

Annual Review

2024-2025



Stockholm
International
School



Director's report

The 2024-2025 academic year at SIS was one of adjustment. The physical fabric of the School saw finishing touches made to the outside spaces at Norra Latin – introducing all-weather playing surfaces, parkour frames, and other recreational facilities. At Johannesgatan, freed-up space was able to be repurposed to provide more learning spaces and additional accommodation for staff who work across both campuses.

Academically, the School continued to build on our status as an IB Continuum School. Primary School staff continued to adapt to new aspects of the Primary Years Programme (PYP) curriculum and to adjust their lessons in line with Universal Design for Learning principles. Our Diploma Programme (DP) graduates once again exceeded national and global averages in their outcomes.

Alongside the curriculum, our students continued to excel. In competitive sport, SIS won two gold trophies in the Nordic Network Sports Tournament in May, our senior boys' and girls' teams winning the basketball tournament after dominant performances. Students' personal passions in their leisure time, some closely related to academic work, saw our First Lego League team and our chess teams all prosper. There were some outstanding individual achievements in maths competitions. One 11th-grade student was invited to the national math training camp as well as the Nordic Math Competition, where the top 20 students from Nordic countries (Norway, Sweden, Denmark, Finland, and Iceland) compete to prepare for the International Math Olympiad.

As we discovered the capabilities of the systems in the Norra Latin aula, we found we had a magnificent venue to accommodate the milestone events that mark the passing of our year. These include Lucia celebrations, our Spring Hat Parade, the SIS Spirit Fund gala, and Graduation events. It was wonderful to see how this space allowed our older students to mingle, mentor, and engage with our Primary School students at all-school gatherings.

The Norra Latin atrium provided a terrific venue to host exhibitions of students' work, and allowed us to host the Nordic University Fair for students from SIS and neighbouring schools, where they

could meet with representatives of significant higher education institutions.

The School also attracted interest from outside parties, from embassy events to chess tournaments. Once again, a media company recognised the potential of Norra Latin for location shooting. For a number of days, the School masqueraded as a government building as part of a forthcoming TV series.

The physical surroundings were only part of the story, however. Collaboration with the Stockholm Chamber of Commerce in the second Stockholm International Forum event raised awareness of SIS and its role as an essential part of civic infrastructure. Our first-ever Open House allowed prospective parents to see our facilities first-hand and have direct conversations with our expert and enthusiastic staff.

These examples remind us, as if we needed it, just how special our school is; as flexible learning spaces and an environment that promotes well-being and pride in our achievements, and as an institution that continues to contribute to Stockholm society as it approaches its 75th year.

I am immensely proud to have led SIS in 2024-25, and look forward to building further success in the years ahead.

María Isabel León
Director





The view from the Board

The 2024-25 academic year was a time for consolidation. A time to reflect – but not pause – our plans for development and growth now that our future campus planning has a high degree of certainty about it.

Prudence in our planning – a watchword of the Board of Trustees – has proven to be good foresight. The world is increasingly volatile – politically and economically – demanding agility in how we respond to emerging challenges.

SIS is impacted by changes in migration patterns, economic investment by private corporations and all levels of government, and the business and research sectors' requirement for skills that only an international workforce can fulfil.

So, during the year, we embarked upon a re-examination of our organisation and our deployment of resources when providing the high-quality education our families demand. We also set out to raise awareness of the contribution SIS makes to wider society, to protect our status as an important independent resource enabling international mobility and global recruitment.

This self-examination and resulting action plan were the foundation for our new strategic plan, that looks forward to 2028. I was delighted to launch this in front of an audience of parents, guardians, and staff at our State of the School event in April.

Among the priorities set out in the Plan are: future-focused learning, particularly integrating AI into the curriculum; creating dynamic learning spaces within our campus sites; empowering our students throughout their IB journey; and enhancing SIS's position and reputation to enable growth and provide more opportunities for students.

The plan is the result of a period of extensive consultation with internal and external stakeholders. It serves as a roadmap for the future, and our ambition to be the best international school in Stockholm and in Sweden, and become

"SIS will continue to develop and grow for the benefit of our community and our city."

one of the top international schools in Europe. It makes clear that our students, and our community, are at the heart of this ambition.

Visits by politicians, including City Councillors and the government's Migration Minister, allowed them to find out for themselves how the School contributes to the local and national economy, and is an important component in Stockholm's appeal to an accomplished mobile workforce. I was delighted we were able to give a parent group the chance to meet with the Minister so he could hear first-hand about their experiences and concerns about the migration process.

I am pleased to say that our prudence, combined with our internal review of operations, and our sound strategic planning, has meant that while the year has seen some financial pressures, they are far from amounting to hardship or distress. Our financial position is robust and the operating deficit following our move into Norra Latin has been planned for. SIS will continue to develop and grow for the benefit of our community and our city.

Within that community, our families are, of course, of paramount importance to the Board. I was delighted to attend the State of the School gatherings and, together with fellow trustees, take questions from the floor about our strategic direction.

Hearing from our families is not only our duty as trustees, but one of the pleasures and privileges of being part of this remarkable School.

Hans Skeppner

Chair of the Board of Trustees



Governance

Two leadership teams manage the operational aspects of the School's curriculum management, development, and administration.

The Senior Leadership Team (SLT), headed by the Director, forms a close working unit that formulates strategy and guides the school through day-to-day processes.

The Educational Leadership Team (ELT), also led by the Director, collaborates and focuses on bringing teaching and learning to the highest levels throughout the school.

A number of key roles sit on both teams and, when necessary because of leave or other

commitments, substitutes are appointed to those roles.

As a not-for-profit Foundation, the School is governed by a Board of Trustees. The Board oversees the management of the School and provides strategic direction. The Board is self-perpetuating and serves without remuneration.



Annica Wård
Business Manager



Gunjit Sethi
Dean of Students



David Osler
Primary School Principal
and Deputy Director



Michael Moore
Middle School Principal



Emma Jones
Advancement Director



Christine Öman
Upper School Principal



María Isabel León
Director



Sandra Loureiro
Head of Technology

SENIOR LEADERSHIP TEAM

EDUCATIONAL LEADERSHIP TEAM



Stephanie Kroeker
Primary School
Vice Principal



Bradley Lister
Middle School
Vice Principal



Saima Asif
PYP Coordinator



Bradley Roets
MYP Coordinator



Jarno Ampuja
DP Coordinator

BOARD OF TRUSTEES



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(Chair)



Annika Vikhult
(Vice-chair)



Hélène Barnekow



Judith Gough



Anna-Maria Malm
(Until June 2025)



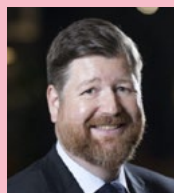
Philip McCrea



Sunit Mehrotra



Yönet Tezel
(From December 2024)



Fredrik Sand
(Until December 2024)



Peter Sandberg
(Until May 2025)



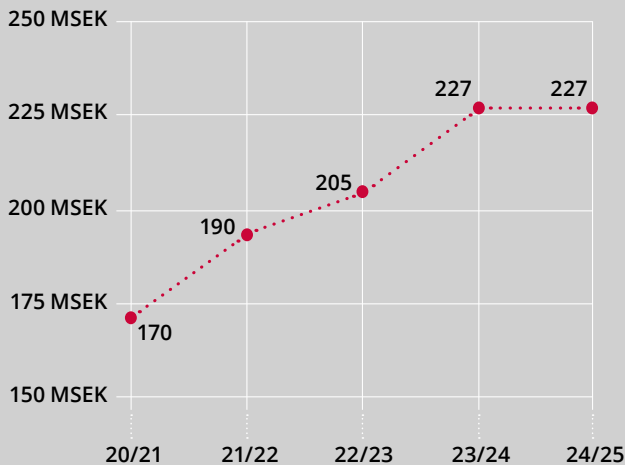
Gulfem Toygar
(Until November 2024)

Financials

The Board, together with the SLT, undertakes rigorous financial planning to ensure the sustainability and future development of the School. Following the acquisition of Norra Latin as our secondary school campus, we are currently in a planned deficit stage. The next few years will see us returning to surplus, dependant on the rate

of growth in student numbers and other factors. SIS owns the building on Johannesgatan, which is a solid asset, and is well positioned to meet future challenges as a result of prudent financial planning.

Total revenue



As anticipated, the School had an operational deficit of 8.5m SEK in 2024-25. This was a significant reduction in the 2023-24 figure of 12.7m SEK and in keeping with the budget set by the Board as we move back to a surplus following the occupation of Norra Latin.

Income

Tuition: 51%

Subsidies: 42%

Other: 7%



Expenditure

Personnel: 64%

General: 23%

Programmes: 9%

Depreciation: 4%

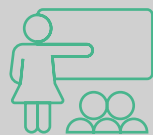


Our students

Key numbers



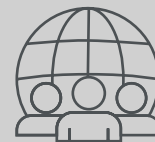
Average number of students throughout the year
801



Nationalities represented by 10 students or more
16
(60 nationalities in total)



Embassies with students enrolled
33



Global IB results vs. SIS

IB Diploma pass rate
81.26%

IB Diploma average points
30.5

IB Diploma mean grade
4.9



SIS
IB Diploma pass rate
97.1%

IB Diploma average points
34

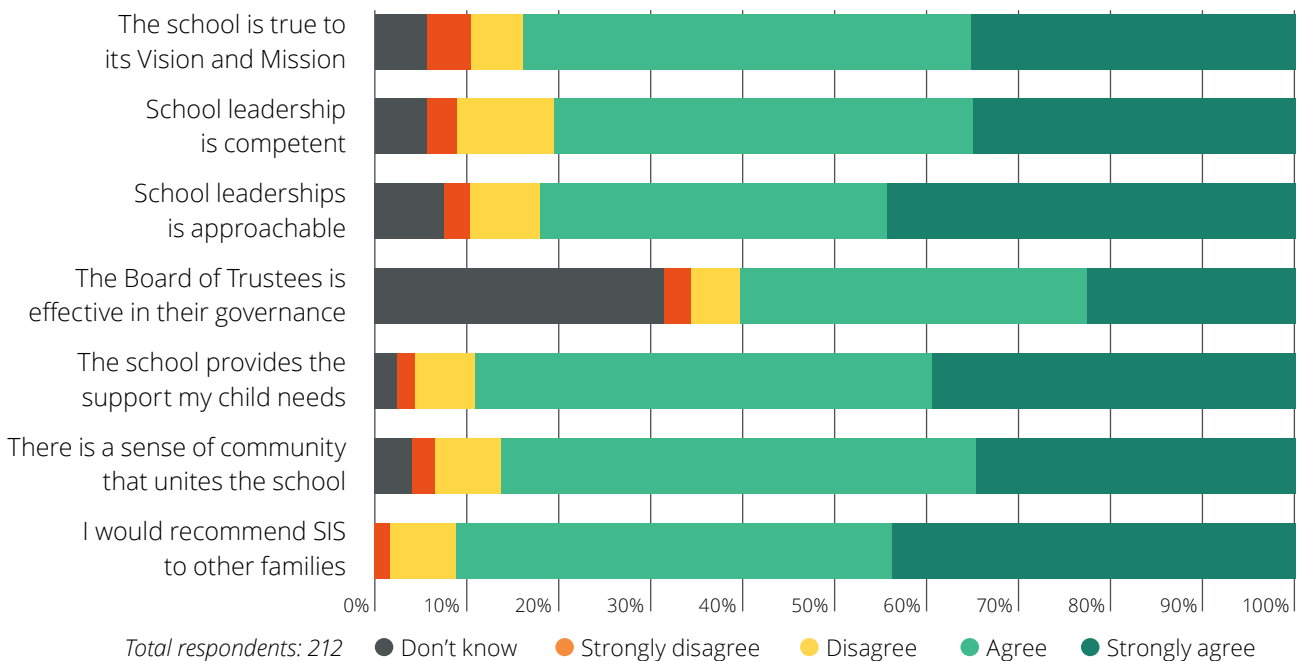
IB Diploma mean grade
5.33

Our community

Listening to our families

Every year the School conducts a survey of parents and guardians to gauge their perceptions of the School, and how they view its strengths and weaknesses. This structured, quantifiable approach allows us to understand the levels of satisfaction in our community, and to identify areas for improvement.

What our families say about us



Comments from the survey



"The school leadership has been wonderful in hearing our concerns and having meetings to address those concerns. Stephanie addressed our concerns and has been the main reason we decided to stay at SIS next year."



"The school has been fantastic. Teachers who are always there to help students when encountering problems. The school management creates a good and safe school. So grateful to you all."



"We had 9 and half wonderful years at SIS. The whole team was very good with our kids and we are very sad to leave this fantastic school."



"Leadership is good. Only observation I have is that there is too much communication on ManageBac. Important things get lost in the feed because everything is sent twice (we have 2 children in school)."



"Keep up the great work!"



"We are very thankful for all the support that has been given to our two children attending SIS (one has graduated)."



"I always enjoyed getting in touch and having frank exchanges with any leaders I would have approached."



"I am very satisfied with the quality education and competent staff at all levels. Thanks to everyone."

Highlights from SPC

Kicking off another great year

The SIS Parent Community (SPC) is a vibrant, parent-led group that connects and supports SIS families. From day one, it helps create a welcoming environment through initiatives like the Buddy Programme. The SPC encourages collaboration between parents, students, and the School to ensure every family feels supported and engaged in the SIS community. The SPC board organises exciting events and activities for both families and students, so there's always a bit of fun and connection to be found through the SPC!

In 2024-2025, the SPC Board kicked things off with a bang at the family back-to-school events and hosted an amazing Buddy Boat event to welcome new parents

aboard! Our parent-led clubs also brought parents together through shared interests - everything from running clubs to nationality clubs - helping to build a lively community for everyone to get involved.

For students, the SPC board along with dedicated reps for Primary, Middle, and Upper School – and many parent volunteers – put together crowd-pleasers like Halloween parties, a spring hat workshop, and incredible student dances that everyone loved. And the highlight of the year was our annual SPC International Day, a spectacular all-school family event that celebrates the diverse community to which we all belong!



International Day

As always, the all-school SPC International Day was another spectacular event this year at Norra Latin! Over 25 countries were represented by parent volunteers in the SIS community. The pride of parents showcasing their heritage at their booths was heartwarming, with crafts, dances, quizzes, and celebrations. Kids had their own “passports” to stamp as they journeyed between different rooms, each representing a unique country and culture. And of course, the food was absolutely incredible, just as you’d expect from such a global feast!



SPC clubs grow



The SPC continued its support for three types of parent/guardian-led clubs to help connect our community. The first reflects the school’s international diversity, with groups based on language or country, covering many nations. Next are the school-specific clubs, organised by class or school section, which are helpful for connecting within your specific student community. And finally, our most popular option is the interest-based clubs. From art to cooking, city lunches, walking and book clubs, these parent-focused groups were highly successful last year and continue to grow!



Spotlight on SIS

New staff. New roles. New skills.

Above all else, SIS is defined by the strength, dedication, and vision of its people. Our students are resilient, resourceful, and global in their outlook—qualities that grow in no small part from the guidance and example of our staff. The 2024–25 academic year was marked by meaningful investment in staff and leadership, reflecting SIS's commitment to the development of good practice and the professional growth of its people. New appointments, expanded roles, and targeted professional learning opportunities have all contributed to a culture where staff development drives innovation and enhances student outcomes.

The year began with the arrival of Stephanie Kroeker as Vice-Principal in the Primary School. Having relocated from Asia with her family after a decade abroad, Stephanie first encountered SIS in her search for the right educational environment for her son. The alignment between the school's values and her own experience of international education inspired her to apply for this newly created leadership role. Her appointment not only marked a new step in her own career development but also signalled SIS's commitment to harnessing diverse professional expertise.

"New appointments, expanded roles, and targeted professional learning opportunities have all contributed to a culture where staff development drives innovation and enhances student outcomes."



Stephanie arrived keen to extend student empowerment, explore mentorship across age groups, and bring her coaching background to support staff and student growth. She expressed her approach: "I want us to continually ask: What can I give? What do I need? What am I looking forward to today?"

The Middle School also saw significant leadership development with Bradley Lister stepping into the newly created role of Vice-Principal. Previously MYP Coordinator and Acting Head of Learning, Bradley brings deep knowledge of SIS and a strong commitment to best practice. His progression reflects an investment not only in his professional advancement but in the wider Middle School team. The new role strengthens leadership capacity, allowing for more focused management of curriculum implementation and student support.

Bradley's appointment demonstrates how SIS harnesses talent, enabling staff to evolve professionally, and strategically aligning roles with the needs of the School. His familiarity with the MYP framework and history with the School ensure continuity while enabling fresh momentum and innovation.

Beyond new leadership roles, SIS continues to invest in staff development through targeted training and collaborative learning. In early November, consultant and coach Beth Skelton spent nearly a week at SIS working with teachers across all sections. Her workshops focused on enhancing transdisciplinary and interdisciplinary teaching, with a particular emphasis on strategies to support multilingual learners—a priority for an international school. Her sessions not only introduced practical strategies, but also reinforced the importance of continuous development, reflective practice, and collaboration among staff.

Whether through welcoming new leaders like Stephanie, providing growth opportunities for long-serving staff such as Bradley, or deepening shared expertise through external coaching, SIS demonstrates a clear commitment to nurturing its people. This ongoing investment in professional development is not just about enhancing performance—it is about sustaining a culture driven by curiosity, connection, and the belief that education transforms lives.

In developing its staff, SIS strengthens its practice. In strengthening its practice, it empowers its students. And in doing so, it reaffirms that its greatest resource is—and will always be—its people.

" This ongoing investment in professional development is not just about enhancing performance—it is about sustaining a culture driven by curiosity, connection, and the belief that education transforms lives."



International relations

The influence of the many nations represented in our community is an essential ingredient in making SIS what it is. It adds to our social life, is reflected in our global outlook, and enriches the curriculum and academic experience of all our students.

Two standout occasions emphasised this experience. The SIS Parent Community excelled itself once more with a memorable International Day event in April.

The smell of pizza wafted through the air, the unmistakable voice of David Bowie echoed in the corridors, and a dazzling array of costumes and colours vied for attention: just one moment in time during the latest SIS International Day – a highlight of the SIS year, every year.

For the first time, the aula at Norra Latin was able to play host to festivities alongside the atriums. This meant stage and screen were able to accommodate everything from a mariachi band to a music-themed 'pub' quiz. Tables that started the day laden with heaps of food were steadily unburdened by eager families ready to sample the flavours – everything from fish to fika, and from hot dogs to hummus.

"The SIS Parent Community excelled itself once more with a memorable International Day event in April."





The smiles and appreciative sounds of visitors were reward for the multitude of SPC Board members, organising committee members, and country leaders who had spent many weeks planning, organising, and running SIS's biggest event of the year. The fabulous foods on display spoke of the many hours of sourcing, preparation, cooking, and presentation on the part of country volunteers. It was impossible to sample every aspect of the day in the time available, but many gave it their best shot!

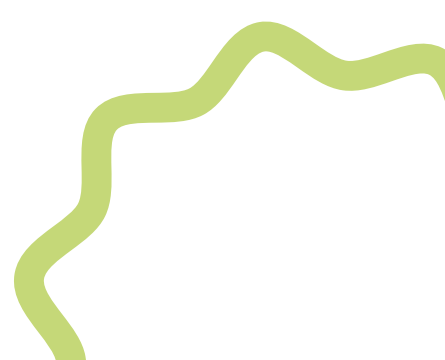
On a day when an early-morning flurry of snow had started proceedings, there was no mistaking the warmth of the SIS community.

Closer to the classroom, food played an important role in the 2025 Language Fair. Grade 6-9 language students laid on an engaging display of cultural icons, customs, and history, while also laying on an enticing spread of savouries, sweets, and treats from countries around the globe.

Country histories, geography, and other fun facts were displayed on posters, while on the large screen, we were reminded of international figures such as Frida Kahlo and Edith Piaf. Meanwhile, a global playlist created a fun and exuberant atmosphere. Traditional national foods were on display too - both as written recipes to guide you in making your own empanadas or tacos for example, and as well-laden tables bursting with appealing pastries, pies, and snacks.

Complemented with games and quizzes, the entire event was a triumph of organisation and creativity for our Middle School language students.

"... the entire event was a triumph of organisation and creativity for our Middle School language students."



Sport for all

As a founder member of the Nordic Network of International Schools, and as an active participant in Nordic Network sports leagues, there should be no doubt about SIS's commitment to sport, and the valuable role it can play in students' lives.

It offers camaraderie, benefits physical and mental well-being, and nurtures talents. It also offers a sense of accomplishment, and the sporting year at SIS saw no small number of accomplishments among our students.

May was a particularly busy sporting month, and SIS teams' work throughout the year was rewarded with a number of successes.

The Nordic Network Sports Tournament provided fun and success in equal measure. SIS co-hosted this big event with around 450 students from five different schools: Stockholm International School, International School of the Stockholm Region, International School of the Gothenburg Region, Futuraskolan International Bergtorp, and Bladins International School of Malmö.

The schools competed in badminton, basketball, and football. SIS had almost 100 students participating, spread out over 9 teams (out of a maximum of 10 teams possible) across the three sports. The competition was fierce, with strong opposition. Despite this, SIS won two gold trophies. Both our senior boys' and girls' teams won the basketball tournament after dominant performances. And during the basketball event, SIS cheerleaders delivered several polished performances.



"Sport isn't just for formal competition, however. The end of year would not be complete without some keenly contested inter-House sporting competition."

SIS teams also get to travel to neighbouring countries as part of their sporting experience. Nordic Sports League Badminton took place for juniors in Copenhagen and for seniors in Helsinki. The seniors excelled in Finland and came home with the trophy. Our juniors fought hard in Denmark and finished fifth out of eight school teams.

Sport isn't just for formal competition, however. The end of year would not be complete without some keenly contested inter-House sporting competition. The weather held for days of fun and enjoyment – and a lot of House rivalry. Sack race or sprint, jump high or long, catch or throw, SIS students – and staff – fought it out for House honours and bragging rights for the next 12 months.



Launch of the New SIS Strategic Plan

A new SIS Strategic Plan was introduced by Chairman of the Board of Trustees, Hans Skeppner, and SIS Director, Marisa León during our April 'State of the School' event. The plan, covering 2025–28, outlines how the school's direction will be shaped during that period. An audience of parents, guardians, and staff, heard from Board members and the Director, who presented the Plan and responded to audience questions.

"The Plan is the outcome of extensive consultation with both internal and external stakeholders."

The Strategic Plan establishes several key priorities, including:

- Advancing future-focused learning—most notably through the integration of artificial intelligence into the curriculum;
- Developing dynamic and innovative learning environments across our campuses;
- Empowering students at every stage of their IB journey; and
- Strengthening SIS's positioning and reputation to support growth and increase opportunities for our students.

The Plan is the outcome of extensive consultation with both internal and external stakeholders. It provides a clear roadmap for the future and reflects our aspiration to be the leading international school in Stockholm and Sweden, and to stand among Europe's top international schools. Central to this vision is our unwavering focus on students and the wider SIS community, who remain at the heart of all we do.

Key priorities



SIS Spirit Fund

Resources, inspiration, experiences – the SIS Spirit Fund enables projects large and small, but they all have one thing in common: no matter the scale they all improve student learning and activities.



New musical instruments

In December 2024, the SIS Spirit Fund made an award for the procurement of new instruments and equipment to be housed on the Norra Latin campus. With the aula at Norra Latin being the venue for most events, set-up became much easier, and the danger to fragile instruments was much reduced.

Staging our end-of-term concerts in winter and summer has always meant a huge commitment of energy and organisation. Instruments, large and small, needed to be transported from our Johannesgatan base to whatever venue was hosting the event – adding to the wear and tear on the instruments as well as the organisers. Music is so often at the heart of our gatherings in SIS that this has added immense value both in terms of the instruments themselves and the joy they bring to the players and audiences.

"Music is so often at the heart of our gatherings in SIS that this has added immense value"





UDL materials

Universal Design for Learning (UDL) is based on principles that empower everyone to have agency over their own learning. It is based around three principles: engagement, representation, and action and expression. Wishing to extend its value in the classroom, two of our Primary School teachers applied to the SIS Spirit Fund for a grant for materials that would specifically allow them to develop its use in the classroom. The impact has been significant in Grade 2, as students set about incorporating the new materials into their learning.

The range of materials included Magna Tiles, plastic animals, Brio Mechanics kits, and Lego – a product still as much loved by today’s children as it was by their parents. Collectively, the materials were dubbed ‘Learning Toys’ by the students as they got to grips with using them in their play.

Beyond their physical use, the pieces act as a stimulus to conceptual learning. In one of the early lessons, the students considered a car through conceptual lenses, examining it through form (shapes, material colours), function (how the engine moves the car, how lights indicate turning), and responsibility (safe driving and environmental impact). The project was an excellent of how even a small investment can make a big educational impact.



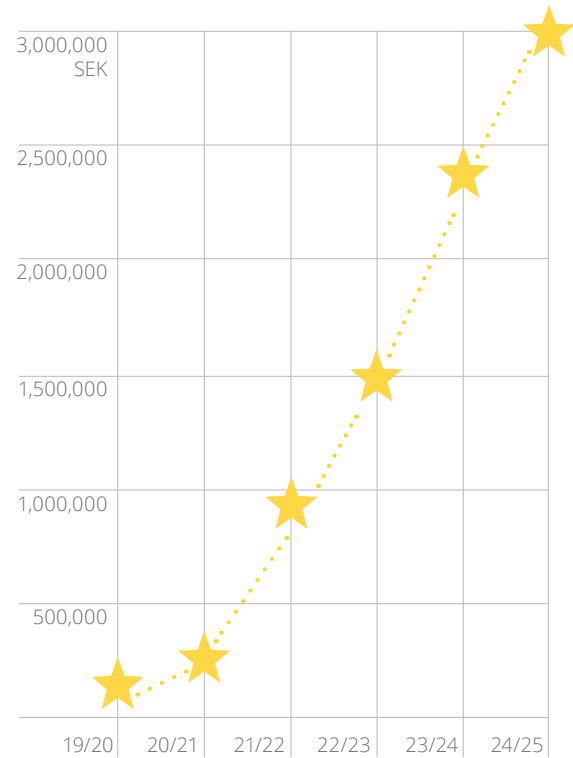
Poetic inspiration

The SIS Spirit Fund facilitated a return visit to SIS by Swedish Reading Ambassador (Läsambassadör) **Agnes Török**. Agnes met with grade 6 students and spoke about live literature - the connection between written works and oral storytelling traditions. Agnes also ran a workshop with the students to develop their learning and self-expression through the written word.



Funds raised

Cumulative funds raised since launch in 2019



SIS Spirit Fund projects

STUDENT EXPERIENCE

Inspiring, informing, and challenging

- Nepal Project
- SIS Sports Kits
- Calculators for Learning
- Science and Cultural Trip to Mexico
- Chess Programme
- Music Equipment and Instruments
- Poet Visit

ACADEMIC EXCELLENCE AND INNOVATION

Empowering curiosity, creativity, and critical thinking

- Makerspaces for hands-on learning
- First Lego League
- Learner Profile Bracelets
- Foreign Language Library Resources
- Universal Design for Learning (UDL) Materials

CAMPUS DEVELOPMENT

Building spaces that inspire connection and growth

- JG Auditorium Enhancements
- JG Playground Renewal



Donors and volunteers 2024–25

SIS Spirit Fund donors

1951 Circle

75 000+ SEK

Ylva Cavalli-Björkman and Willard Ahdritz

Carl and Ida Manneh

Jan Ståhlberg and Jennie Gustafsson*

Champions' Circle

25 000 – 74 999 SEK

Sunit and Emma Mehrotra

Eva Pentti-Kortman and Patrick Kortman

Jess and Lars Sjöbring

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10 000 – 24 999 SEK

Hélène Barnekow

Angelika Braun Alexanderson and Sebastian Alexanderson

Neha Jani Glader and Marcus Glader

Erik Johannesson and Maja Kölqvist

Marisa León and Ivan Mustain*

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2 500 – 9 999 SEK

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One additional couple donated anonymously

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* Denotes donors who have given three or more years in succession

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Annika Vikhult (Vice-chair) Yönet Tezel

Hélène Barnekow Paul Rodrigo

Judith Gough Fredrik Sand

Anna-Maria Malm Peter Sandberg

Philip McCrea Gulfem Toygar

SPC Board volunteers

Pia Åström (President) Sonya Simmonds

Mali Galmangodage Jessica Sjöbring

Emma Lemon Pickett Gary Warnes

Eva Pentti-Kortman

Katherine Salisbury

We would also like to thank the numerous volunteers who have contributed to the community with their time and service over the year. From supporting new families on arrival in Stockholm, to staffing events, baking, making, and generally helping to make SIS the wonderful, supportive community that it is – we thank you.



More about the
SIS Spirit Fund



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International
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