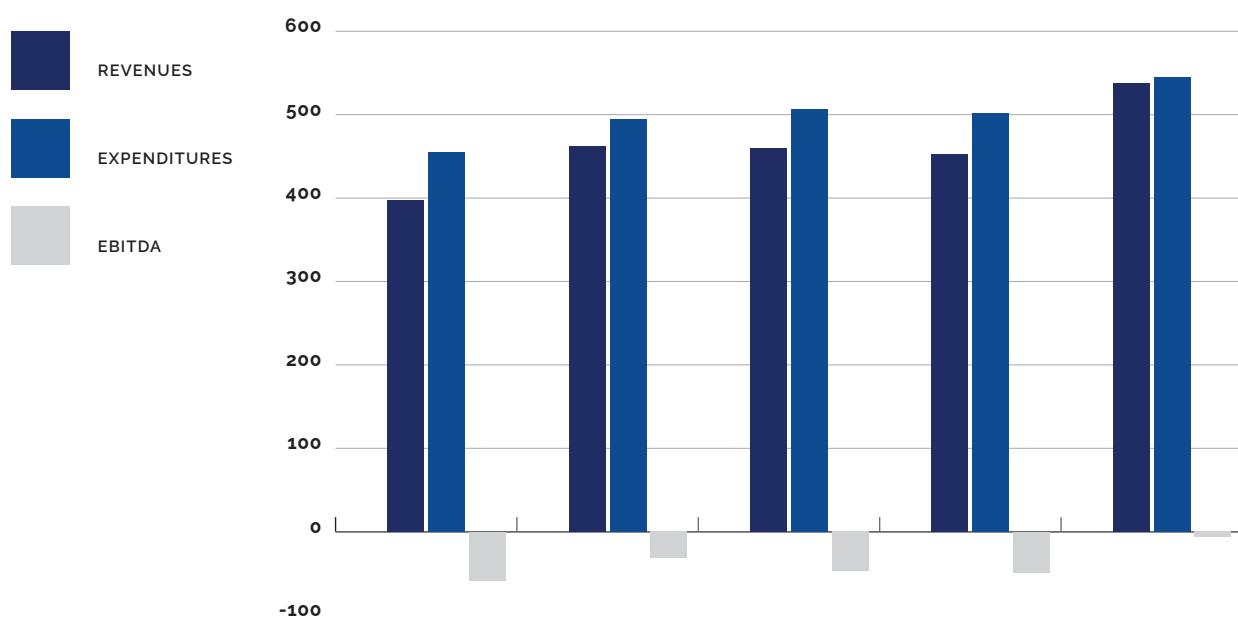
**L.C.C. Carlos Fidel Carmona Estañón**  
Mazars Auditores, S. de R. L. de C. V.

# Financial

## INFORMATION

Since 2019, the management of The Anglo Foundation has promoted improvements in efficiency and resource management, implementing new systems and operational controls that strengthen operations and lay solid foundations for financial sustainability.

### INCOME STATEMENTS - HISTORICAL BEHAVIOUR



	2020	2021	2022	2023	2024
Revenues*	397.24	462.13	459.82	452.34	538.12
Expenditures	455.53	493.96	506.63	501.39	544.50
EBITDA	(58.30)	(31.82)	(46.81)	(49.05)	(6.38)
%	-15%	-7%	-10%	-11%	-1%

\* Figures in millions of pesos: figure for fiscal year 2024 includes accrued sales of 49.5 mp

From 2020 to 2024, the Foundation's income grew steadily, rising from \$397.2 million pesos in 2020 to \$538.1 MP, reflecting a recovery in activity and stronger resource generation during 2024. Expenses also increased, from \$455.53 to \$545.7 MP during the same period; this growth rate was lower than that of revenues, however, as a result of better control of corporate spending.

Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) showed steady improvement, reducing a negative balance from -\$58.3 MP in 2020 to -\$7.6 MP in 2024, representing a 14-percentage-point improvement in margin (from -15% to -1%).

Overall, results show a gradual recovery in profitability, driven by an increase in revenue and more efficient expense management, positioning the organization close to operational breakeven and providing a favorable outlook for the coming years.

<b>BALANCE SHEET</b>	<b>2024</b>
Current assets	96.60
Non-current assets	688.92
Total assets	785.52
Short-term liabilities	145.73
Long-term liabilities	22.78
Total liabilities	168.51
Total equity	617.01
Liabilities plus equity	785.52

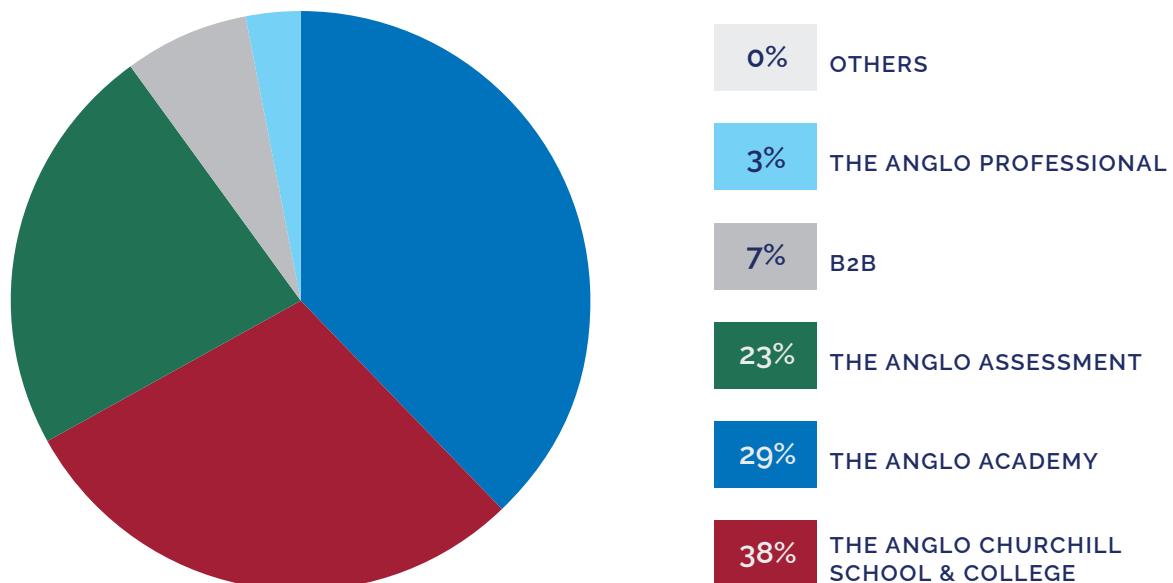
\* Figures in millions of pesos

Note: In 2024, total assets represent \$785.52 MP, with non-current assets predominating. Total liabilities represent \$168.51 MP, while equity stands at \$617.01 MP, reflecting a solid and balanced financial structure.

REVENUES	2024
The Anglo Academy	154.6
The Anglo Churchill School & College	206.0
The Anglo Assessment	124.4
The Anglo Professional	15.2
B2B	36.16
Other	1.80
<b>Total sales</b>	<b>538.12</b>

\* Figures in millions of pesos

## SALES PARTICIPATION BY BUSINESS UNIT



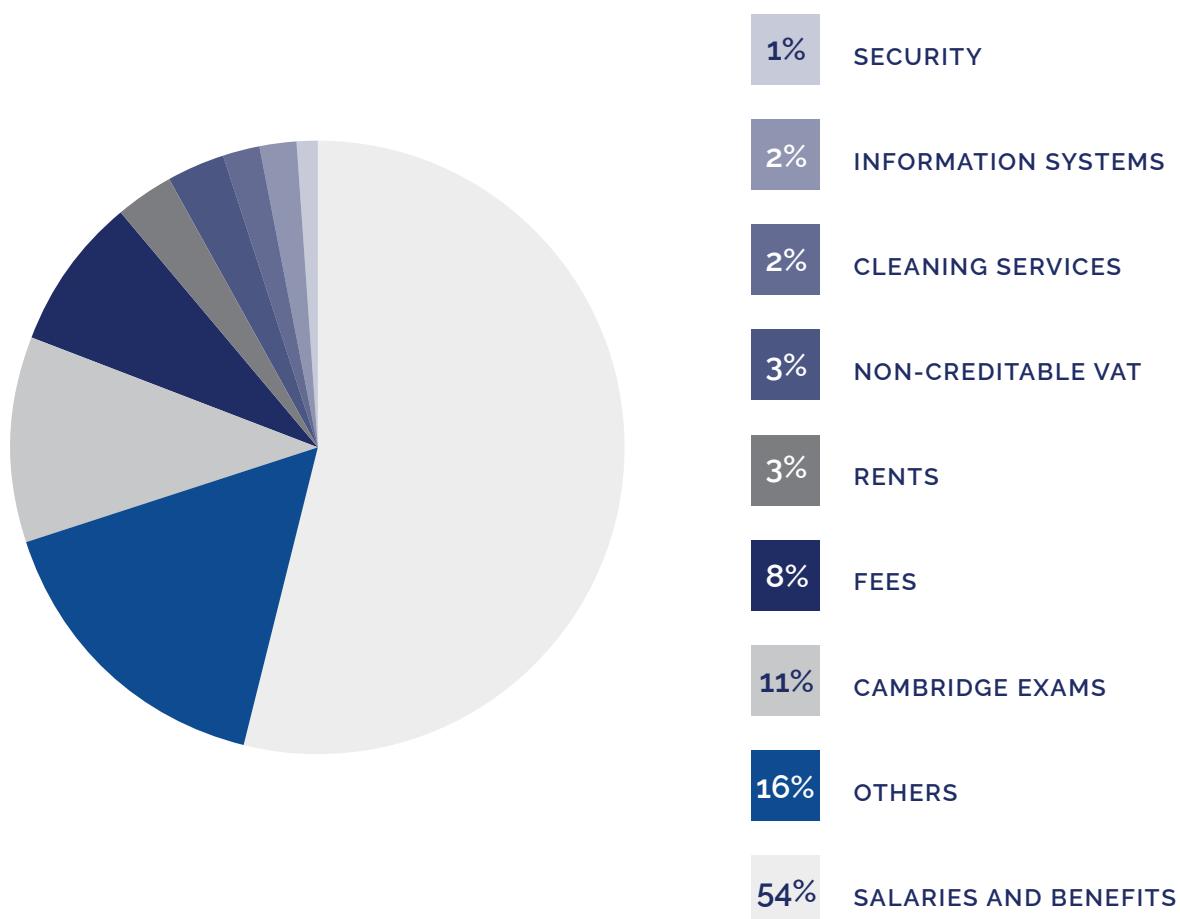
## HISTORICAL EXPENDITURES BEHAVIOR, 2022 - 2024

EXPENDITURE RESULTS	2020	2021	2022	2023	2024
Salaries and benefits	260,750	247,392	273,606	288,641	295,764
Fees	23,533	31,980	33,643	37,524	40,610
Cambridge Exams	24,435	36,993	48,495	48,792	56,871
Rents	31,899	21,226	9,776	15,804	18,413
Security	7,947	5,886	6,204	6,712	6,468
Non-creditable VAT	14,894	12,587	15,947	20,502	17,312
Information systems	24,139	22,495	19,852	12,432	11,705
Cleaning services	6,206	6,317	6,767	7,136	8,996
Others	61,730	109,084	92,340	76,236	88,359
Total	455,534	493,958	506,631	513,780	544,498

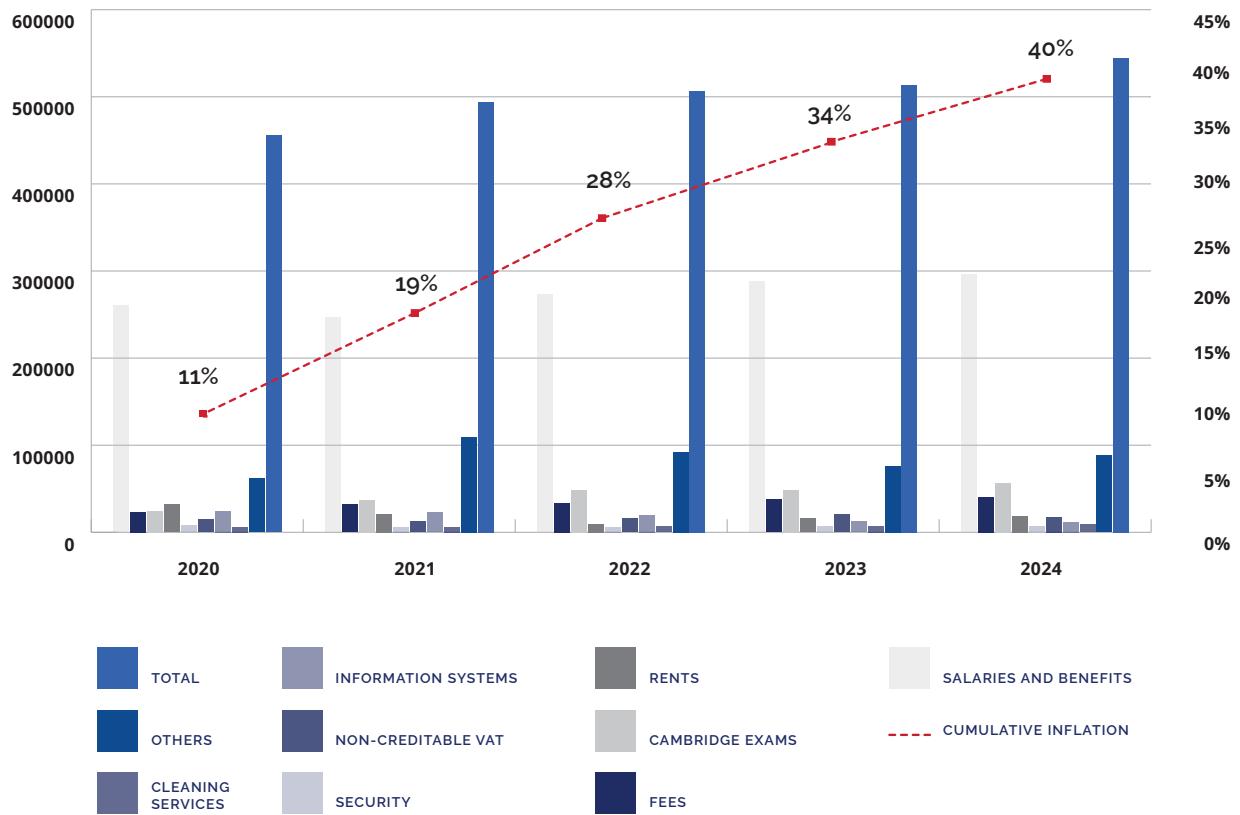
\* Figures in millions of pesos

During 2020-2024, total expenses increased by 19.6%, mainly due to growth in salaries, and increases in fees and Cambridge exams. However, control measures can be seen in areas such as rent and information systems, demonstrating financial management focused on efficiency and the responsible use of resources.

## % TOTAL EXPENDITURES 2024



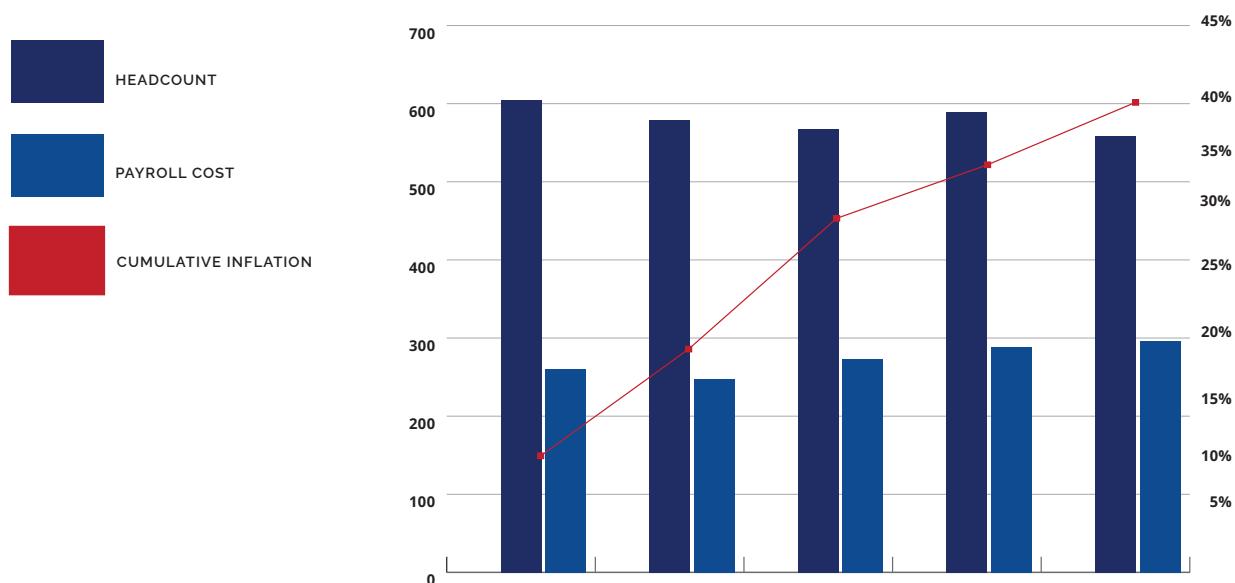
## EXPENDITURE VS CUMULATIVE INFLATION



**Comparison with inflation:** The Foundation has managed to keep its expenses below the cumulative inflation rate for the period from 2020 to 2024, demonstrating efficient cost management.

**Optimisation:** In the coming years, further expense optimisation will be key to guaranteeing that expenses do not exceed the inflation rate and that our business continues to be competitive, both in the market and in providing increased benefits for our collaborators.

## PAYROLL COSTS VS INFLATION



\* Figures in millions of pesos

The Anglo Foundation's Finance Department reaffirms its commitment to achieving short- and long-term institutional objectives through the design and implementation of financial strategies that promote efficient use of resources and anticipate economic conditions in order to mitigate risks. In this way, the Foundation will continue to invest its surplus in its core mission: generating significant social impact.

# Thanks

The Anglo Foundation is profoundly grateful for the dedication, enthusiasm and commitment that our community members show every day in fulfilling our mission.

To our collaborators and teachers: Thank you for your constant work in maintaining the excellence that distinguishes the Foundation and for inspiring our students to realise their greatest potential. Your work is the pillar that sustains each academic and artistic achievement that we celebrate.

We also extend our recognition to the students, parents and artists who placed their trust in us to accompany them in their personal and professional development. Your enthusiasm, talent and commitment make our work meaningful.

We are also thankful to our partner institutions in Mexico, the United Kingdom and other countries, which join forces with us to broaden the reach of our programmes. The trust you place in The Anglo Foundation and the support you provide make it possible to carry out our work impactfully and purposefully.

Thanks to this joint effort, we continue to build a strong, generous community committed to education, culture and values that transform lives.

With your trust, we will continue to work together so that the impact of our work extends ever further and continues to create opportunities for transformation in the future.



**Our mission is clear:**

To transform people's  
lives, build bridges,  
create trust and connect  
cultures

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