



**International sharing school**

multicultural and multilingual education

# Strategic Development Plan

June 2021

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# INTRODUCTION

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# Introduction

## The International Sharing School



International Sharing School opened in September 1980, in the Madeira Island, Portugal.

In 2013 started the operation of the campus in Oeiras, Lisbon.

Offering an International Education based on the International Baccalaureate (IB) Framework (<https://www.ibo.org/>), students at International Sharing School face a dynamic, challenging curriculum, taught by motivated teachers, focused in building a better world.

Owned by the Sharing Foundation, International Sharing School

(<https://www.sharingschool.org/>) blends social responsibility to its curriculum, supporting various institutions and placing the student at the center of the learning process, installing autonomy and social responsibility.

The International Sharing School is IB-certified and therefore implements the learning components of the IB programmes (PYP, MYP and DP), combined and aligned with their own ethos and core values, offering an international, multicultural and multilingual environment where students feel integrated and motivated in successfully progressing in their academic studies.

# Introduction

## The Project

The International Sharing School aims at further developing the educational project, focusing in Taguspark, Oeiras, Lisbon, offering 3 of the IB programs curriculum (PYP, MYP and DP), complemented with construction of a Student Residence, all within the same area.



**In this Document we present the Integrated Strategic Development Plan, which includes the creation of the first Private Equity Fund for Education in Portugal.**

# THE FOUNDERS

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# The Founders

## The Sharing Foundation



### The beginning

It was the endless perspective of the Earth, from the Portuguese archipelagos of the Atlantic, Madeira and the Azores, the solid values of a traditional Portuguese family and the willingness to share experiences and tools for building successful lives, that mobilized a determination to build a global, education for life, project.

Sílvio Sousa Santos began his education in his native land, Madeira Island in the 60s of the 20th century. His parents' constant reminder for the value of a solid education, as well as the singularities of life in an island began, early on, to shape an acknowledgment for the importance of education capable of preparing one for the World ahead.

After high school, Sílvio Sousa Santos heads to the Azores and Lisbon, where he continues his university studies. As a graduate, he starts his business and university teaching activities in the Azores.

In 1988, Sílvio married Júlia Ladeira Santos, a secondary school teacher and strong advocate of excellence in education, capable of preparing learners for a globalizing World.

With the birth of their children, the sensitivity to the value of training grew even further and with it, the desire to start an education project for themselves that would be the materialization of their vision and aspiration for forward thinking, contemporality and globality. The opportunity arose through the purchase, in 2006, of the British School of Madeira, once the school of Júlia and Sílvio's four oldest children, and when already in the possession of the family, the school of their daughter and grandchildren.

The International Sharing Schools project is born in 2013, created within the framework of the Multilingual Schools Foundation, currently Multicultural Sharing Foundation.

From Madeira, passing through Cape Verde and Equatorial Guinea, through the contribution of the International Sharing Schools model, the Sharing Education for Life project gained new fulfilment in 2018 with the opening of the International Sharing School - Tagus Park.

The involvement of older children in the administration and execution of the Ladeira Santos family project has been decisive for the accelerated growth pace of the Multicultural Sharing Foundation. Its diverse international backgrounds, within the scope of prestigious schools, universities, programmes and companies, have been a source of inspiration for the current project.

**Sharing Education for Life is now on the path to the future of the Multicultural Sharing Foundation.**

### Purpose

2006 marks the launching of the first stone of the Ladeira Santos family project to create, on its own initiative, within the possible, but always ambitious, deadline, a unique offer of a global education system for life.

The experience acquired with the British School of Madeira and the willingness and opportunity to continue the ambition on a sustained basis, motivated the constitution of the Multicultural Sharing Foundation on October 15, 2013, of which Ema Laurinda Sousa Santos, Júlia Maria Soares Moreira Ladeira Santos and Sílvio Sousa Santos were the founders. This was a moment of accomplishment, in a project for the future and for the world, of the vision of the Ladeira Santos family, that Knowledge is Our Best Asset.

The Foundation became the engine for the continuing confirmation of the family's determination, in promoting cultures, stimulating interest in multiculturalism and multilingualism, entrepreneurship and innovation and sustainability, through a global project of international education for life.

Once again, the extended and far-beyond horizon vision of the world, which is characteristic of islanders, showed that the way forward had to be based, if possible, on a growth in geographical dimension and in the extension of the scope of intervention. Other places, new degrees of education offered for all ages, in the context of globalization and sustainability, are now assumed as the key to the achievement to make knowledge as our best asset.

### Which way?

The Sharing Education for Life project is the path to the anticipated future.

The object is a system of schools for education at all levels - from the early years towards lifelong, supported, inter alia, by teaching programs with international recognition, based on environmental, economic, and social sustainability, with strong promotion of multiculturalism and multilingualism, and also through programs aimed at active citizenship.

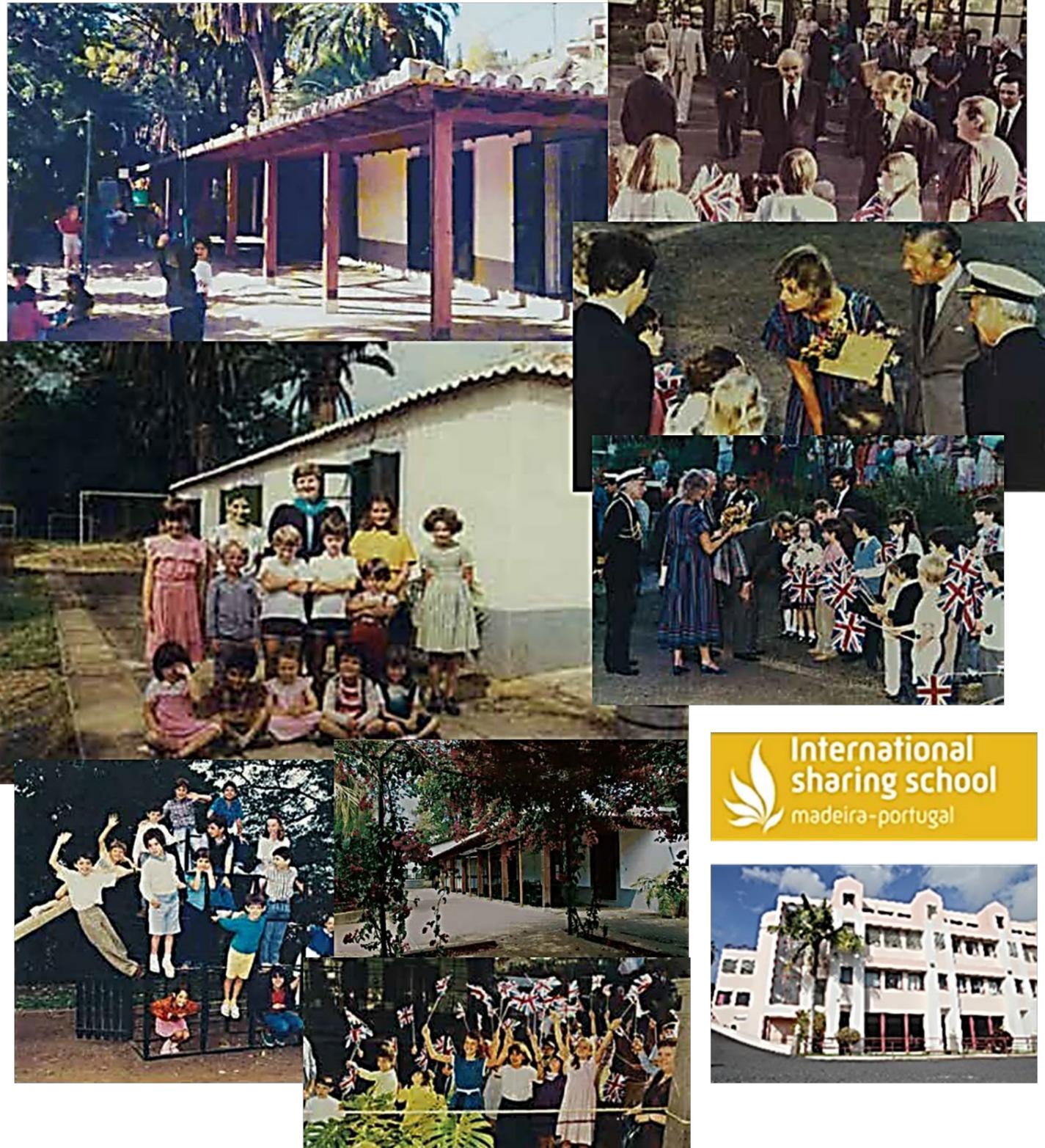
Thus, the International Sharing Schools, from the early years and covering students aged 3 to 18 in the context of the International Baccalaureate curriculum, and the International Sharing University, integrating a Center for Reflection (The Ocean), School for Professional and Continuing Studies (SPaCE), a Research Institute for a Sustainable Earth (RISE), a Undergraduate, Graduate and Post-Graduate Programmes School (UPSchool) and a Multicultural Community Center (M2C).

These two portions of the project, the International Sharing Schools and the International Sharing University, are developing in parallel, both with ongoing activities, while ensuring the alignment of the initiatives so that the education programs are complementary and coherent in the context of the Sharing Education for Life.

As an essential part of a project, that will be international and global, Arts Investments (AI), created in 1993, is undergoing transformation to supply and concentrate the properties needed for the educational project. Due to its character and scope, Sharing Education for Life will have to be served by quality and capable infrastructures for teaching and research, and to welcome students, teachers, researchers, and other nomads who will integrate this new Sharing world.

# The Founders

## The beginning



### The British School of Madeira (1980-2013)

In September 1980, Mrs Susan Farrow founded the British School of Madeira in Funchal. The children of English people living in Madeira as well as Portuguese people studied in this private school, which offered a bilingual education.

The school provided the British curriculum (Scottish version) in conjunction with part of the official Portuguese program. It was officially recognized by the Secretaria Regional de Educação of Madeira (SRE), the British Consulate and the Scottish Qualifications Authority (SQA).

Students leaving British School could transfer to any Portuguese school through a Certificate of Study Equivalence awarded by SRE and to any English-language school anywhere in the world.

Many students have entered the world's best universities, including Oxford, Cambridge, Edinburgh, Glasgow, Aberdeen, Newcastle and London, Princeton (USA) as well as Lisbon, Porto and Coimbra in Portugal. Mrs Susan Farrow, passed away in 2008 having taken over as Principal Mrs Jane Gordon in January 2009.

### Madeira Multilingual School (2013-2018) & International Sharing School (2018-)

In 2013, the MADEIRA Multilingual School began the accreditation process to become an IB World School and in March 2017 received the PYP (Primary Years Program) accreditation up to Year 5 and in July 2017 received accreditation for the MYP (Middle Years Program) upto Year 10.

In 2013 the school was renamed MADEIRA Multilingual School, with Principal Mrs. Júlia Ladeira Santos. It is a private, full-time international school for students from 3 to 15 years of any nationality, including Portuguese, where, besides the daily work in English, it emphasizes the learning of Portuguese, Mandarin, Russian, German, Spanish and French.

Following these recognitions and being MADEIRA Multilingual School the second school in the country to offer two IB programs, the school began a new process for the adoption of a more international name: International Sharing School, which was officially adopted in the year 2018/2019.



# The Founders

## The ISS - Today



After 38 years of experience with the International Sharing School of Madeira, a new project, in Taguspark, Oeiras, Lisbon was incorporated in 2018.

The new campus is located in Oeiras Valley, a science and innovation technology park.

Previously known as Colégio Taguspark (an all Portuguese school), the school shifted from a Portuguese curriculum to an international curriculum (based in the International Baccalaureate-IB program).

The International Sharing School in Taguspark is the one of the 2 only schools in Portugal to offer all three complete IB Programmes: Primary Years Programme (ages 3-10), Middle Years Programme (ages 11-16) and Diploma Programme (ages 17-18).

The School currently operates exclusively in Building 1, but renovations of the Building 2 (already acquired by the MSFound Group) will start in June 2021.

At the same time, part of the new Sports and Leisure areas will be inaugurated, with development of this green area of 71,000 sqm expected to continue throughout the coming years.

Currently the International Sharing School in Taguspark has 284 students from 27 different nationalities and a staff of 66 people.



1980



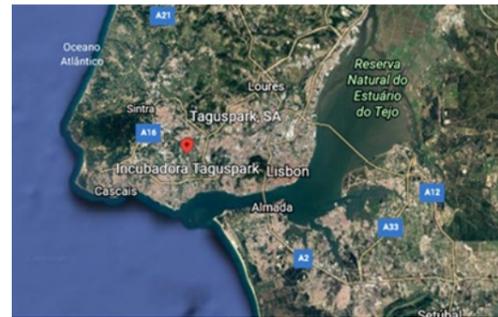
2018



<b>Name:</b>	ISS - Oeiras - International Sharing School - Oeiras, S.A.
<b>Inception:</b>	2018
<b>Headquarters:</b>	Tagus Park - Oeiras (Greater Lisbon)
<b>Industry:</b>	Private Schools
<b>Nr. of students:</b>	284
<b>Nr. of Employees:</b>	66
<b>Auditor:</b>	Baker Tilly SROC

# The Founders

## The development plan



While maintaining the school in Madeira, the objective is to further develop the educational project anchored in the ISS-Oeiras, and all in the Taguspark, Oeiras, Lisbon:

- 1** ISS - Madeira  
*Existing*
- 2** ISS - Taguspark - School 1  
*Existing*
- 3** ISS - Taguspark - School 2  
*New*
- 4** ISS - Taguspark - School 3  
*New*
- 5** ISS - Taguspark - Residence  
*New*
- 6** ISS - Taguspark - Sharing Club & Green spaces



# THE PEDAGOGICAL CONCEPT

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# The Pedagogical Concept

## Vision, Mission & Values

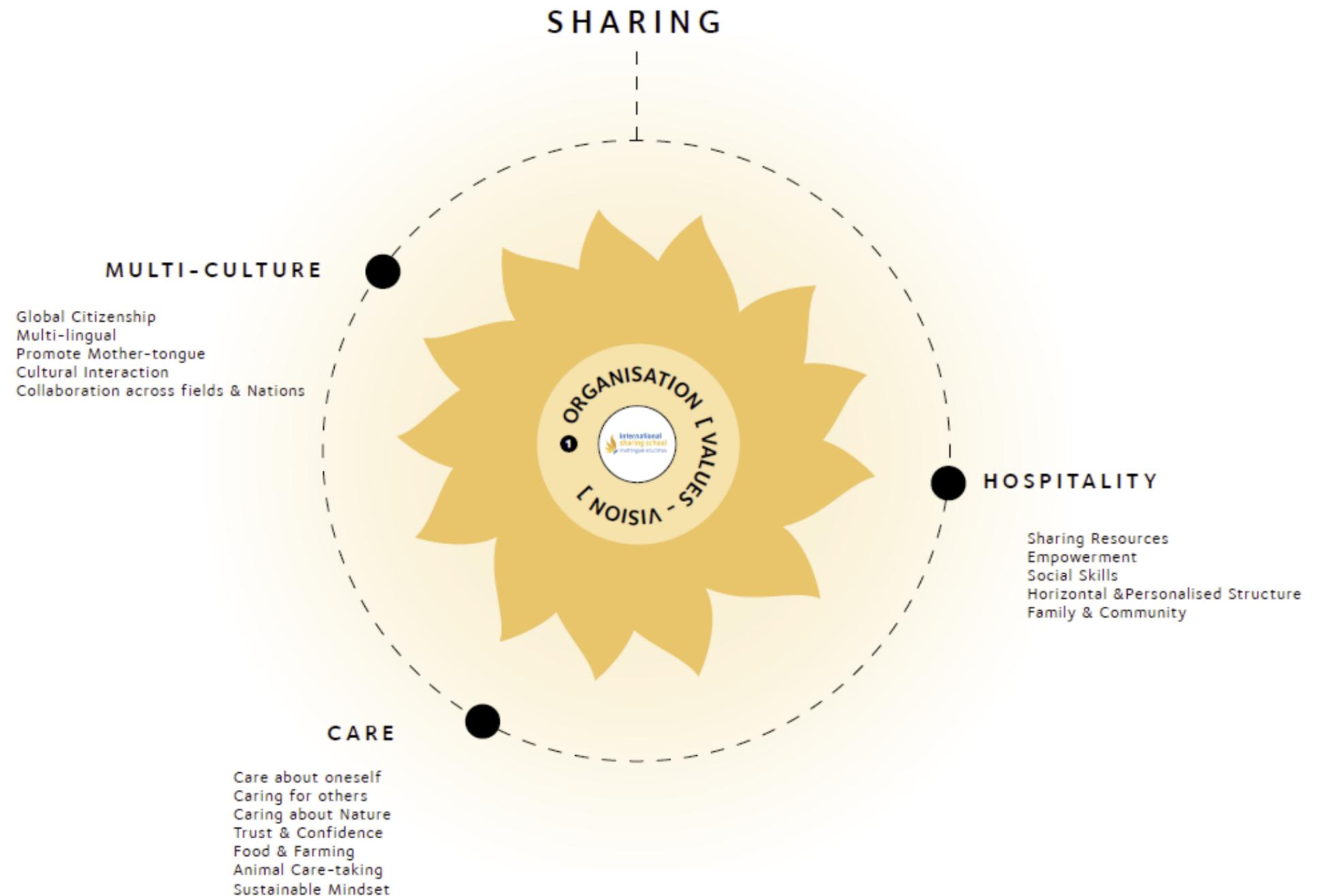
### Vision

Achieving enjoyment and excellence in **Education for all**

### Mission

International Sharing School aims to **develop inquiring, knowledgeable and open-minded lifelong learners** who aspire to build a better tomorrow, through a supportive, respectful and caring environment promoting **learning through sharing.**

### Our Core Values



# The Pedagogical Concept

## Pedagogical framework

### ENHANCED LEARNING CATEGORIES

#### THE BASIS FOR DIFFERENTIATED LEARNING

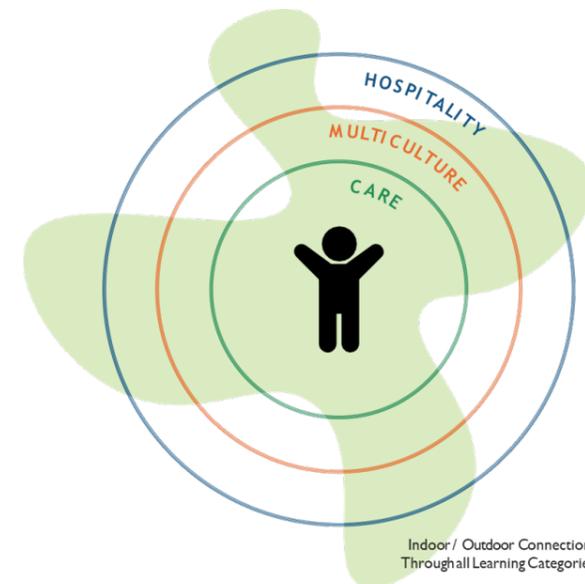
ISS is an IB-certified school and therefore implements the learning components of the IB programme.

At the same time, ISS is a unique school with their own core values and focus areas that run parallel to the IB programme.

On this spread, we visualise the important aspect of each of the two spheres, highlighting key elements from the IB programme as well as the special sharing values of ISS. When combined they form the ISS pedagogical framework that is the basis of the masterplan.

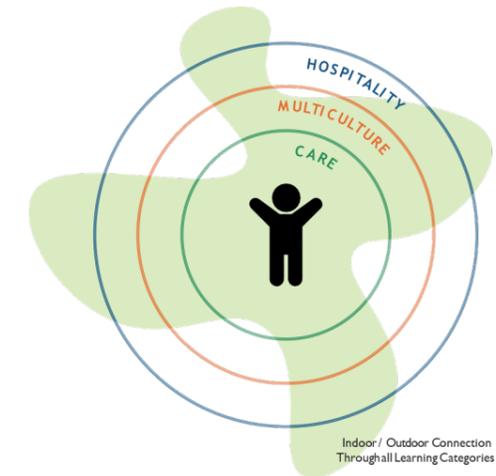
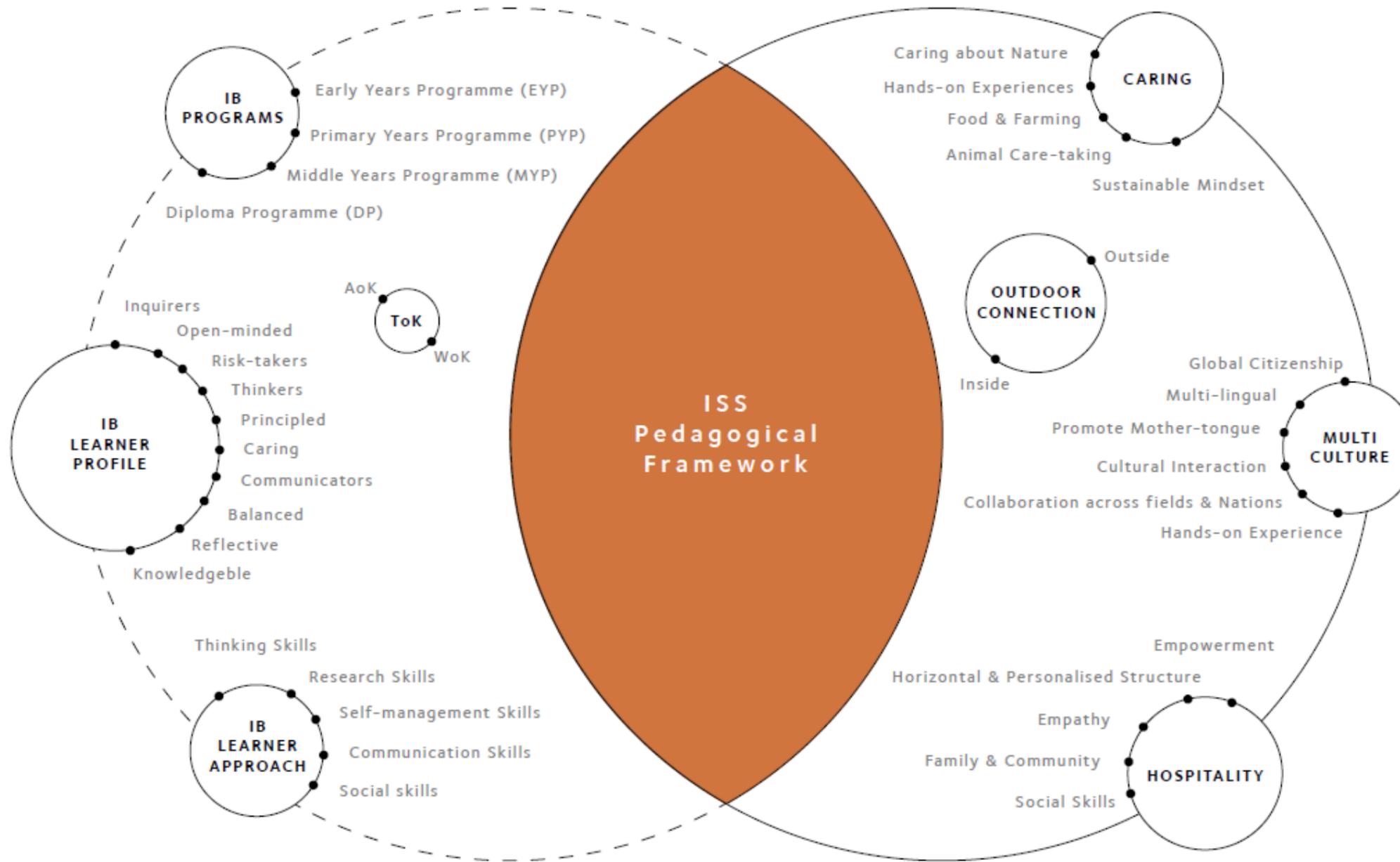
The learners at ISS will meet a learning environment that will help them to become caring, multicultural and hospitable beings. This is the very aim of the pedagogical strategy of ISS.

Looking into the learning needs and development of the students, we have created the following nine enhanced learning categories centered around the core values of care, multicultural and hospitality. The nine categories will be implemented into the interior layout of the future ISS design, ensuring to make differentiated spaces that are tailored for the 'learning through sharing' goals.



# The Pedagogical Concept

## Pedagogical framework



**International  
Sharing school**

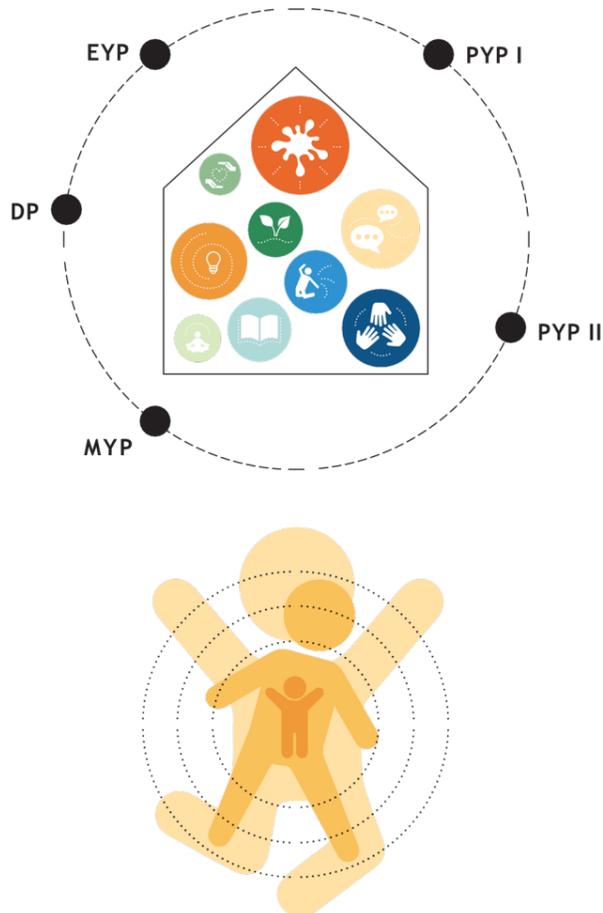
# The Pedagogical Concept

## Programme Structure



### A LEARNING EVOLUTION

### WITHIN THE LEARNING CATEGORIES



Enhanced Learning Spaces	EYP 0-4 years		PYP 3-7 years		PYP 7-12 years		MYP 11-16 years		DP 16-18 years	
 <b>BODY &amp; MIND</b>	Body Awareness 'Peekaboo' Mirror reflection Sensorial exploration Sleep routine	Tactile experiences	Body Awareness Yoga Privacy Meditation VS Noise Cave Zones	Sensory Sounds Stillness Zones	Body Awareness Meditation Reading Alone 1:1 Space Cave Zones	Reflection Space Stillness Zones	Body Awareness Meditation Reading 1:1 Space Cave zones	Reflection Space Stillness Zones Concentration	1:1 Space Off-line Area Reading Focus Zones Experimental Sound	Reflection Space Concentration
 <b>EMPATHY</b>	Imitate adults behavior Emotion & Intuition Cinema		Role play Storytelling Cinema Costumes		Classic play Music concert Choreography Cinema		Scientific debate Presentation & Communication Cinema Ethics		Presentation & Communication Production of audiovisual content Cinema	
 <b>BIO</b>	Natural textures The seasons		Circle of Life Growing from the seed Caring small animals		Plants Study Growing crops Animals Connection to Outdoor		Nature + Pollution Anatomy Astronomy Maths & Science		Bio-mimicry Spice Garden Weather Station Bio mazes	
 <b>COMMUNICATION &amp; EXPRESSION</b>	Initiation to speak Fine motor skills Painting & Clay Rhythms and Intonation Songs		Learning Alphabet Hand + Motor skills Painting & Clay Singing		Longer Texts Hand + Digital skills Sketch & Print Recording		Immersive Language Learning History Recording Sound Workstation		IT Knowledge & Digital skills Presentation & Communication Craft Projects Recording Podcast Generator	
 <b>INSPIRATION &amp; EXHIBITION</b>	Miscellaneous The wonder wall Object classification		Interactive Show off Messy & Uncritical Themed		Artistic Reflective Storytelling Learning display		Student curated exhibitions Calculations & Graphics Models / mock-ups / prototypes Media		Structured & Critical Models/Mock-ups/Prototypes Broader research exhibitions Media Student curated exhibitions	
 <b>CREATION &amp; EXPERIMENTATION</b>	Curiosity Lab (Exploratory game) Piling blocks up Putting things inside things Object manipulation Filling & emptying containers		Sensory Lab (tactile elements) Busy Boards Light games Water & Mud Duplo (fine motor skills) Big foam blocks (gross motor skills)		Arts Lab Bio Projects Imagination Easy tests Lego Small Building Projects Music		Science Lab Experiments More technique tests Puzzles Architecture and Engineering Technique of Sound		Science & Technology Lab Investigation Experimentation Workshop Robotics & Digital Artworks Fashion&Furniture&Prototypes Design	
 <b>RESOURCES</b>	Collective readings Short tales Books with textures		Gathering Listening to stories Picture books Soft animals Enhance curiosity and fantasy		Learning to read Discovering books Inspiration Collection Contemplation Stillness		Concentration / Individual work Specialized books Research Collection Connection (knowledge sharing) Scientific Understanding		Library of Resources Collection (material + books) Connection (knowledge sharing) Creation (3D Printer and such) Knowledge to the World (digital)	
 <b>SPORTS &amp; PLAY</b>	Jungle Gym Body & Space exploration Reach, Grab & Hold objects Crawl & Walk Drag		Jungle Gym Body & Space exploration Climb Walk & Run Balance		Games & Sports Body & Risk exploration Competition Outdoor play		Time & Rhythm Dance Swing Bike Skating & street sports		Chilling as an action Flexibility Board games Skating & Street sports	
 <b>TOGETHERNESS</b>	Bonding with the teacher Snuggle & Talk Play groups Collective imaginary		Making friends Two-seat stroller loop Sharing and taking turns		Bonding with other level students Develop companionship Mingle spaces Debate area		Multicultural Traditions Collaboration Debate area Faith & Human Science		Meeting new people Religious knowledge Systems Indigenous knowledge system Volunteering office Group work	

# THE EDUCATION SECTOR IN PORTUGAL

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# The Education sector in Portugal

## Overview

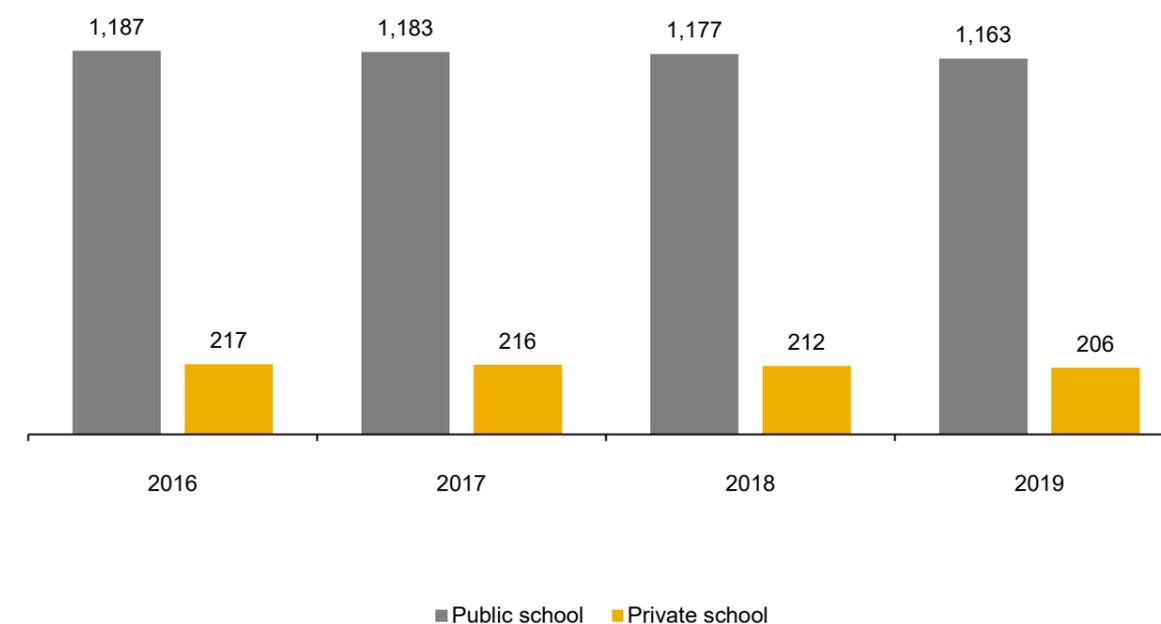
In recent years, the number of students in public schools presents a decreasing trend, from 1,187 thousand students in 2016 to 1,163 thousand students in 2019 (- 24 thousand students/ -2.0%).

Between 2016 and 2019, the number of students in private schools decreased 5.2% from 217 thousand students in 2016 to 206 thousand students in 2019.

The number of students in private and public schools presents a similar fluctuation in the last four years. The decreasing trend in private schools is particularly related with private schools funded by the state. In fact, private schools funded by the state lost 24 thousand students (-35.4%) between 2016 and 2019, while independent private schools increased the number of students in 13 thousand students (+8.5%), from 2016 to 2019.

In 2019, 38.8% of total students in private schools were registered in the metropolitan area of Lisbon. The North region registered a total of 34.2% of students enrolled in private schools, followed by the Center region (17.7%).

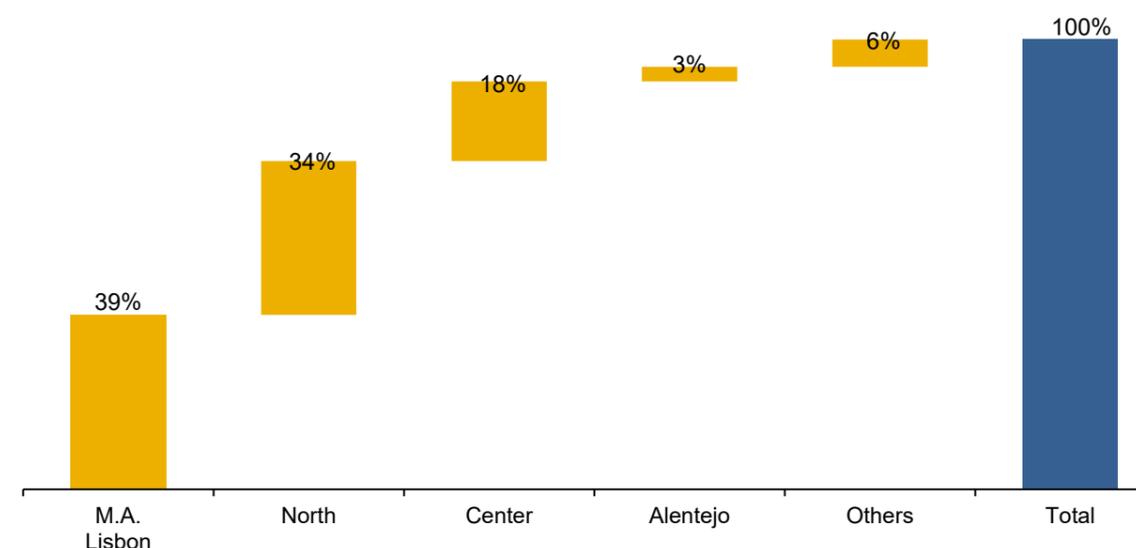
Number of students in private and public schools



Number of students per school type

	Public	Private	Private (State funded)	% in private
2016	1,187,522	149,740	67,673	15.5%
2017	1,183,376	155,721	60,684	15.5%
2018	1,176,863	161,064	50,827	15.3%
2019	1,163,413	162,491	43,711	15.1%

Breakdown of students in private schools by NUT II region (2019)



Source: DGEEC - Direção-Geral de Estatísticas da Educação e Ciência

# The Education sector in Portugal

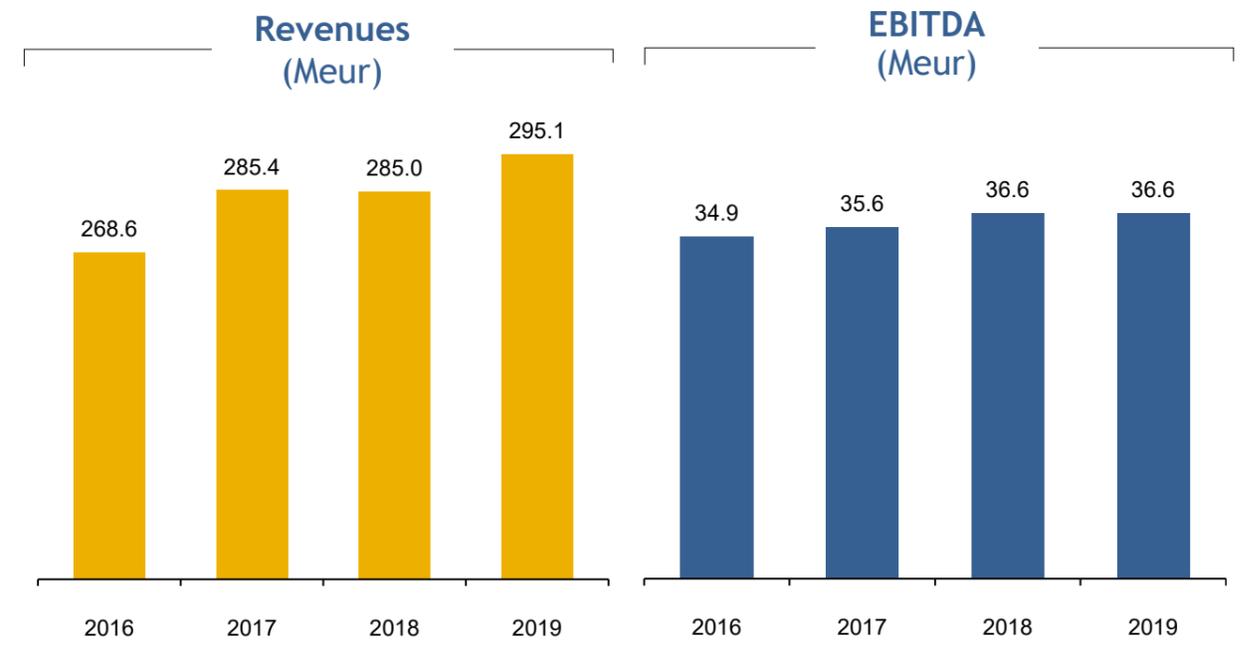
## Private schools' sector

In 2019, Portugal registered 236 private schools, minus 2 schools when compared to the previous year. The accumulated total revenue of private schools was 295.1 million euros, and the average EBITDA margin was 12.4%.

The education sector is mostly composed of small enterprises, representing 44.9% of the total number of private schools. In 2019, there were 106 small enterprises, 82 microenterprises, 44 medium sized enterprises and only 4 large enterprises.

In the last three years, the education sector presents a slight growth in the key financial indicators. Revenues have increased at a CAGR of 1.1% from 2017 to 2019, while the average EBITDA margin increased at a CAGR of 0.9% in the same period. From 2017 to 2019, shareholders' equity grew at a CAGR of 0.6%.

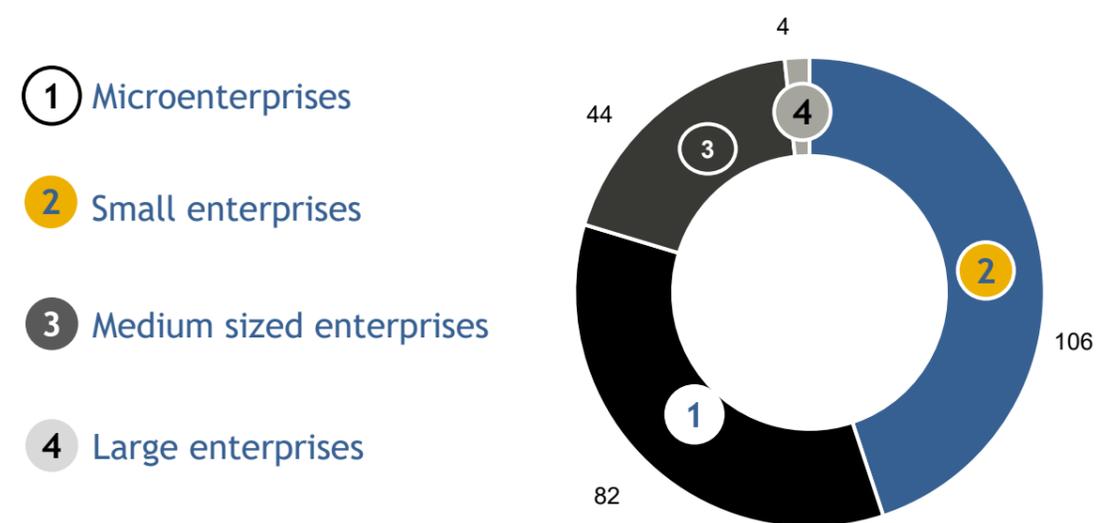
The Premium Education Sector, in which ISS operates, has been tested in 2020 with the arrival of COVID-19 and the economic backlash brought by this but the Premium Education Sector proved to be an extremely resilient business, with slight decreases in Turnover and EBITDA margins during these uncertain times.



### Evolution of key financial indicators

	2017	2018	2019	CAGR
 Revenues	285.4	285.0	295.1	0.6%
 EBITDA	35.6	36.6	36.6	0.5%
 Shareholders' equity	205.0	209.8	208.8	0.3%

### Number of enterprises by size (2019)



Source: Banco de Portugal

# The Education sector in Portugal

## Private schools' sector

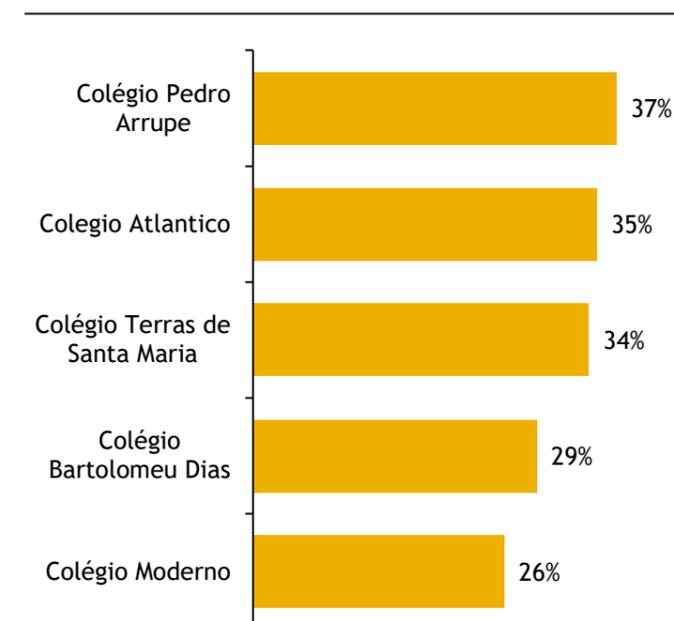
values in thousand euros	Turnover		EBITDA		EBITDA Margin		Net Margin	
	2018	2019	2018	2019	2018	2019	2018	2019
<b>IB Schools</b>								
Saint Dominic's School	11,875	12,276	2,440	2,355	20.5%	19.2%	11.8%	10.2%
St. Peters' School	9,947	6,324	2,849	617	28.6%	9.7%	18.3%	2.3%
Colégio Atlântico	5,083	5,649	1,700	1,977	33.4%	35.0%	19.8%	20.3%
<b>Portuguese Private Schools</b>								
Colégio Moderno	11,067	11,369	2,533	2,911	22.9%	25.6%	13.7%	15.9%
Colégio Pedro Arrupe	10,729	11,098	3,884	4,103	36.2%	37.0%	17.8%	18.7%
Colégio Valsassina	8,196	8,449	1,494	1,499	18.2%	17.7%	11.0%	11.8%
Externato Ribadouro	8,507	8,109	808	1,148	9.5%	14.2%	4.3%	7.0%
Colégio Manuel Bernardes	7,003	6,841	842	887	12.0%	13.0%	6.1%	7.0%
Colégio Bartolomeu Dias	4,864	4,966	1,353	1,436	27.8%	28.9%	15.0%	15.9%
Grande Colégio Universal	2,997	3,234	247	370	8.3%	11.4%	5.3%	7.8%
Colégio Terras de Santa Maria	2,124	2,096	860	716	40.5%	34.2%	30.3%	12.7%
Colégio Nova Encosta	1,491	1,660	384	373	25.7%	22.5%	11.4%	7.9%
Externato Senhora do Carmo	1,786	1,224	231	250	12.9%	20.4%	4.1%	8.2%
<b>Average</b>	<b>6,176</b>	<b>6,103</b>	<b>1,411</b>	<b>1,357</b>	<b>22.3%</b>	<b>21.8%</b>	<b>11.2%</b>	<b>10.5%</b>

Source: Sabi Database

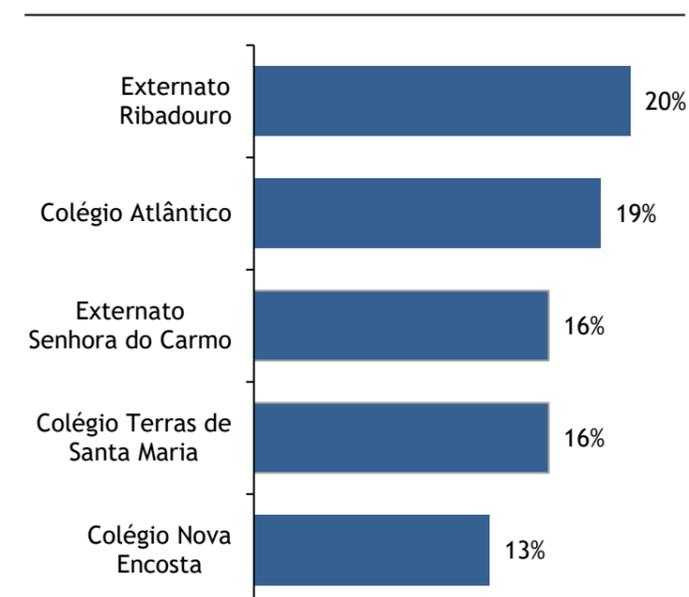
### Comments:

- Average profitability decreased between 2018 and 2019 (0.5 pp in EBITDA margin and 0.7 pp in net margin).
- In 2019 the selected companies registered an average EBITDA margin of 21.8% and an average net Margin of 10.5%.

EBITDA Margin Rank (2018)



Net Margin Rank (2019)



# The Education sector in Portugal

## Private schools' sector

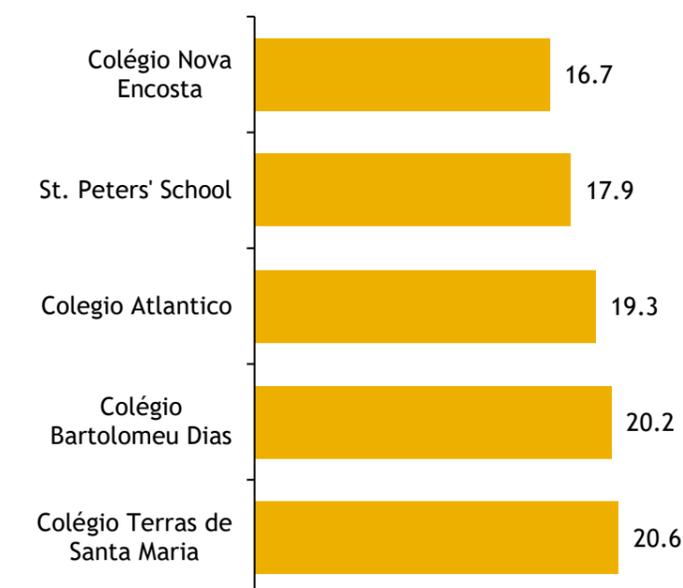
values in thousand euros	Turnover		Employee Expenses		Cost/Employee		Turnover/Employee	
	2018	2019	2018	2019	2018	2019	2018	2019
<b>IB Schools</b>								
Saint Dominic's School	11,875	12,276	5,771	6,326	38.5	42.2	79.2	81.8
St. Peters' School	9,947	6,324	5,264	3,781	25.7	17.9	48.5	30.0
Colégio Atlântico	5,083	5,649	2,222	2,426	17.9	19.3	41.0	44.8
<b>Portuguese Private Schools</b>								
Colégio Moderno	11,067	11,369	6,377	6,397	24.1	23.9	41.8	42.4
Colégio Pedro Arrupe	10,729	11,098	4,140	4,259	25.7	26.6	66.6	69.4
Colégio Valsassina	8,196	8,449	4,864	5,005	26.9	26.3	45.3	44.5
Externato Ribadouro	8,507	8,109	5,322	5,008	33.7	29.1	53.8	47.1
Colégio Manuel Bernardes	7,003	6,841	4,644	4,797	27.8	28.9	41.9	41.2
Colégio Bartolomeu Dias	4,864	4,966	2,486	2,687	20.5	20.2	40.2	37.3
Grande Colégio Universal	2,997	3,234	2,056	2,196	21.2	22.4	30.9	33.0
Colégio Terras de Santa Maria	2,124	2,096	813	948	22.0	20.6	57.4	45.6
Colégio Nova Encosta	1,491	1,660	677	784	15.7	16.7	34.7	35.3
Externato Senhora do Carmo	1,786	1,224	611	649	19.7	21.6	57.6	40.8
Average	6,176	6,103	3,241	3,328	23.1	24.5	47.7	45.5

Source: Sabi Database

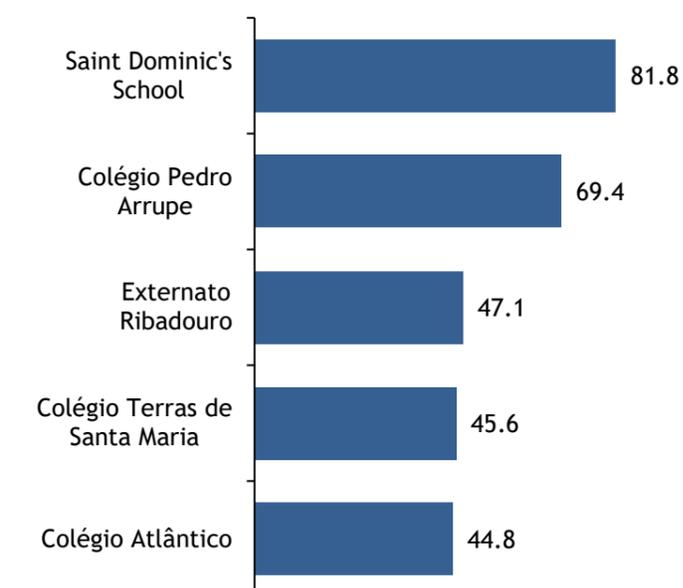
### Comments:

- In 2019 the analyzed companies reported an average cost per employee of 24.5 thousand euros (slight decrease of 1.4 thousand euros when compared with 2018).
- In 2019, the average turnover per employee was 45.5 thousand euros (a decrease of 2.2 thousand euros when compared to 2018).

Cost per employee Rank (2019)



Turnover per employee Rank (2019)



# The Education sector in Portugal

## Portuguese private schools

Player	Description	Turnover <sup>1</sup>	Employees	Students
	<p><b>Externato Ribadouro</b></p> <p>Externato Ribadouro is a private school in Oporto, owned and managed by Alexandrino Oliveira, Silva &amp; CA, Lda.. The school was incorporated in 1975 and offers the Portuguese curriculum from kindergarten to secondary years. In 2019, the school ranked in 7<sup>th</sup> place in the ranking of best schools in Portugal.</p>	8,109	172	1,860
	<p><b>Colégio Moderno</b></p> <p>Colégio Moderno is a private school located in Campo Grande (Lisbon). The school was incorporated in 1936 and offers the Portuguese curriculum kindergarten to secondary years. In 2019, the school ranked in 5<sup>th</sup> place in the ranking of best schools in Portugal.</p>	11,369	268	1,531
	<p><b>Colégio Pedro Arrupe</b></p> <p>Colégio Pedro Arrupe is a private school located in Lisbon (Expo). The school was incorporated in 2009 by CPA - Actividades Educativas, S.A., teaching the Portuguese curriculum from kindergarten to secondary years. In 2019, the school ranked in 6<sup>th</sup> place in the ranking of best schools in Portugal.</p>	11,098	160	1,391
	<p><b>Colégio Valsassina</b></p> <p>Colégio Valsassina was incorporated in 1898, as a small primary school. In 1932 it officially became Colégio Valsassina teaching the Portuguese curriculum from kindergarten to secondary years. In 2019, the school ranked in 8<sup>th</sup> place in the ranking of the best schools in Portugal.</p>	8,449	190	1,144
	<p><b>Colégio Manuel Bernardes</b></p> <p>Colégio Manuel Bernardes was established in 1935 offering private education with Cristian values. The school is located in Lisbon and teaches the Portuguese curriculum kindergarten to secondary years. In 2019, the school ranked in the Top 15 of the best schools of Portugal.</p>	6,841	166	1,110

Source: Sabi Database (2019)  
<sup>1</sup> values in thousand euros

# The Education sector in Portugal

## Portuguese private schools

Player	Description	Turnover <sup>1</sup>	Employees	Students
 <p><b>Colégio Bartolomeu Dias</b></p>	<p>Colégio Bartolomeu Dias is a private school located in Loures. The school is owned and managed by Sociedade de Ensino Central de Santa Iria, Lda.. It offers the Portuguese curriculum from kindergarten to secondary years.</p> <p>In 2019, the school was ranked in the Top 25 of the best schools of Portugal.</p>	4,966	133	698
 <p><b>Grande Colégio Universal</b></p>	<p>Grande Colégio Universal was incorporated in 1910, in Oporto. The school offers the Portuguese curriculum from kindergarten to secondary years.</p> <p>In 2019, the school was ranked in the Top 30 of the best schools of Portugal.</p>	3,234	98	654
 <p><b>Externato Senhora do Carmo</b></p>	<p>Externato Senhora do Carmo was incorporated in 1993, in Oporto. The school offers the Portuguese curriculum from nursery to secondary years.</p> <p>In 2019, the school ranked in the Top 30 of the best schools of Portugal.</p>	1,224	30	401
 <p><b>Colégio Terras de Santa Maria</b></p>	<p>Colégio Terras de Santa Maria was incorporated in 1974, in Santa Maria da Feira. The schools offers the Portuguese curriculum from nursery to middle years. In 2010, the school started teaching secondary years.</p> <p>In 2019, the school ranked in the Top 50 of the best schools of Portugal.</p>	2,096	46	397
 <p><b>Colégio Nova Encosta</b></p>	<p>Colégio Nova Encosta was incorporated in 2007, in Oporto.</p> <p>The school teaches the Portuguese curriculum from kindergarten to secondary years.</p> <p>In 2019, the school ranked in the Top 15 of the best schools of Portugal.</p>	1,660	47	337

Source: Sabi Database (2019)  
<sup>1</sup> values in thousand euros

# The Education sector in Portugal

## International schools

Player	Description	Turnover <sup>1</sup>	Employees	Students
 <p><b>St. Julian's School</b></p>	<p>St. Julian's School was founded in 1932, but started teaching only in 1935 (Portuguese and English curriculums). The school teaches grades from kindergarten to secondary years. In 1986 the school became the first IB School in Portugal, offering the Diploma Program (DP).</p>	n.d.	n.d.	1,092
 <p><b>St. Peter's School</b></p>	<p>St. Peter's International School was founded in 1999, in Palmela. The school is owned and managed by Socieduca, S.A.. The school teaches grades from kindergarten to secondary years, recently it became a Cambridge and International Baccalaureate (IB) school. The new curriculum offers the International General Certificate for Secondary Education (IGCSE) and the IB Diploma programme (DP), besides the Portuguese curriculum.</p>	6,324	211	1,157
 <p><b>Colégio Atlântico</b></p>	<p>Colégio Atlântico is a private school incorporated in 1981, and located in Seixal. In its early years, it only offered kindergarten, but currently it teaches grades from nursery to secondary years. In 2019 the school was accepted as an IB School, offering the Diploma Program (DP) as an alternative to the Portuguese curriculum.</p>	5,649	126	957
 <p><b>Saint Dominic's International School</b></p>	<p>Saint Dominic's International School was incorporated in 1963, when the Dominican sisters first established the school. In 2010, the school was acquired by Veritas Educatio, S.A.. Currently, the school's curriculum follows the International Baccalaureate program, providing the Diploma Program (DP), the Middle Years Program (MYP) and the Primary Years Program (PYP).</p>	12,276	150	781
 <p><b>Carlucci American International School of Lisbon</b></p>	<p>Carlucci American International School of Lisbon was founded in 1956 by Anthony A. McKenna. The school's curriculum is based in the American school system and ranges from preschool to secondary school. In 1998 the school was authorized by the International Baccalaureate Organization to teach the IB Diploma Program.</p>	n.d.	n.d.	636

Source: DGEEC - Direção-Geral de Estatísticas da Educação e Ciência  
 Source: Sabi Database (2018)  
<sup>1</sup> values in thousand euros

# The Education sector in Portugal

## International schools



Player	Description	Turnover <sup>1</sup>	Employees	Students
	<b>Oporto British School</b> The Oporto British School is a private school, located in Oporto, with 125 years of academic experience, it is the oldest British School in continental Europe. Its curriculum follows the British Educational System, offering grades from kindergarten to secondary years. In 1992, it became an IB School by teaching the Diploma Program (DP).	n.d.	n.d	442
	<b>Colégio Mira Rio</b> The Mira Rio private school is an all-female catholic school that belongs to the Colégios Fomento Group. The Group owns 3 private schools (Colégio Cedros, Colégio Horizonte and Colégio Planalto). In 2017, the school moved to a new building in Telheiras (Lisboa), offering grades kindergarten to secondary years. In 2018 the school was accepted as an IB School, offering the Diploma Program (DP).	n.d.	n.d.	328
	<b>International Sharing School - Taguspark</b> International Sharing School was founded in 2018, previously known as Colégio Taguspark (a Portuguese school). The school is located in the metropolitan area of Lisbon (Oeiras), in Taguspark. With the creation of the ISS in 2018, the school curriculum was transformed being focused in the International Baccalaureate program (IB).*	880 (2018/19) 2,142 (2019/2020)	45 (2018/19) 66 (2019/2020)	209 (2018/19) 284 (2019/2020)
	<b>Colégio Planalto</b> Colégio Planalto is an all-male private catholic school incorporated in 1978. The school is a member of the Colégios Fomento Group (abovementioned). The school offers grades from nursery to secondary school. In 1994, it was accepted as an IB School, offering the Diploma Program (DP).	n.d	n.d	307

Source: DGEEC - Direção-Geral de Estatísticas da Educação e Ciência  
Source: Sabi Database (2018)  
<sup>1</sup> values in thousand euros

The International Sharing School in Taguspark is one of two only schools in Portugal to offer all three complete IB Programmes: Primary Years Programme (ages 3-10), Middle Years Programme (ages 11-16) and Diploma Programme (ages 17-18).

# The Education sector in Portugal

## The importance of international schools

Prior to 2020 and the COVID, the demand for private schools generally, and specifically for international schools has increased during the last 10 years.

The demand has been generated by the growing number of foreign residents in Portugal, as well as by the Portuguese community.

The number of Portuguese students in International schools has increased, as more and more students seek for international universities, as well as for qualified jobs abroad.

It is expected that the demand for international schools will continue to dominate the demand growth for private schools.

### Foreign Citizens Residents in Portugal

	Total	Variation
2015	388,731	
2016	397,731	2.32%
2017	421,711	6.03%
2018	480,300	13.89%
2019	590,348	22.91%

<https://sefstat.sef.pt/forms/evolucao.aspx>

### Educational level of emigrants

	Portugal		UK	Netherlands
	1974	2014	2014	2014
Primary	62	28	18	16
Secondary & High School	29	41	39	38
University	9	31	43	46

[https://censos.ine.pt/ngt\\_server/attachfileu.jsp?look\\_parentBoui=299832067&att\\_display=n&att\\_download=y](https://censos.ine.pt/ngt_server/attachfileu.jsp?look_parentBoui=299832067&att_display=n&att_download=y)

### Portuguese Students Abroad - Erasmus Programme

	Total	Variation
2013/2014	6,057	
2014/2015	8,033	32.6%
2015/2016	8,705	8.4%
2016/2017	9,132	4.9%
2017/2018	9,677	6.0%
2018/2019	10,423	7.7%

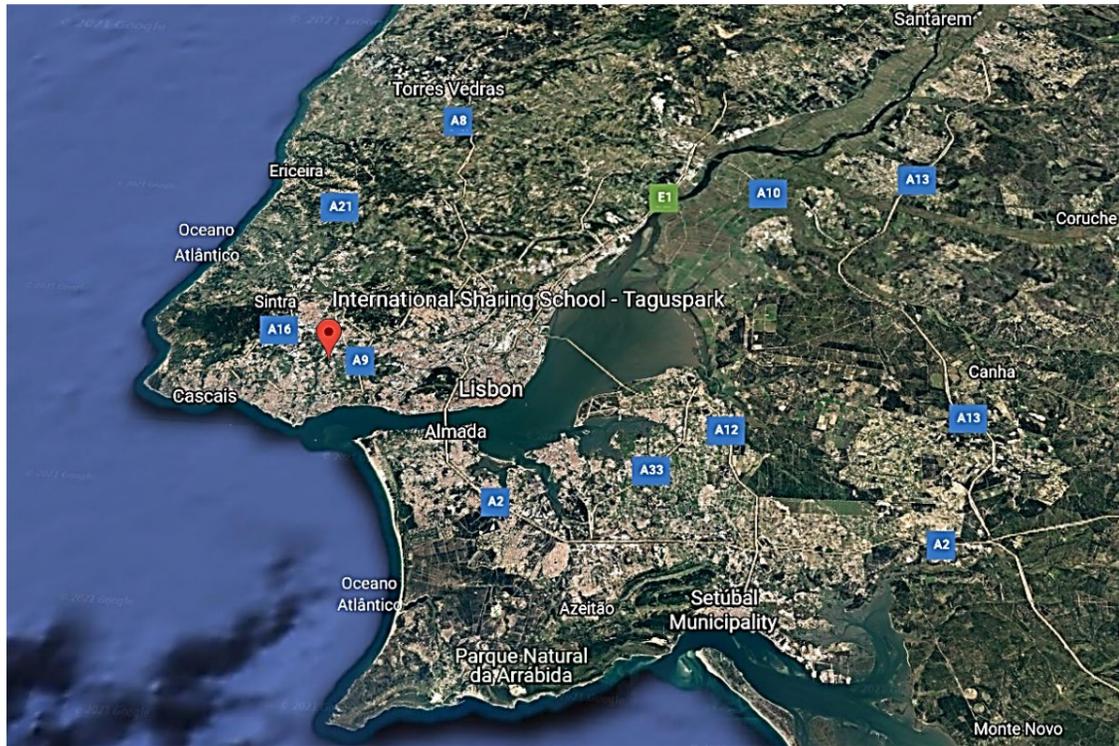
[https://ec.europa.eu/programmes/erasmus-plus/resources/documents/portugal-erasmus-2018-numbers\\_pt](https://ec.europa.eu/programmes/erasmus-plus/resources/documents/portugal-erasmus-2018-numbers_pt)

# THE PROJECT

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# The Project - ISS Oeiras

## The location



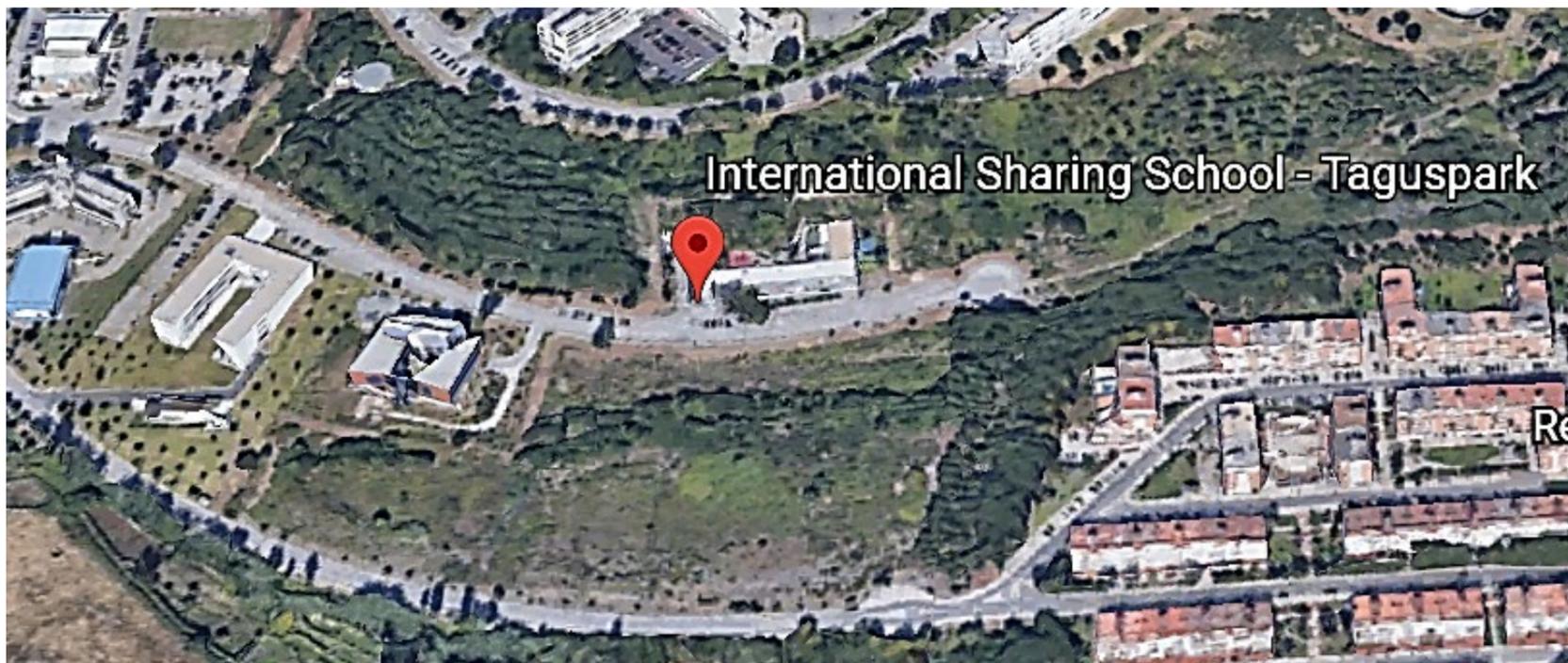
The International Sharing School - Taguspark is based in Oeiras municipality which is part of the Lisbon Metropolitan Area, an administrative region that spreads over 3,015 km<sup>2</sup>, encompassing 2 districts (Lisboa and Setúbal) with 18 municipalities and a total estimated population of 2,840 thousand inhabitants (circa 27.6% of the total Portuguese population) and is the richest Portuguese region with a regional GDP of 73,333 million euros.

Taguspark was the first and still is the largest technological park in Portugal, founded in 1992.

The resident park entities universe encompasses large corporates, financial services companies, prestigious universities and state-of-the-art technology startups.

In 2019, it was announced a large investment program for Taguspark ranging 50 millions euros.

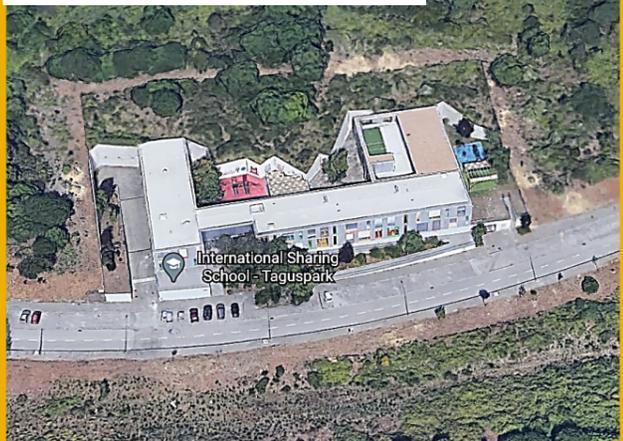
This program aims to regenerate the park building previewing the construction of additional office spaces (at least 4.000 sqm) and a 120-bedroom Hilton brand hotel.



# The Project - ISS Oeiras

## The masterplan

E1 - SCHOOL EYP



Timeline:

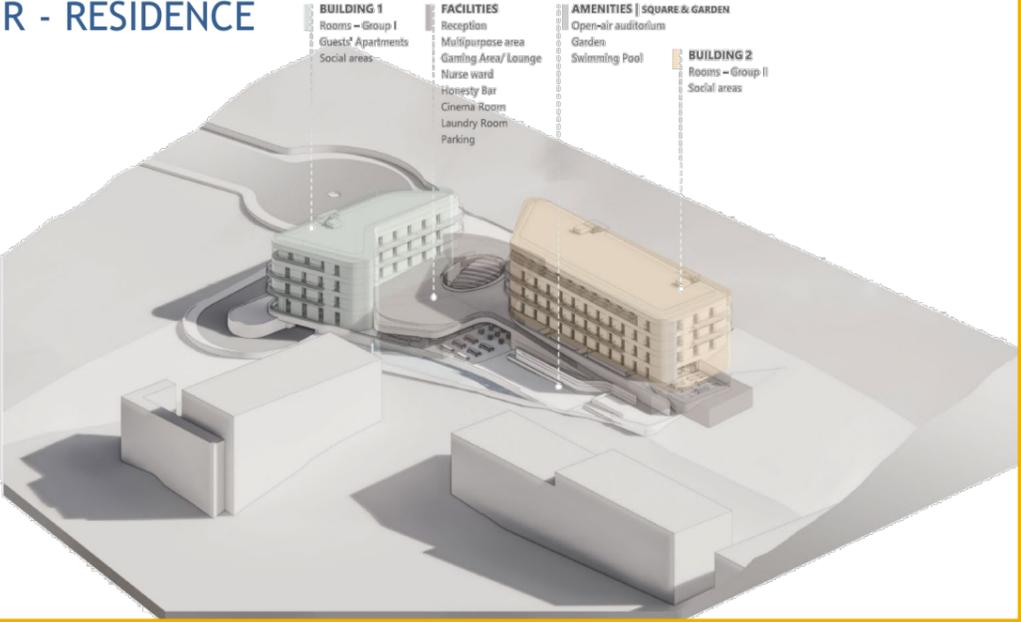
- E1 School: 2019
- E2 School: 2020
- E3 School: 2024
- Residence: 2023

Overview - Plots

E2 - SCHOOL - MYP



R - RESIDENCE



Overview Buildings



E3 - SCHOOL - EYP



# The Project - ISS Oeiras

## Timeline - overview

Infrastructure	2018	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	● ● ●	2029	
<b>E1 (V1-E)</b>	Acquisition by ISS (Surface Right 50 yrs, with 40 to go)	Implementation of the IB Program	Adaptation of existing to full NEW CONCEPT	Transfer of MYP and DP to E2	EYP and PYP	EYP and PYP	Transfer of PYP to E2 EYP only	EYP only	EYP only	
<b>SCHOOLS</b>	<b>E2 (B21)</b>	Purchase agreement terms agreed with BCP	Acquisition	Adaptation of existing building to NEW CONCEPT	Starting with MYP and DP	MYP and DP	MYP and DP	Transfer of MYP to E2 DP only	DP only	
			DP only			DP only				
<b>E3 (B22-26)</b>	Purchase agreement terms agreed with Taguspark	Acquisition	←----- CONSTRUCTION ----->				Starting with PYP and MYP only	PYP and MYP only	PYP and MYP only	
<b>SHARING CLUB</b>			<b>SC (V1)</b>	Surface Right agreement terms agreed with Taguspark	Signing of Surface Right 50 yrs, with 38 to go	←----- CONSTRUCTION ----->		Start of operation	Sharing Club	Sharing Club
Schools	# of students	209	284	400	467	550	900	1084-1584	1 584	
<b>RESIDENCE</b>	<b>R (B27)</b>	Purchase agreement terms agreed with Taguspark	Acquisition	←----- CONSTRUCTION ----->			Start of operation	RESIDENCE	RESIDENCE	RESIDENCE
				Residence	# of students	180	225	270-405	450	
	% occupancy	40%	50%	60%-90%	100%					

# The Project - ISS Oeiras

## Architecture and Construction

### ROSANBOSCH

- Rosan Bosch Studio is an interdisciplinary practice for art, architecture and design, which creates learning environments, workspaces and cultural venues respecting the innate playfulness as human beings, working strategically with designs that create space for new thoughts and change.
- The studio's design is done with people in mind. Throughout their projects, they analyse behaviour and user needs to develop concepts that make a difference and create impact, working with colours, materials, textures and light to create playful spaces that fuel creativity, imagination and innovation.

### biodesign

- Biodesign has more than 180 elaborated outdoor space projects, with 100 landscape architecture works executed and more than 110 elaborated landscape planning plans. Biodesign has been certified by NP EN ISO 9001 (2000) since August 2003, having transitioned to NP EN ISO 9001: 2008 in July 2010.
- Biodesign has developed studies, projects and consultancies in Portugal, Angola, Cape Verde, Guinea and Macau, for public, private and NGO's, in landscape planning and management, outdoor spaces, ecological structure, habitat enhancement, urban agriculture, strategic environmental assessment, environmental impact studies and civic ecology.

### OPENBOOK

- Openbook architectural atelier looks to develop high-end corporate projects and other projects that have sophisticated levels of customization. The philosophy of Openbook is Brandchitecture, where the most recent aesthetic and functional trends are considered and applied in every project.
- The solid experience and knowledge acquired by Openbooks' team over the years has helped to expand its portfolio of both public and private commissions.
- Openbook operations cover a vast spectrum of services, encompassing not only architecture and urban planning, but also the areas of design and sustainability.



- Alphalink is a Civil Construction project management company, focused on supporting its partners (i.e. people, companies, institutions) in the development of their project and the underlying construction works and specialized support.
- The Alphalink team is in charge of the global management of the project, from cost estimates to project hiring, through licensing and monitoring of the undergoing work.
- The company experience allows them to bridge the gap between the client and the project team, working alongside to ensure the final result meets the expectations or even exceeds them.

# The Project - ISS Oeiras

## Plot V1- School E1



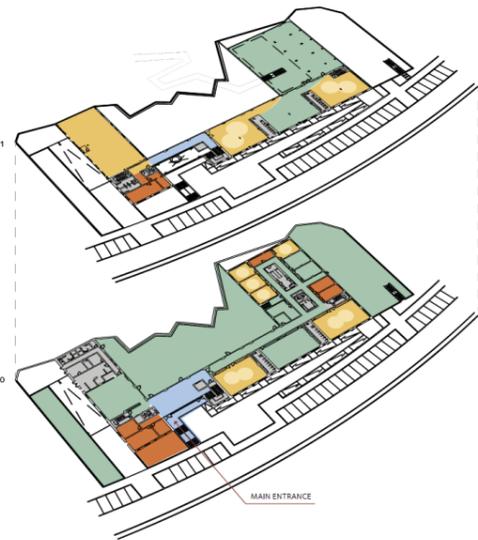
School E1 has been operating since 2019. In the current school year has 284 students. A retrofit of the building and equipment has already started, with the objective of converting to the new concept. The new concept was developed by ROSAN BOSCH studio and is presented in the next slides.



# The Project - ISS Oeiras

## Plot V1- School E1

Concept by  **ROSANBOSCH**



### Floor 0

#### WELCOME AREA & CANTEEN



#### EYP & SENSORY GARDEN



#### PEDAGOGICAL FARM & OUTDOOR AREA



#### PYP I



Adaptation to NEW CONCEPT is already undergoing and will be completed in 2022.

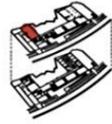
# The Project - ISS Oeiras

## Plot V1- School E1

Concept by  **ROSANBOSCH**

### Floor 1

MYP



Elevated central piece - "The Shortcut"



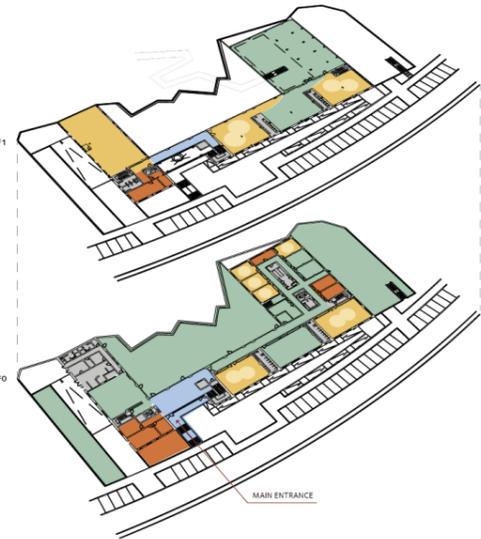
Colorplan of MYP - Zoom



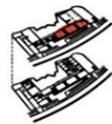
Geometry in space enables different ways of learning mathematics



Recording booth



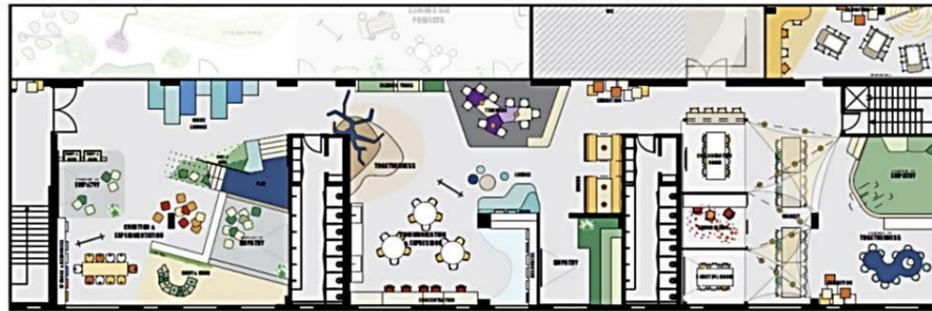
PYP II



Cozy enclosed group work zones

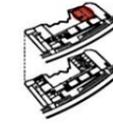


Acoustic shelters through the use of soft materials



Colorplan of PYP II Community - Zoom

LIBRARY & LABS



Colorplan of Library & Labs - Zoom



Nature wall



Arts and Crafts



Reflection corner



Collaborative areas



Adaptation to NEW CONCEPT is already undergoing and will be completed in 2022.

# The Project - ISS Oeiras

## Plot V1- SC

### SC - Sharing Club & Green Spaces



1. Football Field (1a + 1b + 1c)
2. Swimming Pool (2a + 2b + 2c)
3. Learning Trails (3a (L) + 3b (M) + 3c (S))
4. Urban Park - Skating & Basket ball
5. Climbing Wall
6. Sensory Garden
7. Amphi Theatre
8. Pedagogical Farm
9. Tennis Courts
10. Entrance Gateway
11. Parking
12. Green Wedge
13. Public Areas
14. Sharing Club

Concept by  **ROSANBOSCH**

The acquisition (surface right for 38 yrs, with automatic 50 yrs renewal) for plot V1 will occur still in 2021.

The development (project licensing and construction) will occur during 2022, with the opening happening in 2023.

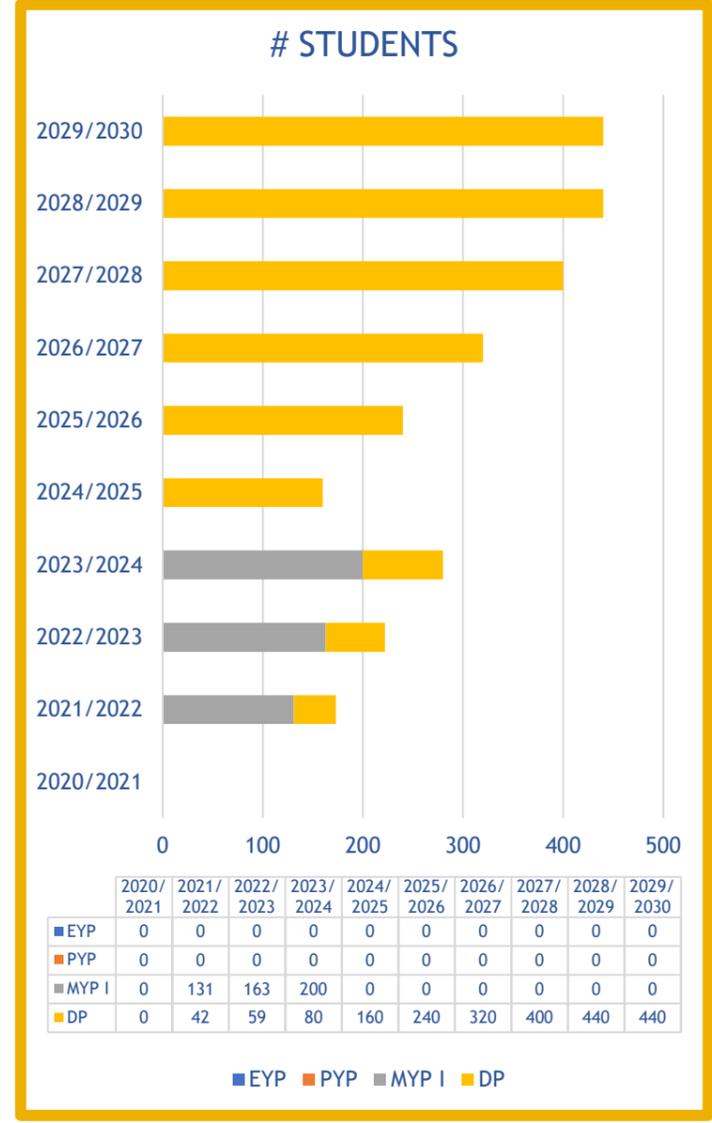


# The Project - ISS Oeiras

## Plot 21- School E2

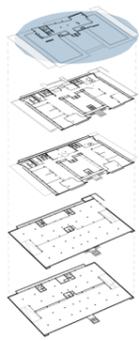


ARTS Investments has acquired Plot 21 and the existing building from Bank Millennium BCP. The 3 office floors, currently in open space, can be easily adapted to the NEW CONCEPT. The other 2 floors will be allocated to storage and parking, as presented in the next Slides.



# The Project - ISS Oeiras

## Plot 21- School E2



### Floor 1 MYP/DP

The terrace floor offers open meeting zones with great potentials for flow and lively activities, both for the communities and visitors. The central part is dedicated to the canteen, café and food reception, while the two terrace wings offer an outdoor learning space and a social-recreational area for collaboration. The following facilities will characterize the area:

- Canteen - The new layout for the canteen can give service to 110 people at a time. Low and high eating spots are displayed in three differentiated environments: an area inspired in the sailing culture, a central part for collective tables with a lot of vegetation, and a seating area with a more industrial theme. A long washing basin for hand purification, has been included.
- 'Sail Away Café' - The café belongs to the Coast and can be globally accessed by students, staff and visitors, who can go there for a pastel de nata or a coffee. The café expands over the right terrace, giving service to 40 people seating outdoors. The café is also expected to be the place where food is received from the central kitchen in Building 1.

- Administration - One big administration office for 3 people working on admissions and school management, featured with big desks, kitchenette and a sofa area.
- Outdoor Learning Terrace (northern wing) - Common space for both MYP and DP where groups can meet to have outdoor classes in the bio zone, study astronomy, write poetry on the big interactive drawing wall, set up an exhibition at the Inspiration & Exhibition totem or curl up in one of the net cocoons.
- Outdoor Collaboration Terrace (southern wing) - Common space, part of the Coast public spaces, for leisure and socialization time. A barbeque and an herbal garden are supporting the Café and Canteen uses, whereas the Surf Collaboration Zone sets a playful environment for sharing good moments by the sunset. Some outdoor games, such as a table tennis and a foosball board, have been kept from the main concept design as well.
- Temporary Pavilions - To allocate Creation and Experimentation activities like a Kitchen or a Wood Workshop.



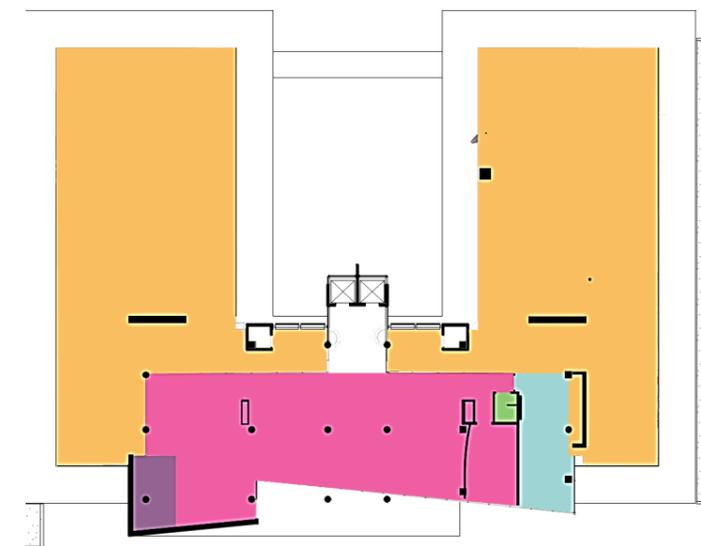
Concept by  
**ROSANBOSCH**



Colour Plan\_Floor+1

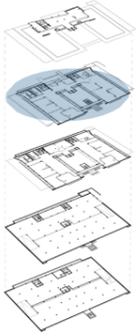


Use of space	Min. m2	Capacity
Canteen	156	110
Café and Food Preparation	16	26
Administration office	30	3-4
Outdoor Learning Terrace Social & Collaboration Terrace		80-100



# The Project - ISS Oeiras

## Plot 21- School E2



### Floor 0 MYP/DP

Floor 0 is the most public level where visitors and students enter the building. Due to that, the main reception, concierge and the head office are placed by the entrance, followed by the ISS Open Library that turns into the learning spaces for DP (Grades 11th and 12th) and MYP (Grade 10th). The two communities are connected through the existing evacuation bridge. More specifically, this floor is equipped with:

- Welcome Area - The first thing you encounter is the Reception and the ISS Identity Wall, where one can feel the spirit and values of the International Sharing School.
- Reception and Concierge - Providing work stations for 3 to 4 people, both in open and private settings.
- Library - The two community spaces introduce themselves with a library in vicinity to the main entrance, where also the public can access the resources. Hence to the public access, these communities belong to the Coast - the globally shared spaces of ISS. Behind the library, the community spaces become more private for the students.

Communities spaces with Enhanced Learning Categories - based on the nine enhanced learning categories the community spaces for instance have a Candy Mountain as part of Communication & Expression, organic tables for Togetherness and a Multimedia Lab belonging to Creation & Experimentation. The two communities divided into 6 classroom yet flexible spaces, have room for 24-28 students at the same time. On top of that, a Central Hub for self-directed and informal learning has been configured around the core of fixed and movable walls. There, students can meet in the smaller group work zones, get some stillness in the Body & Mind bunk beds or use other parts of the building.

- Doctor's Office - Featured with a reduced mobility toilet and a kitchenette, allows for a doctor and a nurse to work together.
- Counselor's Office - Equipped with lounge and meeting areas, a main desk and a sensory wall for students to feel safe and relaxed.
- Head Office - 65m<sup>2</sup> to be configured in a flexible way, including a meeting room, a main desk and a sofa area.



#### MYP Communities:

1 Grade (10th)  
2 Groups per grade  
24 Students per group / 30 per group

**TOTAL 48 students / 60 students**

#### DP Communities:

2 Grades (11, 12th)  
2 Groups per grade  
24 Students per group / 30 per group

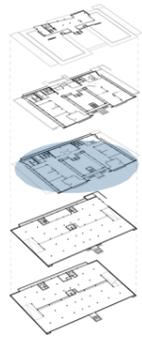
**TOTAL 96 students / 120 students**

Use of space	Min. m2	Capacity
Reception	6	2
Concierge	8	1-2
Head Office	30	1-2
Doctor's Office	30	2
Counselor's Office	12-18	2
DP (G11 x 2 Groups, G12 x 2 Groups)	50-60	24 (total 96) / 30 (total 120)
MYP (G10 x 2 Groups)	50-60	24 (total 48) / 30 (total 60)
Open Learning Hub	-	60-80



# The Project - ISS Oeiras

## Plot 21- School E2



This floor is inhabited by four MYP communities: 6th, 7th, 8th and 9th grade. The wings are locally shared between the communities and are therefore themed as a Market. The wings are built up in the same methodology to the DP communities on floor 0, with a core of fixed

and sliding walls in the center, and 2 fixed classrooms at the end of each wing. The different functions and possibilities of this level are:

- Centre Hub - In each wing there is a centre hub revolving around a custom design core with a mountain top and other inspiring elements. Lounge areas, Empathy spots, Creation & Experimentation and Inspiration & Exhibition areas allow for diversity.
- Communities spaces with Enhanced Learning Categories - just like the DP communities, the space is built on the nine enhanced learning categories. There are eight classroom spaces in total, featured with a built-in unit with a sink and massive storage.

- Science Labs - The lab space can be used either by a big group of 40-45 people, or by two groups of 20-22 people, thanks to the foldable wall that divides the room.
- Meeting Room - A central fish tank that allows to hold one to one sessions or meetings of up to 5 people.
- Outdoor Bio - The common garden is specialized in science with an exterior lab and a green garden with edible plants. There are also exterior collaborative areas and flexible meeting spots.
- Teacher Collaboration - A big collaboration room featured with a kitchenette, a lounge area, a conference table and lots of storage for didactic resources.

## Floor -1 MYP

Use of space	Min. m2	Capacity
Science Labs	80	40
Teacher Collaboration	20	14
MYP (G6 x 2 Groups)	50-60	24 (total 48) / 30 (total 60)
MYP (G7 x 2 Groups)	50-60	24 (total 48) / 30 (total 60)
MYP (G8 x 2 Groups)	50-60	24 (total 48) / 30 (total 60)
MYP (G9 x 2 Groups)	50-60	24 (total 48) / 30 (total 60)
Open Learning Hub	-	60-80
Courtyard	-	30-40

MYP Communities:

4 Grades (6,7,8,9 th)  
2 Groups per grade  
24 Students per group / 30 per group

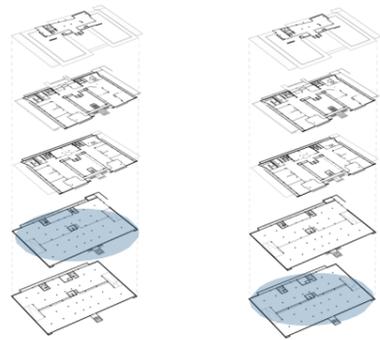
**TOTAL 192 students / 240 students**



Concept by  **ROSANBOSCH**

# The Project - ISS Oeiras

## Plot 21- School E2



## Floor -2 and -3

### FLOOR -2

#### STORAGE ROOM & PARKING

The first level of the parking lot, is preserved structurally and functionally as it is currently, so no programme has been implemented for now in this floor.

The only design decision made is to concentrate the General Storage and support space of the school in the central existing room, with an approximate size of 75 m<sup>2</sup>, 12 m<sup>2</sup> above the minimum area required.

### FLOOR -3

#### PARKING & CONNECTION TO PLOT

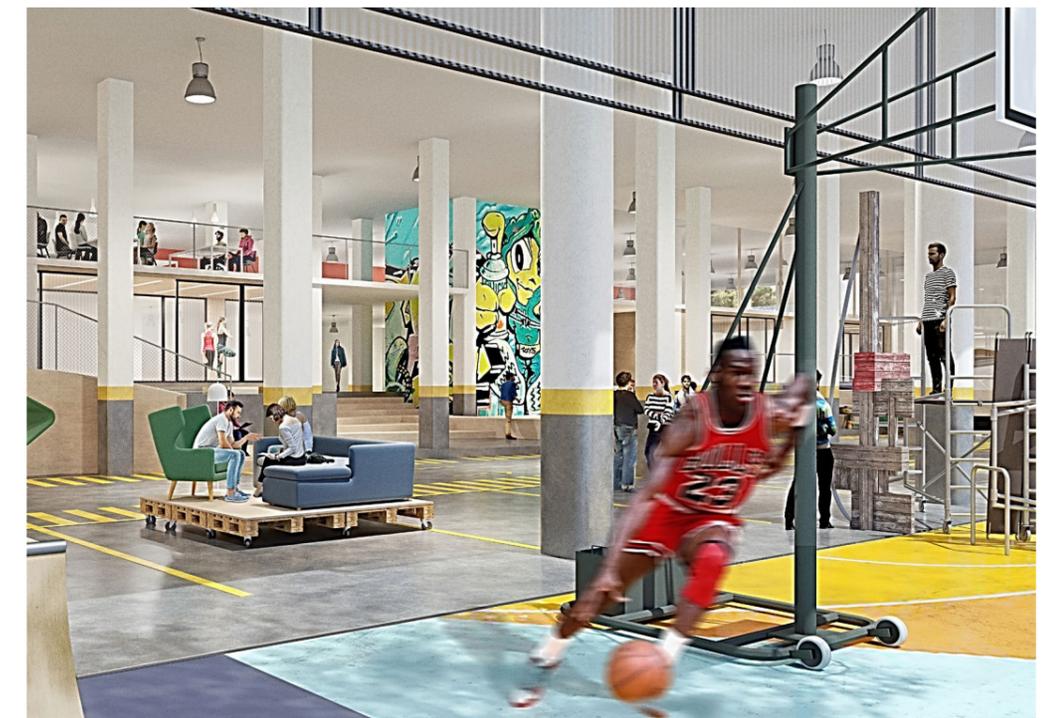
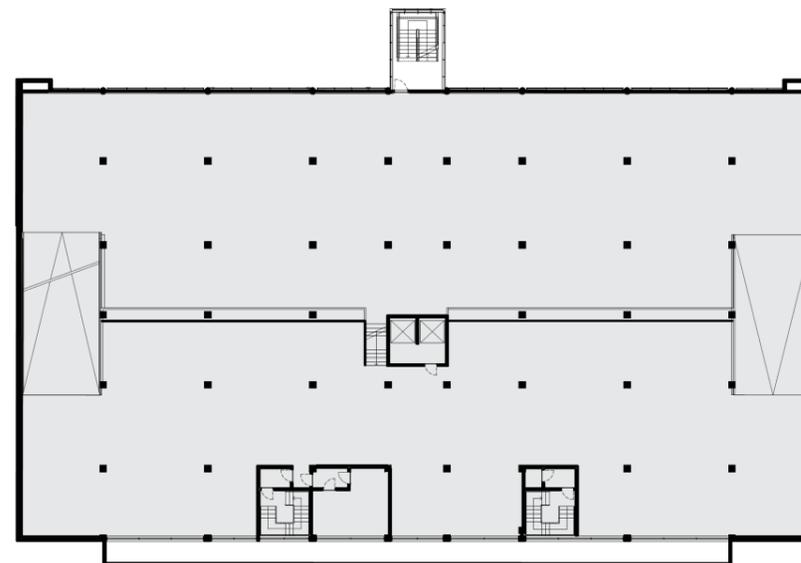
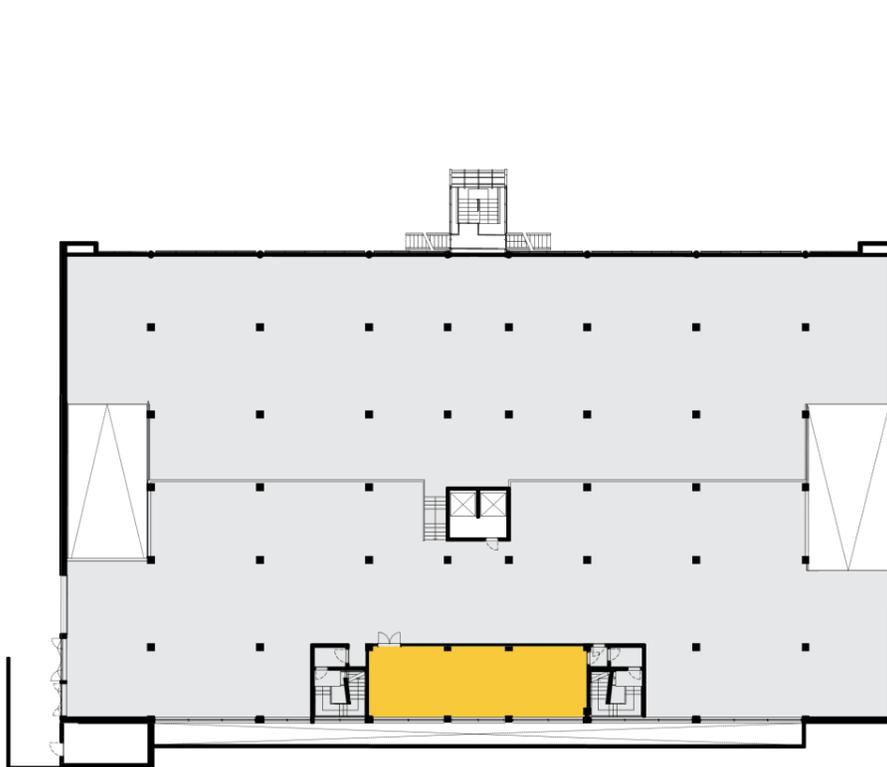
The second level of the parking lot has also been respected in the revision of the concept design, as well as the evacuation staircase and all connections in the building towards the outdoor plot space.

In the future, the idea of an Urban Park at the very heart of Building 21 and full of creative activities, would be hopefully reconsidered. The main users will be MYP and DP students, but it will belong to the entire campus, globally accessible and offer a dynamic venue for outsiders too.



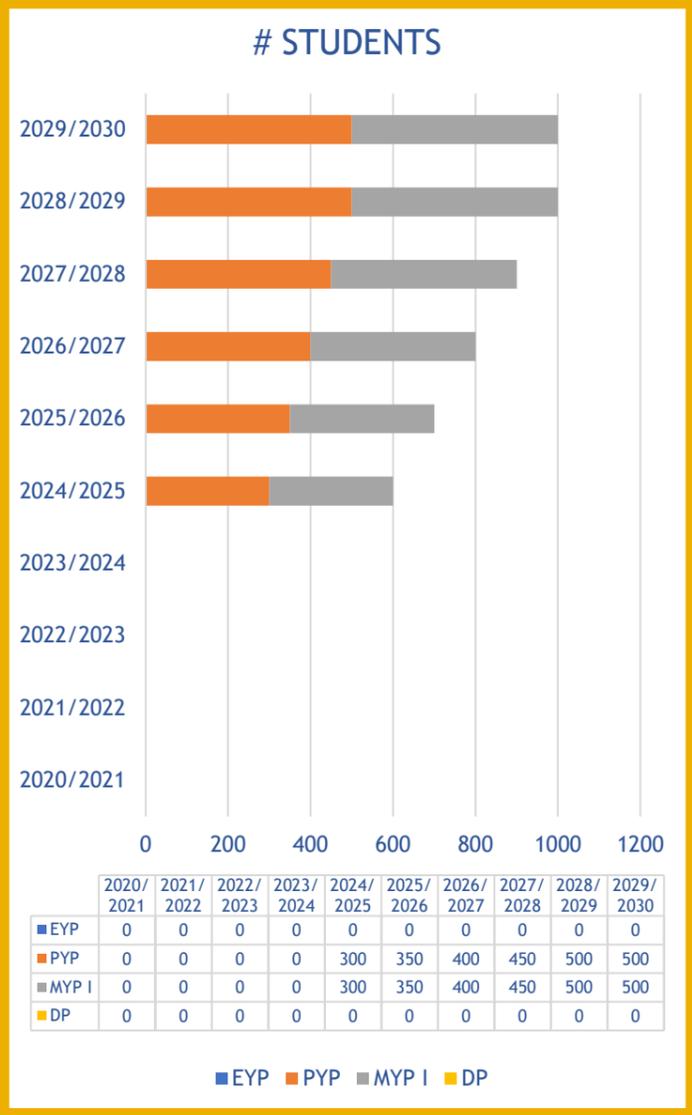
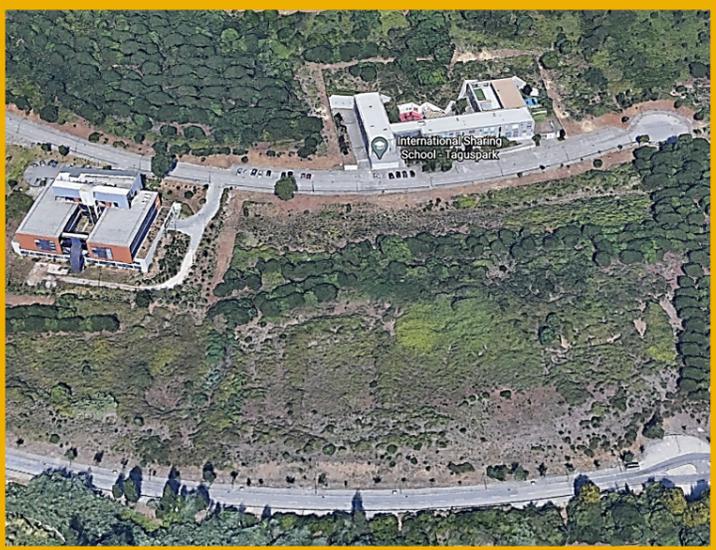
Concept by

 **ROSANBOSCH**



# The Project - ISS Oeiras

## Plots 22 to 26 - School E3



The acquisition of plots B22-26 will occur still in 2021.

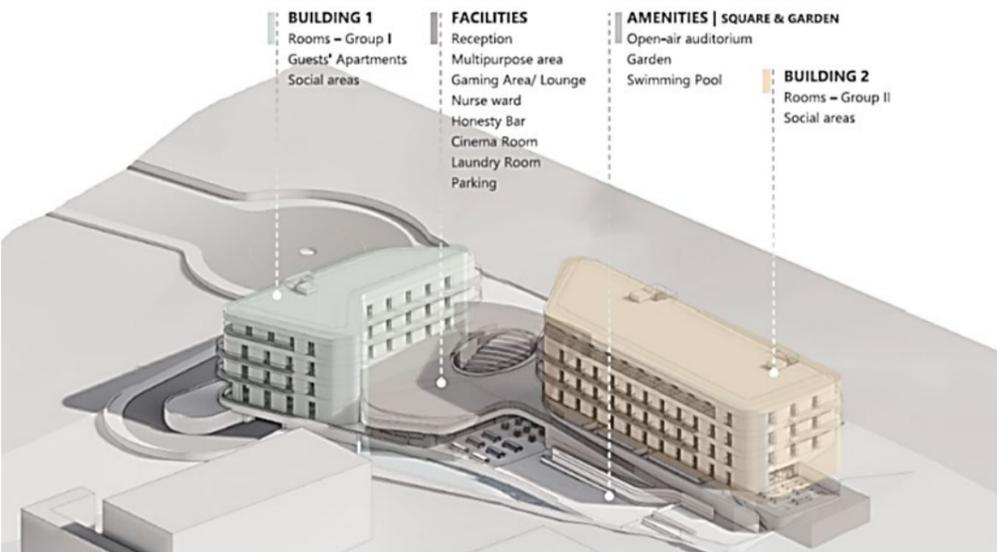
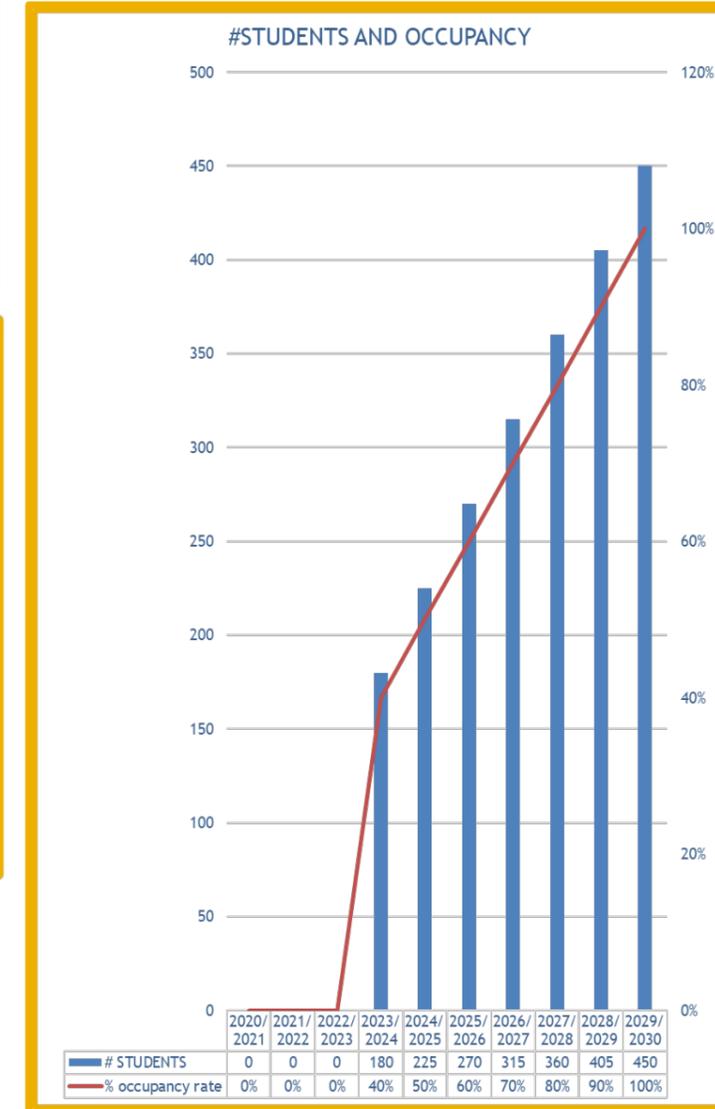
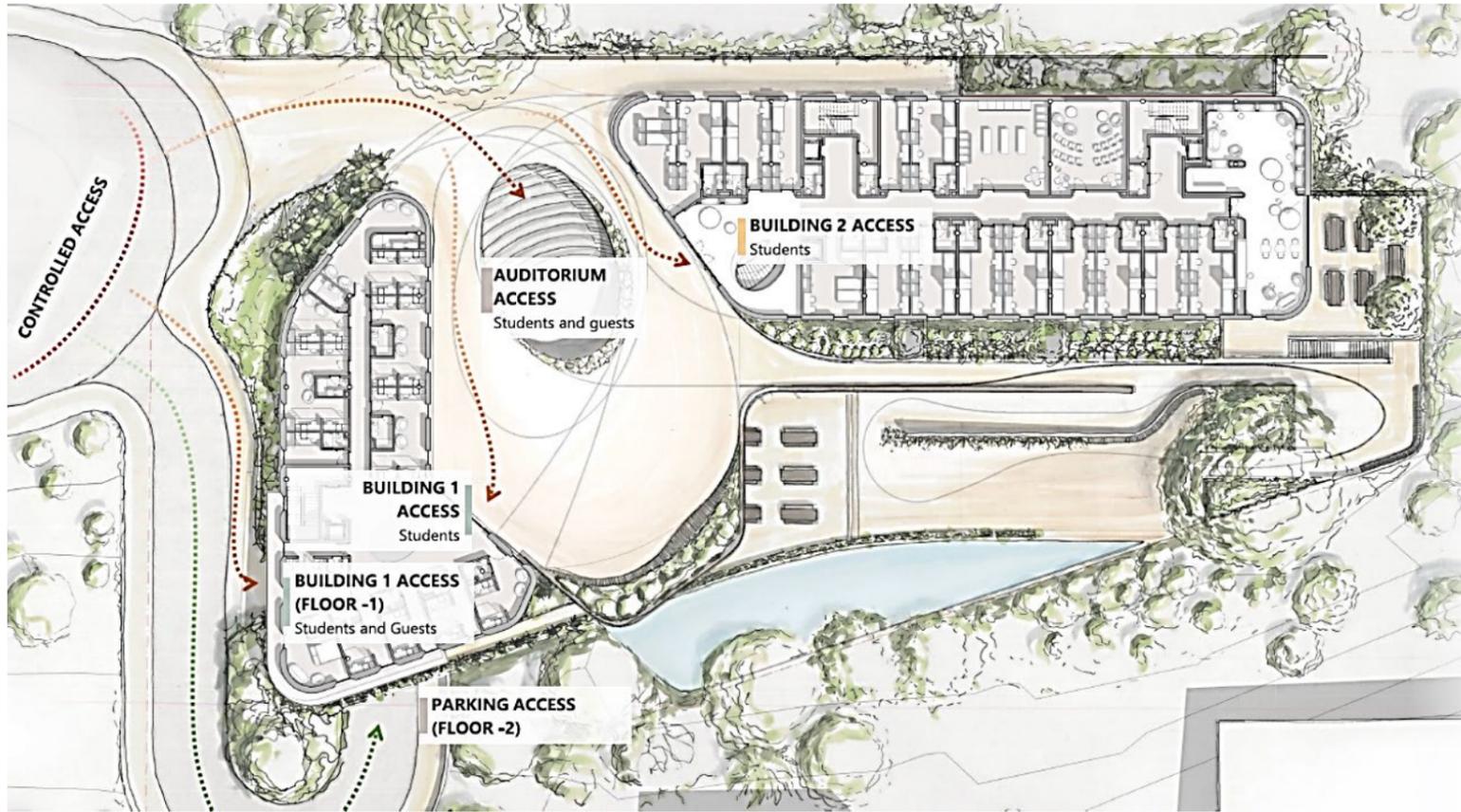
The development (project licensing and construction) will occur during 2022 and 2023, with the opening happening in 2024.

Concept by **OPENBOOK**



# The Project - ISS Oeiras

## Plot 27 - Residence



The formalization of the acquisition of plot B27 will occur still in 2021.

The development (project licensing and construction) will occur during 2022 and 2023.

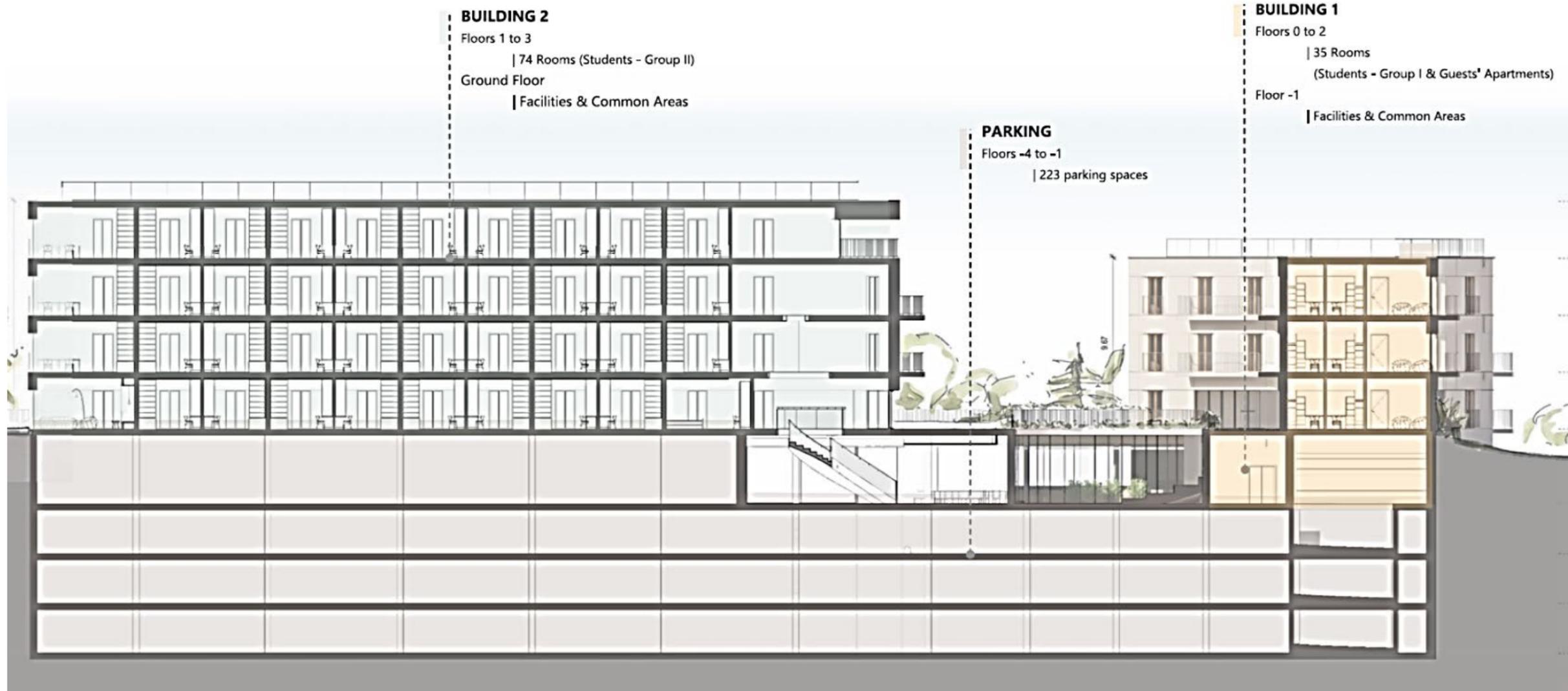
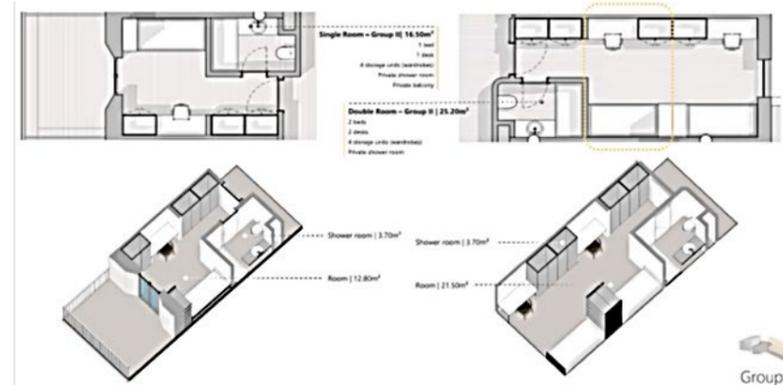
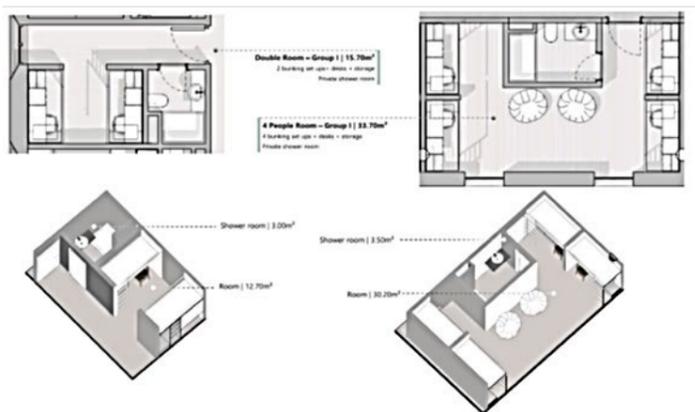
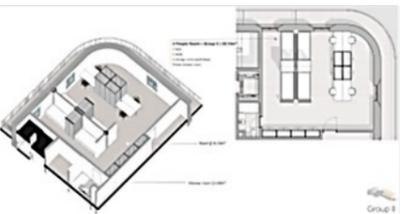
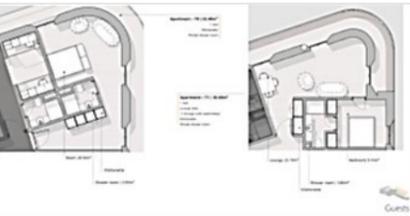
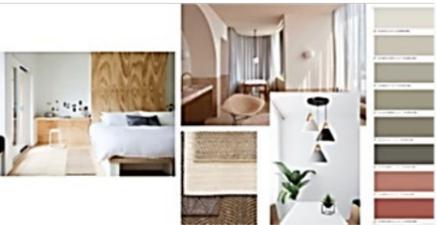
The opening is planned to happen still in 2023.

Concept by **OPENBOOK**



# The Project - ISS Oeiras

## Plot 27 - Residence



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The formalization of the acquisition of plot B27 will occur still in 2021.

The development (project licensing and construction) will occur during 2022 and 2023.

The opening is planned to happen still in 2023.

# THE PROJECT

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# The Project - ISS Madeira



ISS Madeira has been object of several reinvestments along the last 40+ years.

Building is renewed and all equipment has been upgraded (furniture, digital boards, computers and IT in general).

Recently all infrastructures and equipment have been upgraded. Therefore, no new CAPEX has been considered. When and if required, it can be easily supported by the group's free cash flow generation.

For the coming school year, the school will have 181 students. With a more aggressive communication, it is planned to reach the maximum of 213 students, in 2025.





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