



Trustees' Report and Unaudited Financial Statements

**For the year ended 30 June 2025 for the Harlequins Foundation
(a company limited by guarantee)**



**Supporting 9,823 young people and creating
£4,661,134 of social value in our communities.**

The Harlequins Foundation

At the Harlequins Foundation, the power of sport and the spirit of Harlequins come together to fuel real, lasting change. Our purpose is clear: to empower young people with the essential skills they need to succeed.

Our programmes are aimed at improving outcomes in Education & Employability, Wellbeing and Inclusion, and this, our annual Trustee's Report, highlights the impact we have had across all these areas.

We've provided our young people with practical skills, access to positive development opportunities, and most importantly, our impact report shows that we are giving them the confidence, resilience and self-esteem to reach their potential.

Measuring our impact

We take a holistic approach to measuring the benefit of our work, using a robust social value measuring tool to assess the total benefit to society of our programmes. In addition to gathering the survey data that is collated and analysed through Sport Value Bank to determine our social value, we gather qualitative data that we utilise to develop case studies, enabling our beneficiaries to tell their own stories around the impact that involvement in our programmes has had on their lives.



I am proud to present the Harlequins Foundation's 2024/25 Trustees Report and Unaudited Financial Statements, capturing a year of outstanding progress and meaningful impact across our communities.

This year, the Foundation supported 9,800 young people and generated an outstanding £4.66 million in social value - a reflection of both the scale and the depth of our work across our impact areas. Each figure tells a story of lives changed, of young people gaining confidence and essential skills, of communities strengthened through sport, and of new opportunities created where they are needed most.

We have seen our reach and influence expand year on year, thanks to the dedication of our staff, volunteers, partners, and supporters. Our programmes now engage more young people than ever before, from classrooms to community spaces, and the outcomes speak volumes. Whether through the HITZ classroom empowering learners towards meaningful careers, our METTLE programme improving mental resilience in young people, or SWITCH introducing girls to rugby for the first time, the Foundation continues to demonstrate how sport can be a powerful force for social change.

The steady growth in social value delivered and participant numbers reflects a charity that is not only succeeding but also evolving and growing. We're continuously learning, adapting, and striving to meet the needs of the communities we work with, and to expand our impact.

On behalf of the Board of Trustees, I extend heartfelt thanks to everyone who is making this happen. Whether you are already a part of our community of supporters or are just now joining our journey, together we are building a legacy of opportunity, inclusion, and hope - and proving that through the spirit of Harlequins, sport truly can change lives.

Dominic Coles, Chair of the Board of Trustees



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Trustees' Report for the year ended 30 June 2025

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Trustees' responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the accounts comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom, governing the preparation and dissemination of financial statements, may differ from legislation in other jurisdictions.



Objectives and aims

The exclusive charitable objectives for which the Charity is established are:

1. To advance education.
2. To relieve need in individuals arising from their youth, age, gender infirmity or disability, financial hardship, or social circumstances.
3. To develop the capacity and skills of the members of communities that are socially or socially and economically disadvantaged in such a way that they are better able to identify and help meet their needs and to participate more fully in society.

Such other exclusively charitable means as the trustees may from time to time determine.

Achievement and performance

The following report highlights a few of our key achievements during the 2024/25 year, not least the result of our latest impact report, that demonstrates that our work has created nearly £4.7m of social value for our focus boroughs in this year.

We are incredibly proud of what we have achieved in the last twelve months as we continue to evolve our strategic approach and operational delivery to maximise the impact we have for our communities.

None of what we have achieved will have been possible without our incredibly committed and passionate Board of Trustees, team of staff and the support of our historic club and its supporters.

Public benefit

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aim and objectives and in planning future activities. Further details on how the Charity has benefited the public are contained within this report.

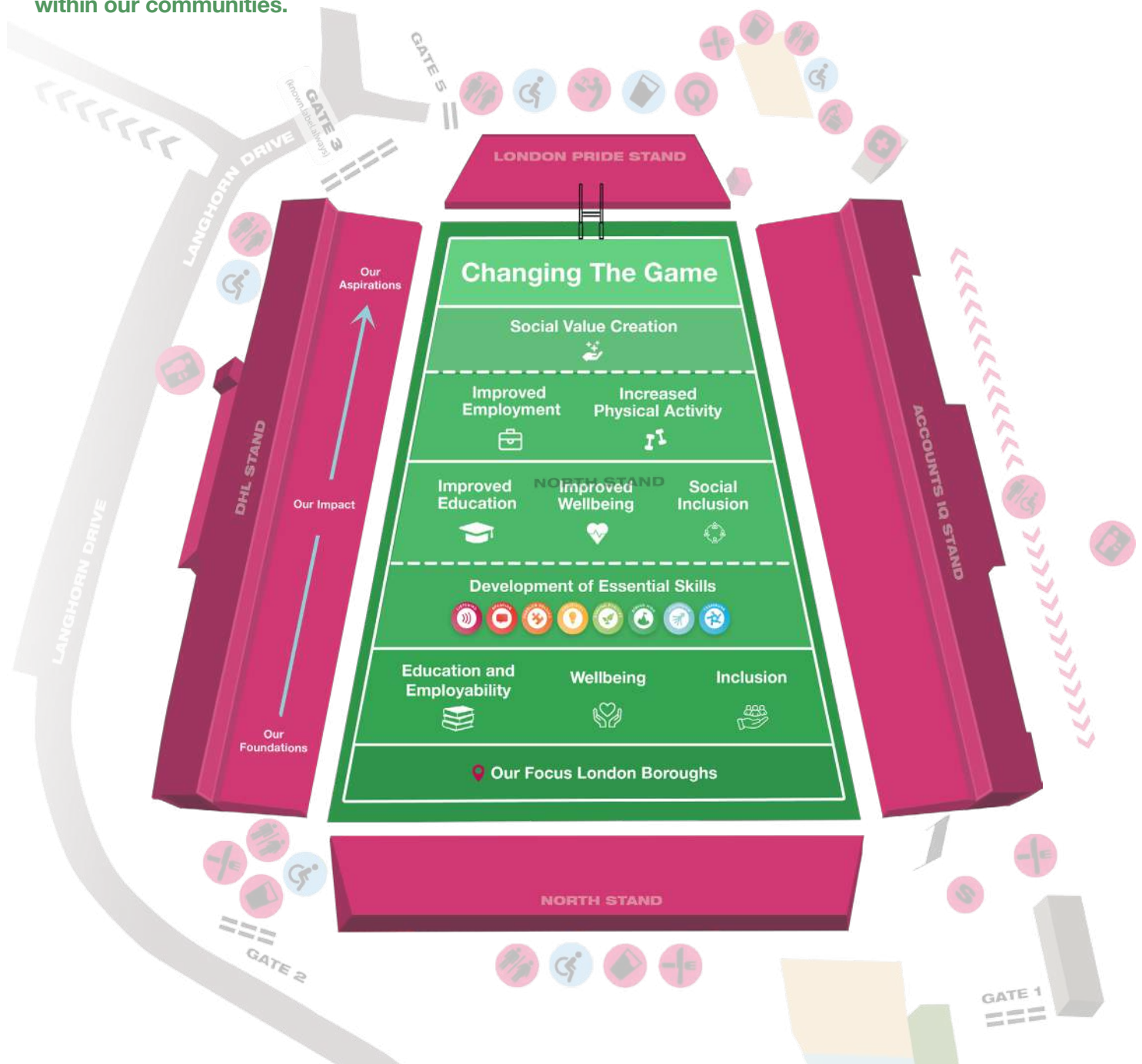
Awards

During 2024/25, the Harlequins Foundation received several awards in recognition of the work we deliver. Mya Owen was awarded the Physical Activity Award in recognition of her resilience in overcoming severe anxiety and social isolation during her time at school, using her passion for rugby to develop confidence and achieve significant personal growth through the HITZ programme delivered by the Harlequins Foundation. At the Richmond Business Awards, delivered by the Richmond Chamber of Commerce, the Harlequins Foundation won "Best Charity or Non-profit" for our work across the borough.



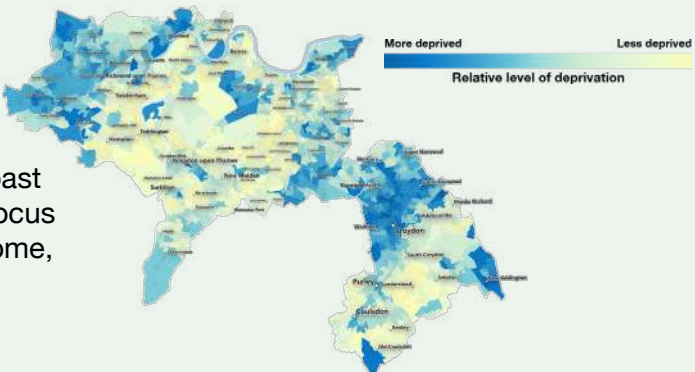
Changing the Game

Delivering within our focus boroughs in the Harlequins Heartlands, our programmes develop the essential skills in young people to enable them to succeed on and off the pitch, creating social value within our communities.



Our focus boroughs

Harlequins is London's club, although its Heartlands extend from London to the south coast through Sussex and Surrey. The Foundation's focus is within the London boroughs closest to our home, The Stoop.



Who we are

Our purpose

To harness sport and the spirit of Harlequins, empowering young people to acquire the essential skills they need to succeed.

Our ambition

To have created more than £12m of social value for our focus boroughs and directly impacted over 25,000 young people by 2027.

TRUE

As an organisation the way we work will always be guided by our identity:

TEMPO

Deliberate in what we do, and when. At the forefront of addressing societal challenges and barriers on behalf of our club and its supporters, creating long lasting impact off the pitch.

RELATE

Connected to our culturally diverse communities, inclusive in our approach and responsive to their needs.

UNCONVENTIONAL

Innovative and agile in tackling key societal challenges, empowering our communities.

ENJOYMENT

Central to everything we do, taking pride and enjoyment in being a force for good.

The voice of young people

We ensure that our programmes are people-centred and recognise the value of young people's lived experience.

Through establishing a youth advisory panel, as well as robust feedback on all our programmes, we enable young people to share their views, insights, and ideas to affect positive change in their communities.

Supporting our community

We will continue to use benefit-related free school meals (FSM) as one of our indicators to target our programmes to ensure they are reaching those that need our support. We use this because we know that qualifying criteria for FSM include a net annual earned household income of no more than £7,400.



Our Strategic Principles

WE DELIVER, WHAT WE ARE UNIQUELY PLACED TO DO

We are the charitable arm of Harlequins, the most famous rugby club in the world. We use sport and the rich history and heritage of our club to deliver intentional and meaningful impact.

WE DELIVER FOR OUR COMMUNITIES

We will continue to focus our face-to-face delivery in the London boroughs closest to our home, to maintain consistency and maximise our impact. We will extend our reach through strategic partnerships, some of which international, where opportunities arise for us to meaningfully impact a wider audience.

IMPACT OVER SCALE

It is our ambition to deliver meaningful impact at scale, but we will not compromise on the quality and long-lasting impact of our deliverables to achieve it.

OUR PROGRAMMES ARE THERE TO SUPPORT THE MOST VULNERABLE IN SOCIETY

We will continue to develop projects and programmes that support young people who most need our support.



Our strategic targets

By 2027 we will...

12M

Deliver £12m social value for our community by 2027

1. Create £12m social value cumulatively for our communities.
2. Be creating £5m social value for our communities each year by the 2026-27 season.
3. Achieve an ROI of £5.50 for every pound invested in our programmes.



Extend our reach and deepen our impact to engage 25,000 young people by 2027

4. Ensure the voice of young people is represented in our work.
5. Deliver 16,000 hours of contact time for our communities.
6. Engage 25,000 young people in our programmes.
7. Expand our footprint to be operating in at least five London boroughs.



Continue to build an environment that supports an engaged and diverse team of staff and board of trustees, aligning with our identity to deliver success

8. Have an engaged and diverse workforce, with a culture of continual development.
9. Have an engaged and diverse board of trustees.
10. Embed good governance and financial sustainability.
11. Minimise our collective impact on the environment.



Increase awareness of our work, by being recognised as leaders in our sector

12. Increase awareness of our work, by being recognised as leaders in our sector.

Our year

It gives me great pride to introduce this year's Trustees' Report and Unaudited Financial Statements. First and foremost, I want to extend my sincere thanks to the Foundation team, our Board of Trustees, and everyone across Harlequin FC. Their dedication, passion, and support make all of our work possible. The past year has been a collective effort, and the impact we share in this report is a reflection of their commitment to our purpose.

Our Foundation exists to harness the power of sport - and rugby in particular - to change lives for the better. This year, we have seen how our programmes reach far beyond the individual participants we serve. While we continue to work closely with thousands of young people, equipping them with skills and opportunities for the future, the positive effects ripple outward into families, schools, and the wider communities we deliver in. From supporting healthier lifestyles to building inclusive spaces where everyone feels they belong; our work is about strengthening the social fabric of our community as much as it is about individual progress.

It is right that we pause to celebrate the successes outlined in this report. We have grown our reach and delivery across all three of our core impact areas - Education & Employability, Wellbeing, and Inclusion. We have seen more young people than ever accessing support, developing confidence, and achieving milestones that will set them on a path to a success in their futures. Yet, while we are proud of these achievements, we are also mindful that this is just the beginning. The Foundation continues to evolve, and the years ahead hold even greater promise. There is more to do, and we are determined to keep building on the progress we have made.

The central thread running through all our programmes is the development of essential skills. Whether in the classroom, on the rugby pitch, or in the communities we work in, we use the power of sport to help young people improve their communication, creative problem solving, self-management and collaboration. These are the essential skills that will serve them in every aspect of life - education, employment, relationships, and wellbeing. Rugby, with its values of respect, discipline, and community, provides the perfect platform for this kind of growth.

As you read through the stories, achievements, and milestones in this report, I hope you see not only the impact we have made but also the spirit of partnership and shared purpose that underpins everything we do. Together, we are shaping a stronger, more inclusive, and more resilient community.



Andy Carpenter, Head of Foundation





The essential skills

Everything we do for our young people is underpinned by the eight essential skills, identified as vital to succeed, whether on or off the pitch.

There is robust evidence that not only do higher levels of essential skills set up an individual for the rest of their lives, but that opportunities to build those essential skills are not distributed fairly.

These skills are crucial for enhancing academic performance, fostering perseverance and self-belief, boosting lifetime earning potential and improving overall wellbeing and life satisfaction.



Who we support

Almost a quarter of young people in our local communities are living in poverty.

61% of children and young people hold one or more Inequality Factors, with only 40% of those with two or more factors meeting the minimum recommended activity guidelines, which aim for an average of at least 60 minutes of moderate or vigorous intensity physical activity a day across the week.

This can lead to a lack of opportunities to develop the skills that improve life outcomes, creating a cycle of long-term inequality.

Harnessing the power of sport, we use our platform to drive positive change and expand opportunities for those facing the greatest challenges. Our programmes are centred on engaging young people in the London boroughs neighbouring our home ground, The Stoop.

To ensure our initiatives effectively reach those who need them most, we use a variety of indicators, including benefit-related free school meals (FSM). We use this because we know that qualifying criteria for FSM include a net annual earned household income of no more than £7,400, and therefore it is indicative of facing financial hardship.

Eligibility for free school meals has been linked to lower academic attainment, which itself is strongly linked to poorer long-term employment prospects.

In addition to FSM eligibility, we utilise several other indicators to guide our programme delivery:



Indices of Multiple Deprivation



Not in Education, Employment or Training (NEET) rates and academic attainment statistics



SEND schools, focusing on disabled young people and inclusion programmes



Programme specific demographics, such as targeting girls for SWITCH



Unemployment statistics

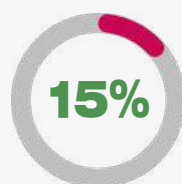
By using these indicators, we ensure our programmes are tailored to meet the specific needs of those we aim to support, making a meaningful impact in their lives.





The proportion of children living in poverty across our focus boroughs.

Resulting in inequality across many areas, including opportunity, education and mental and physical health.



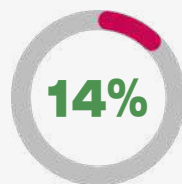
The gap in activity rates between those living in affluent and non-affluent areas.

This is due to facing barriers to physical activity, and results in worse physical and mental health outcomes.



Fewer young people eligible for FSMs achieve pass grades in English and Maths, compared to pupils with higher household income.

Lower academic achievement is strongly linked to poorer long-term employment outcomes, such as unemployment and low-paid employment.



The gap in NEET rates between young people with and without GCSE level or above qualifications.

Long term NEET is associated with poor physical and mental health, and higher risk of unemployment and lower quality of work.

3x

More young people living in deprivation experience mental health problems.

This is due to being more likely to experience adverse childhood experiences, whether this is food poverty, housing insecurity or living in unsafe areas.

1/5

Young people have a probable mental health issue.

The most common being emotional disorders such as anxiety and depression.



Our focus boroughs

Over the last year, we have grown our delivery across our focus boroughs to better reach young people most in need, concentrating our efforts in communities where we can have the strongest and most meaningful impact.



Hounslow

51.8% of children aged five in Hounslow are eligible for free school meals.

Kingston

28.1% of children aged 5-16 years were not meeting the minimum recommended levels of physical activity.

Richmond

1 in 5 secondary school pupils said they often felt anxious or worried, with only 48% of secondary girls feeling positive body image compared to 72% of boys.

Wandsworth

Pupils with Special Educational Need or Disability are more likely to have negative emotions/experiences every day (61% vs 39%).

Croydon

Croydon's unemployment rate for 16-24 year olds was 9.3% in 2023.

Merton

28% of primary school age pupils do less than 30 minutes of exercise per day.



Our impact

Throughout the year, our delivery achieved positive outcomes across all of our impact areas of education and employability, wellbeing and inclusion, with more young people than ever before participating in our programmes.

Our 2024/25 Trustees' Report and Unaudited Accounts highlights how we have provided young people with practical skills, qualifications, access to positive development opportunities, and improved outcomes in confidence, resilience and self-esteem.



9,823

individuals supported across
our focus boroughs



£4,661,134

in social value created for
our communities



2,738

participated in rugby for
the first time





61
schools recieved programme
delivery across our focus
boroughs



62%

increase in the number of sessions
delivered across all programmes
compared to last year



1,452

girls took part in SWITCH, our
girls rugby programme



148%

year on year increase in
participants in our mental
resilience programme, METTLE



My Foundation Story: Olivia

The Harlequins Foundation partner with Richmond College to deliver an inclusive sport provision that allows students who may not have been comfortable in a traditional college environment to pursue their passion for sport and physical activity. Olivia is one of the young people who has benefited from this partnership.

“I was in secondary school, did my GCSE’s, then came to Richmond College to study sport. I love it. I’ve always been a rugby fan, so having my classroom in the stadium is just amazing. It’s surreal. But I’m grateful.”

A new path, a new mindset

Like many others, traditional classroom settings didn’t quite fit for Olivia. But it’s more than a love of sport that has driven her development. HITZ gave structure and direction when it was most needed.

“I always knew I wanted to come here. I love sport and I didn’t even know you’d get to work at the stadium! That was such a surprise and made it even more exciting. My passion for sport definitely comes from my family, especially my dad,” said Olivia.

“HITZ gave me ideas. Now, I know I’ve got paths open to me. If I get the apprenticeship in sports coaching, great. If not, that’s okay too. I’ve got other options now. I don’t feel stuck anymore.”



From isolated to included

Before joining the programme, teamwork was a struggle. Olivia’s confidence in social settings was low, in part due to her ASD and ADHD. That sense of belonging, of being seen, valued and supported has made a huge emotional impact.

“I used to do everything on my own. I’d avoid working with others so I wouldn’t get distracted or have to deal with any problems. But working with people here, people I’m close with, has changed me. I’ve learned to trust and to listen. Their opinions matter, and it feels really good to be part of something together.”

“School was really hard for me. But here, I’ve started to feel confident. I’m making friends, and the staff support me. They help me move forward. It’s made a big difference, mentally and emotionally.”



Encouraging others to take the leap & looking ahead with confidence



Now full of pride and possibility, Olivia urges others to give HITZ a go. With essential skills like teamwork, problem solving, listening, and speaking now firmly in place, she is ready for what's next.

"If you love sport and enjoy socialising, do it. It's so fun. You'll learn loads, grow in confidence, and have real opportunities. You'll do workshops, sports, even work experience. I've grown so much."



"Honestly, if I didn't do HITZ, I wouldn't be where I am now. It's helped me realise what I'm good at, what I want to do. And that's powerful. I don't know exactly what's coming, but I'm not worried. The Harlequins Foundation helped me see I've got choices and that's what matters."

- Olivia, HITZ Student



Education & Employability: a pathway to employment

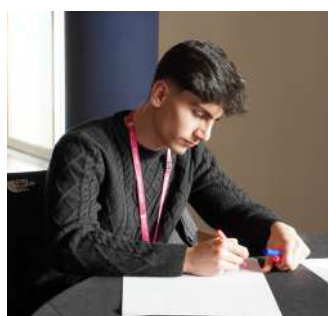
Our focus is to support young people to move demonstrably closer to the job market through the development of the essential skills, experience and the aspirations they need to do so. Our education and employability pathway provides accessible opportunities for young people, whether that's gaining entry-level qualifications, a university degree or the opportunity to engage with local employers with the potential for employment.

HITZ

HITZ is an award-winning education and employability programme dedicated to helping young people find a better future. The programme works with 16-24 year olds and is delivered nationally by most of England's ten Premiership rugby clubs.

The programme helps young people who may have struggled in mainstream education environments and need support to gain qualifications and improve their prospects. In addition to formal qualifications, we focus on both developing essential skills and providing the opportunities the learners' need to ensure positive employability outcomes long-term.

2024/25 was the final year of HITZ as a Prem Rugby programme, although the Foundation will continue to deliver the programme next year.



Oakwell supporting the HITZ students



When Oakwell Sport Advisory joined the Harlequins Foundation as a member of our First XV, they made more than just a financial commitment, they pledged to make a meaningful difference in the lives of young people. Their passion for sport and community led to an exciting partnership with our HITZ programme, creating a unique opportunity for learners to gain valuable skills and insights.

Together, we designed a bespoke six-week engagement programme to inspire and challenge our learners. Delivered across three sessions, the initiative brought Oakwell staff into the classroom to work alongside our HITZ team, blending real-world business challenges with personal development opportunities. Learners pitched their ideas at the end of the programme to a panel of senior staff from Oakwell, Richmond College and the Foundation, which for many was their first experience presenting in such a setting.

One HITZ learner, Kai-Reece, shared his thoughts on the experience:

"It was a great experience; it allowed me to learn more about all the different businesses within sports. I enjoyed the workshops and generating our different ideas. I also really enjoyed the presentations and improving my communication skills."





77 young people took part in HITZ



801 hours of classroom sessions over the year



£205,120 social value created for our local communities, more than double the year before

Oakwell staff joined our HITZ learners for enrichment sessions, bringing sport, business and education together.

Our employability programmes are crucial for young people: 597,000 people aged 16-24 were unemployed May-July 2024, a nearly 10% increase year on year.



My Foundation Story: Aldo

Aldo Bala, now a Sales Administrator at SUEZ, began his journey at 16 through the Harlequins Foundation's HITZ programme. This programme, designed to support young people aged 16-24 who struggled in mainstream education, has provided Aldo with the tools and mentorship he needed to navigate his path towards a fulfilling career.

When Aldo joined HITZ, he initially envisioned a career in coaching, earning RFU coaching badges and immersing himself in sports development. However, as time went on, he began to question whether it was the right fit. "I hit a wall," he admits. "I started questioning if coaching was for me." It was during this period of self-reflection that the Foundation introduced him to an opportunity with SUEZ, our Employability Programme partner, and provided a chance to take part in a work placement. The company's mission to convert waste into energy sparked his interest, and he found himself drawn to the possibilities within the industry.



After completing HITZ, Aldo faced two months of unemployment, a challenging period for him. It was George Green, the Foundation's Education and Employability Manager, who provided the support Aldo needed to move forward. "George saw me at my worst," Aldo recalls. "But he never gave up on me." George leveraged the Foundation's partnership with SUEZ to connect Aldo with an opportunity that would change his life. George's unwavering support was crucial throughout Aldo's journey. Aldo recalls: "He's seen me grow from that irresponsible little kid... to where I am today". This mentorship provided a lifeline during unemployment, culminating in a referral to SUEZ.

Making an impression

Rory Anderson, Head of Inside Sales at SUEZ Southeast, remembers his first impression of Aldo vividly: "He didn't have experience, but his eagerness stood out immediately." Rory recounts how Aldo's enthusiasm and determination made him an ideal candidate for their team. "What finally sold me," Rory adds with a smile, "was when Aldo called me just before Christmas and essentially closed me over the phone, asking when he could start and what he'd be paid. If you're going to sell, you've got to close, and Aldo did just that."


Since joining SUEZ as a Sales Administrator, Aldo has flourished both professionally and personally. Rory reflects on his growth: "Aldo wasn't the most polished when he started, but his attitude has always been exceptional. He's now operating autonomously and has become an integral part of the team." In fact, Aldo's contributions have gone beyond expectations: he took on outbound sales work that freed up his colleagues to focus on other priorities.

Rory shares an anecdote about giving Aldo a pool of untested customer data to work with: "I told him he couldn't do any damage but converting even one would be impressive. Within two days, he'd closed a sale, something experienced sales people in the team had struggled to achieve."

The structured environment at SUEZ has helped Aldo develop professionalism and confidence. He notes: "It's a very big change... I feel like I developed a lot professionally". Essential skills learned through HITZ, such as communication and creative problem solving, now underpin his daily tasks, from creating sales cases to advising clients on waste segregation.

Rory is equally enthusiastic about the partnership between SUEZ and the Harlequins Foundation: “It benefits everyone involved, businesses get enthusiastic people like Aldo who bring fresh energy, and we get to support charitable partners in creating real social value.” He adds that seeing Aldo thrive has unified their team.

For Aldo, this journey is just the beginning. He envisions a future at SUEZ while also hoping to give back by inspiring others who face similar challenges. His advice is simple yet profound: “Keep your head up, there’s always light at the end of the tunnel.”



15% of employers in London reported a skills gap, where potential employees lacked the necessary essential skills they need.

“Aldo developed skills both in and outside of the classroom to support his growth and confidence and his ability to navigate the challenges of the wider world. Aldo's ability to succeed in the face of adversity is commendable. It is very evident that the programme provided him with the essential skills to flourish and become a role model for our future students.”

Niki Carrick Steele,



Providing employment opportunities

Employability Programme

The Harlequins Foundation are empowering young people aged 16–24 who are not in education, employment, or training (NEET) by offering a clear pathway into meaningful work. Our Employability Programme is delivered in partnership with SUEZ and utilises their skills, knowledge and willingness to offer meaningful opportunities for participants.

Through the partnership, last year SUEZ has enabled the Foundation to deliver life-changing opportunities, supporting 32 participants last year, with an impressive 71% of whom progressed into employment or further training following the programme.

The programme provides practical work experience, real job opportunities, and a structured route into permanent roles. Participants join either as jobseekers from our focus boroughs, accessing genuine employment prospects with SUEZ and its partners, or via our HITZ programme, where they gain essential workplace skills and experience. In both cases, young people are supported to take confident steps towards long-term employment and positive futures.



32 participated in the Employability Programme delivered in partnership with SUEZ



71% are in employment or further training since completing the programme



47% of participants have increased level of confidence or feelings of usefulness regarding their employment prospects

My Foundation Story: Frankie

Frankie has always had a passion for sport because of the energy, the teamwork, and the sense of belonging it brings. But like many young people finishing school, he wasn't entirely sure which path to take next. After completing his GCSE's, he decided to try something different and took up a trade.

A year into working as a plumber, the pandemic hit and Frankie soon found his ability to work taken away. While at the Job Centre, he realised something was missing. The hands-on work was enjoyable, but it didn't spark the same excitement he'd always felt on the pitch. Determined to find his way back into sport, he took the initiative to visit his local Job Centre - a decision that would change everything. Through the government's Kickstart scheme, Frankie secured a six-month placement with the Harlequins Foundation as a PE technician.

What began as short-term experience quickly became a turning point. Frankie impressed the team with his enthusiasm and commitment, and when the placement ended, he was encouraged to stay on and continue developing his skills. That opportunity paved the way for his next big step: enrolling on the Foundation Degree in Sports Coaching with the Harlequins Foundation, a two-year programme blending academic study with real, on-the-ground coaching experience in a professional sports setting.



"The course allowed me to be really versatile," Frankie says. "I could study and work alongside it. Rather than just learning on campus, I could apply what I was learning out in the field, which really helped consolidate everything." Balancing study with real-world coaching wasn't always easy, but it taught him discipline, resilience, and how to push himself skills that he now carries into every part of his career.

Being based at The Stoop, the iconic home of Harlequins, gave Frankie a taste of life in professional sport and a network of people who pushed him to reach new heights. "It was amazing being at such a famous ground," he says. "Working alongside great people really motivated me to improve my grades and visualise where I wanted to be after finishing my studies."



"I love the Foundation Degree and being able to combine studying with coaching. Delivering sessions with the Harlequins Foundation, using what I've learned on the course, and bringing young people into sport where perhaps they wouldn't have had a chance to play is really fulfilling. I now have the skills and the confidence to know I'll have a career in sport."

**Frankie Moore,
Foundation Degree Graduate**



After completing his Foundation Degree, Frankie progressed to achieve a First Class Honours Bachelor of Science in Sports Coaching, an achievement he's incredibly proud of.

"Doing a degree has made me 100% more employable," he says. "But it's what you learn along the way that matters. Meeting deadlines, writing a dissertation, applying yourself it all helps you grow as a person."

Frankie admits he wasn't naturally suited to schoolwork, but his love for sport gave him the drive to succeed. "I wasn't very academic at school, but I loved PE. Sport actually pushes you to be more academic," he says. "If you just give it a go, you'll be surprised at how much you can achieve."

Frankie's journey is a reminder that the right environment, encouragement, and opportunity can transform potential into purpose, helping young people build confidence, skills, and a future through sport.




Foundation Degree

The Harlequins Foundation delivers a Foundation Degree programme in partnership with the University of South Wales (USW) designed for individuals wanting to attain a university qualification and are passionate about pursuing a career in the sports industry. Alongside the academic element of the course, students complete over 400 hours of coaching within our communities, allowing them to apply and develop the coaching techniques learnt during the course.

Our education pathway gives young people a clear progression path from post-16 education, beginning with our HITZ programme through to a BSc in Sports Coaching and Development, via a BTEC and the Foundation Degree, with opportunities to gain additional work experience along the way.

In 2024 we had our first ever graduates from the programme, with Frankie and Matheus both graduating with a degree after three years of hard work.



94% of USW students are in work or further education 12 months after graduating



Empowering young adults at HMP Feltham

We delivered a transformative twelve-week Employability Programme at Feltham Prison and Young Offender Institution, designed to equip young adults with essential, transferable skills that will help them secure long-term employment. The programme, delivered in the prison, is underpinned by the Skills Builder Framework and focused on developing the essential skills needed to support the prisoners in preparation for their release and set them up for success in the workplace.

As part of the programme, the participants presented their innovative ideas to SUEZ, our partner in the Foundation's wider Employability Programme. The young adults presented sustainable waste management solutions tailored specifically to Feltham, including a vape disposal project, food waste reduction ideas, and a clothes bank initiative. The SUEZ team, along with the young adults, are hopeful that some of these ideas can be implemented soon, making a positive impact on the local community and environment.



Participants will benefit from ongoing mentorship provided by the Foundation's network of experienced industry professionals. These mentors will offer guidance and advice, helping the young adults transition smoothly into the workforce upon release. The Foundation is also leveraging its strong relationships with our partners to offer participants potential job opportunities, as well as offering them the chance to gain valuable qualifications, including the RFU Level 2 Accredited Coaching Qualification and the CSCS Card, which will further enhance their employment prospects.



12 participants completed the programme in 2024/25



“I already enjoyed coming to this workshop, but George from the Harlequins Foundation brought a different element into it. I used to come over, keep myself to myself and just get straight on with work. Now I enjoy being part of this team – I don't think I spoke to anyone in the first week and today I've been confidently presenting in front of my peers and guests.”

Beneficiary, HMP Feltham

Wellbeing: supporting physical & mental health

Sports and physical activity can have a positive impact on both physical and mental wellbeing, as well as being crucial for personal, social, community and economic development, particularly in young people. We know our programmes have a significant positive impact on the wellbeing of participants through the robust measurement of impact through the Sport Value Bank.



Our METTLE programme strengthens mental resilience among children aged 5 to 11. Recent studies indicate that one in five young people experience negative mental health outcomes, with 50% of mental health issues established by the age of 14.

Recognising the urgency, the METTLE programme offers a six-week series of interactive, evidence-based workshops conducted in schools. These sessions, grounded in positive psychology and solution-focused thinking, aim to equip children with essential skills to manage emotions, overcome setbacks, and foster positive mental health.

Alongside weekly sessions that take place both in the classroom and on the sports field, teachers in the school are given the opportunity to undertake a Mental Health First Aid course. These teachers will then be better able to identify and help pupils who may be experiencing a mental health issue.

Last year all Foundation delivery staff undertook a Mental Health First Aid qualification to be better able to identify, understand and help someone who may be experiencing a mental health issue.



We delivered **449** sessions to **2,128** young people in 2024/25



8% achieved an immediate reduction in emotional problems



15% made positive lifestyle choices following the programme, like exercising or a healthier diet



£257,488 social value created for our communities



“We developed METTLE to provide young people with the tools they need to navigate the complexities of today’s world. By using sport to engage learners, we aim to inspire and educate, ensuring our participants are better equipped to tackle the challenges many of them will face.”

Matt Shillabeer,
Head of Programmes



My Foundation Story: Peter & Maya

Students at Worple Primary School have benefited significantly from the Harlequins Foundation's METTLE programme, which equips young people with strategies to manage their emotions, build resilience, and cope with stress in everyday situations.

Peter explained how METTLE has helped him respond to frustrating situations more positively. "Normally I get angry, but I use what we learned in the sessions to calm down and it helps me stay in control."



Maya highlighted the use of practical exercises, such as the box breathing. "You breathe in for four seconds, hold for four seconds, and breathe out for four seconds. Doing this really helps me feel calm and peaceful, and it stops me from letting any negative feelings take over."

Both students reported that METTLE helped them feel braver and more confident in challenging situations. Maya said, "Before, I might just have tried to calm down by drinking water or talking to someone. After METTLE, I know who to talk to, and it's helped me feel braver when I'm worried or stressed out."

Students also appreciated how the Harlequins Foundation programme supports not just individual wellbeing but also relationships and teamwork. Maya added, "Using METTLE in sports is amazing, and it's helping everyone in their everyday lives."

The METTLE programme has provided students at Worple Primary School with practical tools to manage their emotions, develop resilience, and approach challenges with confidence. By equipping young people with these skills, the programme has a clear, measurable impact on their day-to-day wellbeing and personal development.

"In life and in sport, we get challenges thrown at us that we're not expecting - it's massively important we have strategies to cope and an environment where we have people that can support us, especially for young people. Programmes like METTLE are important to create that environment and that safe space for people to go into."

**Alex Dombrandt,
Harlequins Captain**



My Foundation Story: Alex

Alex, aged 13, is a bright and thoughtful young person who loves being active but often finds social situations and new environments challenging. Like many neurodivergent children, Alex can find it difficult to connect with others at first, particularly when faced with unfamiliar faces or routines. His mum, Sarah, was keen to help him build confidence, make new friends and try something different during the school holidays, which led her to sign him up for one of the Harlequins Foundation's Holiday Activities and Food (HAF) programmes.



The programme shows the importance of tailoring activities to meet individual needs. Having a clear board each morning, showing the day's schedule, meal plan and group expectations, gave structure and reassurance to Alex and the wider group. The children came up with their own expectations such as being respectful, cleaning up after themselves and being kind, which gave them a shared sense of responsibility. Staff created quieter spaces alongside the main activities so young people could regulate their emotions and return to the group when ready.

Alex was initially quiet and cautious when he arrived on the first morning. Meeting new people and joining unfamiliar activities can feel daunting for him, but the supportive environment helped him gradually settle in. Staff encouraged him to take part at his own pace, and by the second day he was beginning to join in games and chat with others during breaks.

As the week went on, Alex's confidence grew. He discovered he had a real talent for sport and quickly became a valued team member. Other children began asking him to join their sides, and he took on a supportive role by helping others with tasks they found challenging, such as hitting the ball in rounders.

Reflecting on his experience, Alex said: "I've loved it. I didn't think I would like it at all, but I've got on with everyone, and it was amazing playing sport every day and feeling like I'm good at something." He added: "I am most proud of trying things I haven't done before, and it turns out that I was good at them, especially basketball."

For Sarah, Alex's mum, the impact was just as powerful. She explained: "Coming to the area has been such a positive experience for us. It's already made a difference Alex has now signed up for the gym and plans to go twice a week with me. I just wanted to say thank you. Alex is usually quite reserved, but he had a genuinely lovely time all week. It was wonderful to see him come out of his shell, and he's already looking forward to seeing you again in the summer."

The HAF programme was more than just games. It created a safe and supportive space where every child could participate, grow in confidence and support one another. For Alex, it meant discovering new strengths and friendships.



Healthy holidays with the Holiday Activity and Food Programme (HAF)

Our Healthy Holiday camps provide a safe, inclusive environment where children aged 6 - 15 take part in sports, arts, workshops and games. Held at locations throughout our focus boroughs, each day includes physical activity, creative sessions and freshly prepared nutritious meals.

The programme offers more than just childcare: it addresses food insecurity, social isolation, and lack of access to skills development and enrichment. By providing structured activities, healthy meals, and positive role models, children stay active, eat well, and connect with others. The programme is fully inclusive, with trained staff supporting SEND children and tailoring activities to meet all needs, ensuring every child is supported to succeed.



122 young people attended our HAF camps



28 days of delivery over Summer, Christmas, and Easter holidays



22% of children are living in poverty across our focus boroughs. HAF camps are open to all on benefit-related free school meals.



Inclusion: making rugby a sport for all

The Jesters

Once a week the Harlequins Foundation wheelchair rugby team, the Jesters, head to a local sports hall for their weekly training session and post-Paris Paralympics they've benefited from an increased interest in the sport.

The Foundation, in partnership with Great Britain Wheelchair Rugby (GBWR), set up the Jesters towards the end of 2019 and the team forms a part of our work to make rugby an inclusive sport for all.

The team has grown in numbers over the five years. "I joined the team, at the beginning and for a long time, we were lucky if we could pull a team together to be able to compete at tournaments. Now our squad has great strength in depth, and we have enough participants to have substitutes in matches," said participant Richard.

This last year, the team has seen an increase in players signing up. "We've had a few newbies come down. It's always nice to see new faces," said coach and former Paralympian, Kylie Grimes.



Benefits on and off the pitch

Even though the group has grown more competitive over the years, it's still very much a social club. "There's something for everyone. There's so much appreciation for each other, it really makes the club a fun and friendly place to be," said volunteer Ash.

"It's great to see how much the participants enjoy the sessions. We always have a catch-up, it's not just about playing, it's about wellbeing and checking that everyone is ok."

The Jesters cater for people with a wide variety of disabilities and in wheelchair rugby players are graded according to their disability, so everyone gets a chance to participate. With each team needing a mix of higher and lower-ranked players on the pitch, it ensures both a competitive match and a level of inclusivity not found in many other sports.



“It’s quite an inclusive club and you can be at any level and still be a part of the group. There are various things for different abilities to get involved in, both in the playing aspect and in terms of volunteering too.”

Ash, Jesters Volunteer



Attending the sessions is the highlight of many of the team’s weeks. Matt loves the positive mental and physical impact attending a session has. “Coming down to burn off some energy and to meet with like-minded people who are all down here for one reason, to play rugby, is great. If I didn’t come down to train, I wouldn’t get out of the house as much as I do.”

For Brenda, who is studying accountancy, the sessions are her active downtime and let her decompress any stress. However, the sessions have also helped her become more independent thanks to the physical benefits. “Training has helped me strengthen my core, so I’m now not only able to push myself quicker whilst playing rugby, but I can push my day chair and be less reliant on others.”





Young girls face multiple barriers to accessing sports, and nearly two thirds of girls want to be more active in school. Addressing this need, SWITCH is a multi-tiered programme giving primary and secondary school girls the chance to participate in rugby, often for the first time.

The six week programme focuses on getting girls active and coaching fundamental rugby skills, while the accompanying workshops also teach the benefits of sport on mental and physical wellbeing. Female coaches and role models are integral to the programme, and help support an understanding of the career pathways girls could have in the sports sector. Through the last 12 months of SWITCH, 93% of participants took up rugby for the first time, with nearly 1,500 participating in the programme across our focus boroughs.



**1,452** participated last year

**93%** of girls had never played rugby before the programme

**More than 10%** of girls said they had experienced a significant increase in body image perception following participation



Enjoyment of PE among girls drops from 86% at age 7-8 to 56% at age 14-15, and 43% of girls who once thought of themselves as “sporty” in primary school no longer feel that way as teenagers.

“Delivered in primary and secondary schools throughout our focus boroughs, the Foundation work with young girls to help them improve wellbeing, build resilience, and understand the benefits of sports and exercise for wellbeing.”

Jade Konkel,
Harlequins Captain



My Foundation Story: Zuriel

Zuriel, a student at Coloma Convent Girls School, joined the SWITCH programme after being inspired by a friend who had previously taken part in rugby competitions, including one at The Stoop. Although initially she was joining out of curiosity, Zuriel quickly found her own passion for the sport and has since committed to the programme wholeheartedly.

The programme has changed perceptions for Zuriel. “I was raised to think rugby was violent and for boys, so I never imagined myself playing it. But SWITCH has made me feel comfortable and confident running around and getting stuck in. I especially love chasing people and tagging them, it’s so much fun.”

“Emily, our coach, is amazing, she’s bubbly and full of energy. I was surprised to meet someone like her who plays rugby. She makes the sessions enjoyable and teaches us useful skills like running onto the ball. One day I intercepted a pass, and she was so happy, it made me feel great.”

As well as introducing girls like Zuriel to a new sport, the programme teaches the essential skills. “Teamwork has been the biggest lesson. I’ve never really considered myself a team player, I used to get frustrated when others couldn’t do things I thought they should. SWITCH has helped me become more understanding and accepting of others. It’s taught me how to work as part of a team and support people, even when things don’t go perfectly.”



For Hannah Duffy, a teacher at Coloma Convent Girls’ School and a Harlequins player herself, the Foundation’s work feels especially meaningful. Each week, coaches visit the school to deliver rugby sessions designed to engage and inspire every student.

“The Harlequins Foundation come into our school once a week to deliver rugby sessions for our students,” Hannah explains. “We’ve also been involved in their extracurricular STEM programmes, which have been really useful. Different people come in to run these sessions, some focused on essential skills, some on playing and the students’ knowledge has developed so much.”

But the impact isn’t just about learning the rules of rugby. “The pupils aren’t only developing their rugby knowledge and skills,” Hannah says. “They’re also building teamwork, communication, and confidence. Their progress has been fantastic to see.”

Watching her students thrive in a sport many had never tried before has been a highlight. “They get so much out of these sessions,” she says. “It’s wonderful to see their confidence grow week by week. These opportunities are inspiring our girls, showing them that rugby is for them, and helping to grow the sport for the next generation.”

The Foundation delivered SWITCH at Coloma Convent Girls’ School, and the students had the opportunity to attend our Festivals at the end of the year. Inspired, they’ve now set up an afterschool rugby club with the support of the Foundation.



Project Rugby



While rugby union is enjoyed by millions of people in England, access to opportunities to play can be limited and representation of diverse groups is low. Project Rugby addresses this through delivering school-based and community rugby sessions engaging young people from traditionally underrepresented groups (diverse ethnic communities, low socio-economic groups and individuals with special educational needs and disabilities (SEND)).

Project Rugby sessions are designed to increase participants’ levels of self-confidence and resilience as well as teaching essential skills that are crucial both on and off the pitch. Last year, Project Rugby engaged 1,998 participants, supporting 95% to take up rugby for the first time, up from 55% last year.

In addition, 841 young people took part in our Project Rugby SEND sessions, demonstrating rugby really is a sport for all.



1/10 participants demonstrated an improved attitude to schools as a direct result of the programme



796 sessions took place throughout the year, of which 187 were specifically delivered for SEND participants



£494,629 social value created for our communities



Rugby festival highlights

We ran several festivals throughout the year to celebrate the achievements of the participants on our rugby programmes. Taking place at both The Stoop and at local grounds in our communities, 548 young people took part in festivals that mixed rugby tournaments with workshops, skills sessions, and development opportunities.



My Foundation Story: Oasis Academy Shirley Park

At Oasis Academy Shirley Park in Croydon, rugby wasn't always part of school life. "We were at a point where we were ready to give our pupils an opportunity to do something different," recalls Max Adolfe, Head of PE. "Rugby as a sport had no real history for us. So, we reached out to Harlequins Foundation, and they got back in touch straight away."

What followed was the beginning of a brand-new rugby programme. With the support of the Harlequins Foundation, the school was able to introduce coaching across Years 7 to 9. "For many of our pupils, it was their very first experience of rugby," Max explains. "To have a lead coach come in every Friday for two hours a week has been brilliant."

The transformation has been striking. Pupils who had never held a rugby ball before are now playing competitive matches, moving from touch and tag to contact rugby, and even learning complex skills like scrumming. "It shows where they've come from in just five months," says Max. "At the start, some didn't take it seriously, but today they were ready to go into full-on matches. The trajectory of their rugby talent has gone massively upwards."



Beyond technical skills, the programme has opened eyes to the bigger picture. During workshops and festivals, students have seen the opportunities rugby can create, from further education to potential careers. "A lot of them thought rugby was just a recreational sport we did every now and then in PE," Max explains. "Today, they've realised there's so much more. Both boys and girls can see where the game could take them."

One of the most powerful impacts has been on leadership and confidence. "With rugby, like all team sports, our pupils have had the chance to act as young leaders," he says.

The sessions have also helped pupils channel their energy in positive ways. "We've got some big Year 9's, and instead of just being known for their size, they've been able to use that physical presence positively through rugby," says Max. "It's been really good to see them recognised for their strengths."

The change has been cultural as well as individual. "Today we brought 20 boys and girls from Year 9 (to The Stoop) and some had never worked together before," he explains. "But on the pitch, they had a common goal: to work as a team and try to beat as many schools as possible. That sense of unity has been fantastic."

For Max the partnership with the Harlequins Foundation has unlocked opportunities he could never have created alone. "In curriculum time, we only get a snapshot of them for an hour and a half a week," he says. "But thanks to the programme, we've had qualified coaches in for five to six hours once a week. That's what has made the difference to the students learning. It's been brilliant."

"Some of our boys, and definitely our girls, who had never captained a team before, have now stepped into leadership roles. The programme has given them that platform."

Max Adolfe, Head of PE



50.6% of students at Oasis Academy are eligible for Free School Meals



32.8% of students at Oasis Academy where English is not their first language

Developing essential skills through sport

Move. Learn. Grow.



Move. Learn. Grow. is a curriculum-aligned programme that develops the essential skills young people need to succeed in school and beyond, using sport as a powerful and engaging vehicle for learning.

Designed to support and enhance existing school provision, the programme can be adapted to meet the specific needs of each school. Sessions are structured to fit flexibly around the timetable and may take place before, during, or after lessons. Through a combination of sport-based learning and skill development, Move. Learn. Grow. helps pupils build teamwork, creativity, communication, and problem solving skills, all of which contribute directly to improved classroom engagement and learning outcomes. Research shows that young people with higher levels of these essential skills are up to 50% less likely to become NEET, highlighting the long-term value of our approach.

Across our focus boroughs, we delivered a range of opportunities to support both curriculum and extracurricular delivery, such as PE support, lunchtime or after-school clubs, inter-school competitions, and innovative activities like Robot Rugby, which integrates coding with physical activity.

Move. Learn. Grow. sessions included tag rugby, multi-skills and multi-sport sessions, and fun fitness activities designed to promote healthy, active lifestyles.



647 sessions delivered in 2024/25



2,670 young people took part in Move. Learn. Grow. last year



“Whether you’re a beginner, intermediate or expert, I can’t recommend the Harlequins Foundation enough. It’s brilliant for developing players, but also for coaches and staff who want to grow in their delivery. The benefits go way beyond the pitch.”

Ross Doneghan, Richmond upon Thames School



Robot Rugby

Learning basic coding helps children develop strong problem solving and logical thinking skills by teaching them how to break down complex tasks. Our Robot Rugby classes teach these essential skills through sport - using the Sphero Edu app and our rugby-themed lessons to engage young people in STEM sessions!

Coding reinforces maths and analytical skills, fosters persistence through debugging, and introduces valuable tech knowledge that can benefit future careers. Additionally, many coding projects promote teamwork and communication, helping children collaborate and share ideas effectively.

Fundraising & engagement highlights

Our supporters are at the heart of everything we achieve, and it is thanks to their passion and commitment that our impact continues to grow year on year. By standing alongside us, they not only help raise the vital funds that make our programmes possible but also generate the awareness needed to bring our work to life in our local communities.

This community of supporters continues to grow. From lifelong Quins fans to new friends who share our values, more and more people are joining our journey, united by a belief in the power of rugby to change lives. Together, you champion our cause, spread our message, and encourage others to get involved.

Through events, matchday activities, fundraising challenges, and campaigns, our supporters amplify our work and extend our reach far beyond the pitch. Last year was one of the most successful in the Foundation's history and we're building momentum, opening doors, and inspiring new opportunities for young people and families alike.



Taking on a challenge



We launched a challenge events programme and had 11 fundraisers take on a challenge for the Harlequins Foundation, including popular running events such as the Hackney Half Marathon and the Saucony London 10K. With a host of events already lined up, our challenge events fundraising will grow in the year to come!



£84,598 raised through the 50/50 Raffle



12 teams played and partied in our Summer Touch Rugby Tournament with CBRE taking the title - again!



2 awards won, demonstrating the impact of our work



8,848m of climbing attempted by our APEX challenge fundraisers in September



40 fundraisers slept out at The Stoop in March





Incredible experiences & sporting memorabilia

We ran two BIG auctions at Big Game and Big Summer Kick-Off, with unique Quins themed experiences, tickets, holidays and memorabilia all included. Thanks to the generosity of lot donors and winning bidders, we raised thousands of pounds to support our work.



From Sandy Park to The Stoop



A team of cyclists including Harlequins legends and supporters took on the epic ride from Exeter to Twickenham ahead of the Quins fixture in May. "Rival" Chiefs supporters joined for three days of camaraderie, superb scenery and most importantly, raising vital funds to support the delivery of our programmes.

"Rival Ride is a great example of the Harlequins community coming together in support of the Foundation. It's a challenging, fun, and memorable event - and a great chance to make new memories while raising money for the beating heart of Harlequins. Plus, there's always a laugh watching a few of us old boys grind our way up the hills!"

**Mark Lambert,
Harlequins & Rival Ride Legend**



Our growing community of volunteers

Our work is made possible by a committed community of volunteers who generously give their time, skills, and energy to support the Foundation. This community includes regular volunteers who are with us every week, helping to deliver programmes and supporting young people directly, as well as those who dedicate their time at every matchday to ensure our activities run smoothly.

Last year saw us grow our pool of volunteers who step forward for our biggest events, bringing fresh energy and enthusiasm to help us reach wider audiences. At Big Game 16 in December and Big Summer Kick-Off, our largest ever team of volunteers enabled us to engage a packed Allianz Stadium and raise awareness and funds for the Foundation.

The contribution of our volunteers is wide ranging. Some are involved in mentoring young people in our classrooms, ensuring learners have positive, engaging experiences that build essential skills and confidence. Many more focus on fundraising or raising awareness, spreading the word about our work and inspiring Quins supporters to get involved or donate to our work. Every role is vital, and together they create an impact far greater than any of us could achieve alone.

We are also delighted to have engaged a number of corporate partners whose staff have given their time to support our activities in the last year. These partnerships show how businesses and charities can work side by side to strengthen communities, while also giving employees a meaningful opportunity to make a difference.



“Our volunteers embody the values of generosity, passion, and teamwork. They are not just supporters of our work, they’re part of our team, and we could not deliver the impact we do without them.”

Nik Hart,
Head of Fundraising and Engagement



79 volunteers over the course of the year



Volunteering at **21** Harlequins matches



1,342 total volunteer hours



Volunteer hours up **38%** compared to the previous year

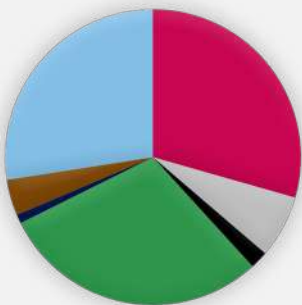


397 hours of volunteering to support our programme delivery



Volunteer roles 2024/25

Our volunteers give their time to a range of different roles.



- Administration
- Event Support
- Jesters Support
- Matchday Champion
- Mentoring
- Pass Like A Pro Support
- Teaching Assistant



My Foundation Story: Ian

When Ian arrives at The Stoop on a matchday, it's more than just another fixture. As a dedicated Harlequins Foundation volunteer, he plays a key role in matchday fundraising, helping to raise vital funds that power our programmes and change lives far beyond the stadium.



A typical matchday: teamwork, laughter & a few temptations

The day begins before the fans arrive. Ian meets with the Foundation team to receive his assignment and, as he jokes, to battle the first “challenge” of the day: resisting the tempting cakes, biscuits, and the food voucher that almost always leads to a portion of chips.

Once briefed, the volunteers head out to their posts. Whether he's running the Pass Like A Pro activity - “two hours of squats, picking up balls and herding excited kids,” as Ian fondly describes it - or selling 50/50 Raffle tickets, every role brings its own rewards.

While selling raffle tickets he's built real connections. “You tend to see the same supporters every home game,” he says. “Some even come looking for you. It's a lovely feeling when people stop to chat, and twice we've even sold the winning ticket. Although the winners haven't shared the cash yet, they've at least come back to buy more tickets!”

Away fans are just as important. Ian loves the banter with visiting supporters from clubs like Bristol, Bath and Northampton Saints who are often generous buyers. “I'll say, ‘Come on, it's a chance for someone in a Northampton shirt to win something today!’ That usually gets a laugh.”



Why Ian volunteers: real impact, real community

For Ian, matchday volunteering is about much more than selling tickets or keeping kids in line. It's about the lasting impact those efforts create.

“The income from ticket sales is so important. I always think it could, for example, take a big chunk off the cost of funding a Foundation coach,” he explains. “And one coach, over the year, will have hundreds, if not thousands, of interactions with young people. By selling a few tickets, you're helping to change the lives of thousands of children. That's something really worth having.”



A team within a team

One of the things Ian values most is the sense of belonging. “Harlequins is made up of many teams. The players, the support staff, the Foundation, and we, as volunteers, are another team within that. Over the years, we've built friendships. We look forward to seeing each other every season.”

Volunteering has become part of his identity, something that connects him to the club, the community, and a shared purpose.

With unmistakable enthusiasm, Ian doesn't hesitate to encourage others. Whether you love rugby, enjoy meeting people, or simply want to make a difference, matchday volunteering offers a unique way to be part of the Harlequins family, while helping the Foundation change lives across our communities.

Youth voice in action: influencing change

A key principle of our strategy, **Changing the Game**, is ensuring that our programmes are people-centred and recognise the value of young people's lived experience.

In 2024/25, the Harlequins Foundation has established a Youth Panel to advise our programme delivery. Our Youth Panel is central to ensuring our programmes are shaped by the very people they are designed to support.

Made up of a diverse group of young people, the panel provides insight, feedback, and fresh ideas that guide the way we design and deliver our work. This helps us stay relevant, inclusive, and responsive to the needs of our communities.



Beyond influencing programme delivery, the Youth Panel empowers its members by giving them a platform to lead, develop new skills, and have their voices heard. It is both a mechanism for accountability, ensuring we stay true to our mission, and a valuable leadership opportunity for those involved.

By embedding youth voices into decision making, we are not only improving the impact of our programmes but also equipping the next generation with the confidence and the essential skills to shape positive change in their own lives and communities.



Creating social value in our communities

Sport has the power to make a meaningful contribution to society, influencing a wide range of social outcomes that not only benefit the participant but also their wider community. At a time when demonstrating impact is more important than ever, we remain committed to evidencing the difference we make by measuring the social value created through our work.

Social value captures the full effect of a programme or activity on people's wellbeing and quality of life. It goes beyond economic measures alone, recognising the many ways initiatives can strengthen individuals, families, and communities. The greater the positive change delivered, the higher the social value generated – and when this value exceeds the resources invested, the result is a clear and lasting benefit to society.

Our approach to measuring social value is holistic. We look not only at the immediate outcomes of our programmes but also at their long-term impact on people's lives. By doing so, we can understand the true extent of how our work supports individuals today and builds stronger, healthier communities for the future.



£4,661,134 social value created for our communities

How do we measure social value

The Sport Value Bank is an online social value bank which enables sports organisations to accurately assess, record and value the impact of their community activity. It was developed when an increasing number of clubs, governing bodies and charitable organisations were seeking to establish the true value of sport to society. Developed by Simetrica-Jacobs in partnership with the Harlequins Foundation, the online tool allows organisations in the sports sector to easily access robust social value measurements for community projects.

Social value figures have been adjusted in line with best practice to account for what would have happened in the absence of the programme (deadweight and displacement), taking in to account the relative levels of deprivation in the areas where the programme operates.

The social value numbers used throughout the report are calculated using the tool to enable us to accurately place a value on the work we do that reflects the impact it has on society.

“Having audited the calculation of social value of social value estimates within this report, we can confirm it has been reviewed by Simetrica-Jacobs and we are confident that, in our opinion, it represents an accurate reflection of the impact of the Harlequins Foundation's programmes.

The assurance process reviewed the selection and measurement of outcomes on programmes where survey data was collected as well as ensuring that the valuation estimates across the programme portfolio had been correctly conducted.”

Edward Dallas, Simetrica-Jacobs



SIMETRICA | Jacobs

Together, we're making a real difference

Through shared values and a desire to be part of a community that delivers impact, it's with huge thanks that we highlight those that have supported us this year.

Our partner organisations enable us to deliver our work and directly enhance the impact we have. From those who support delivery of our work, to the members of the First XV, and the funders who back our programmes, we couldn't do it without you. Our heartfelt thanks to those who donate, volunteer, help deliver our programmes and advise and contribute to the positive impact we have in our communities.

**CHARLES
STANLEY**
Wealth Managers





Strategic report financial review

Financial position

The Harlequins Foundation total income for the year amounted to £860,480 compared to £791,944 in the previous year.

Total restricted income amounted to £336,769. This amount includes one major source of income from Premiership Rugby Ltd, along with other major programmes such as HAF and Suez.

Unrestricted income increased from £394,363 to £523,711. This is made up of increased fundraising and increased unrestricted programme delivery.

Total resources expended were £853,377 up from £821,882, principally due to increased staffing costs for increased programme delivery.

As a result, the charity carried forward closing reserves of £287,165 at the reporting date, all of which was unrestricted.

Reserves policy

It is the policy of the charity to have enough funds available to meet ongoing fixed budgeted costs for a period of six months. In the year, as a result of extenuating circumstances, the charity had a closing reserve balance of £287,165 which is below its preferred reserve figure of £351,119.

The charity has a plan to address this shortfall in the coming financial year, which includes:

- Increasing revenue through investment in additional fundraising resource
- Establishing a fundraising subcommittee, to continue to develop our approach to fundraising
- Continue to manage our fixed cost base in line with our reserve policy
- Retain a freelance workforce in appropriate areas and have the agility to scale up and down in line with our capacity



Principal risks and uncertainties

The trustees have considered the major risks to which the charity is exposed and have reviewed those risks and established systems and procedures to manage those risks.

The principal risks which have been identified are recorded and regularly monitored in the risk register are:

- **Governance** - Lack of strategic direction, relevant trustee skillset, loss of key staff and organisational structure
- **External Factors** - Public perception, changes in relationships with funders or change in government policy
- **Regulatory** - Compliance with regulations and legislation, reporting and legal/HR issues
- **Financial** - Inadequate reserve and cashflow, dependency on limited income
- **Operational** - Safeguarding, fundraising, staff recruitment, training, and retention

The most significant risks identified, and actions taken to mitigate or eliminate them include:

1. Safeguarding, which includes inadequate actions taken by staff to protect the welfare and safety of beneficiaries, the recruitment of staff suitable to work with children, young people and adults at risk and the appropriate induction, training and supervision of employees.

Mitigating actions include the appointment of a designated safeguarding lead who forms part of a safeguarding leadership group that encompasses colleagues from across Harlequin FC. The appointment of a Lead Trustee for Safeguarding. Regular training and staff development, including attaining the 'minimum standards' required by Premiership Rugby. Implementation of our safeguarding reporting tool 'MyConcern' through which all staff working for the Foundation have the ability to report concerns. Safer Recruitment policy in place and reviewed regularly alongside our safeguarding policy and procedure.

2. Appropriate staffing requirements to meet the needs of our beneficiaries and ensure safe practices.

Mitigating actions include agreed safe staffing ratios for appropriate programmes, clear role descriptions and defined responsibilities, clear recruitment, selection and induction process in place and regular staff supervision, training and development opportunities.

3. Financial, which includes accurate and appropriate financial information, inadequate reserves or cashflow, a dependency on limited income streams.

Mitigating actions include regular meetings with our lead trustee for finance, regular reporting to the Board of Trustees on financial performance, strategic and operational plans linked directly to budgets, implementation of a PO system with clearly defined process and levels of approval.

Future plans

Our strategic objectives for the next twelve months are:

- Continue to be recognised as a high-quality organisation
- Maintain and grow our delivery with a focus on need
- Continue to grow awareness of our work, with a focus on Harlequin Football Club Limited staff and its members/ supporters and commercial partners



Structure, governance and management

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee by its Memorandum and Articles of Association, as defined by the Companies Act 2006. It is registered as a charity with the Charity Commission.

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year end were as follows:



Dominic Coles

Has served as Chair of the Harlequins Foundation Board of Trustees since September 2023, having previously been a trustee since 2015.

Brings over two decades of senior executive experience across the sport, media, and finance sectors, including Chief Operating Officer roles at the BBC, Warner Bros. Discovery, and Telegraph Media Group. He is the Founder and Managing Partner of DC Media Advisory, where he advises organisations on commercial and digital strategy across the sport, media, technology, and entertainment sectors.



Laurie Dalrymple

Chief Executive Officer of Harlequins Football Club and has served as a Trustee of the Harlequins Foundation since 2020.

Previously Managing Director of Wolverhampton Wanderers Football Club and brings over 20 years' experience in commercial affairs, sales, and leadership within professional sport. He also serves as a director on the board of Premiership Women's Rugby.



Sandra Pope

Trustee of the Harlequins Foundation since 2017 and has been a Director of Harlequins Football Club since 2010.

She is a qualified chartered accountant with over 30 years' experience in corporate finance, and is also a Director of ICM Investment Management and of several private companies.



Verity Nicholas

Trustee for the Harlequins Foundation since April 2025.

With over 26 years' experience across international development, media, and the not-for-profit sector, Verity has seen first-hand how sport can break down social and cultural barriers and help individuals reach their potential.





Kevin Cahill

Trustee for the Harlequins Foundation since 2017.

Former Chief Executive and Life President of Comic Relief, with over three decades of experience across the education and charity sectors. During his tenure at Comic Relief, he founded Sport Relief and played a key role in the Make Poverty History and Live 8 campaigns.

He is also a founder trustee of The Talent Fund, which supports donors in achieving their philanthropic ambitions, and Chair of Zero30media, a broadcast and digital consultancy specialising in creative ideas and filmmaking for the charity sector.



Myles Marmion

A lifelong Harlequins supporter and has served as a Trustee of The Harlequins Foundation since 2022, acting as lead trustee for Finance.

Retired accountant with a 42-year career in finance, during which he held both Chief Operating Officer and Chief Financial Officer roles in London and New York.



Kelly Dooley

Trustee of the Harlequins Foundation since 2019 and is the lead trustee for Safeguarding.

Head Teacher of The Richmond upon Thames School since 2016, bringing over 20 years' experience in comprehensive secondary education, including teaching English and Media and holding senior leadership roles in three large London secondary schools.

She holds a Master's degree in Creative and Media Education and is currently a PhD researcher in Educational Leadership. She has also previously held governance roles supporting children and young people through charitable initiatives focused on education, care, and housing.



Chloe Shields

Trustee for the Harlequins Foundation since April 2025.

With over a decade of experience in the charity sector, she has led major fundraising appeals and developed ambitious strategies across partnerships, events, and philanthropy.

Currently Head of Fundraising Strategy and Planning Manager at Great Ormond Street Hospital Children's Charity, where she has overseen large-scale initiatives, including the landmark "Build it. Beat it." campaign. She is motivated by building connections, strengthening communities, and creating meaningful social impact.

Governance and management structure

The Board of Trustees, which is the governing body, is responsible for the overall strategic direction of the charity.

The table below sets out the key differences between governance and management:

Governance	Management
Overview of organisation as a whole	Day to day operation of programmes or projects
Long-term strategy and policy	Short to medium-term implementation of plans
Processes and frameworks for effective working	Detailed planning and supervision
Accountable for actions and decisions made by the organisation	Responsible for delivery of actions and decisions
Compliance with current legislation	



Scheme of delegation

The Scheme of Delegation sets out the respective responsibilities of the Board and Management in the key areas of:

- Strategic Planning
- Financial Management
- Risk Management
- People and Remuneration
- Board Administration

The trustees delegate it's day-to-day management of the charity to the following senior management personnel:

- Head of Foundation – Andy Carpenter (appointed October 2023)

Trustee membership

The subscribers to our Memorandum (being our first Members) are also our first trustees and subsequent trustees are appointed by the trustees themselves. The trustees when complete consist of at least two persons who being individuals are over the age of 18, all of whom must support our objects.

If any trustee is a corporate body, it must act through a named representative whose contact details are notified to the trustees and there must be at least one individual trustee. A trustee may not act as a trustee unless he/she:

- Is a member; and
- Has signed a written declaration of willingness to act as a charity trustee of the Charity

The Chief Executive Officer of Harlequin Football Club shall be a trustee of the Charity. Trustees (excluding the Chief Executive of Harlequin Football Club) shall be appointed to serve for a term of two years and at the end of the term must retire. A retiring trustee who is eligible, may be reappointed to serve another term.

The trustees may at any time co-opt any individual who is eligible as a trustee to fill a vacancy in their number or as an additional trustee, but a co-opted trustee holds office only for one year.



Trustee appointment

The Board of Trustees note that Dominic Coles' period of service exceeded ten years in April 2025. Following careful consideration, the Board agreed that it was in the best interests of the Harlequins Foundation for Dominic Coles to continue in the role of Chair, recognising the value of his experience, continuity, and leadership in supporting the effective governance and strategic oversight of the charity.

In line with the Charity Governance Code, and in particular the principle of Board Effectiveness, the Harlequins Foundation Board of Trustees regularly undertake a comprehensive skills and diversity audit. The purpose of this review is to evaluate the current and desired mix of skills, experience, knowledge, and diversity of the Board, ensuring it remains appropriately balanced, effective and aligned to the Foundation's strategic objectives.

This benchmarking exercise enables the Trustees to identify both strengths and areas for development, informs succession planning, and supports a structured approach to trustee recruitment and development. As a result of the most recent review, two new Trustees, Chloe Shields and Verity Nicholas, were appointed and joined the Board in April 2025.



The methods used to recruit and appoint new charity trustees

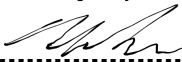
As per our Trustee Recruitment, Selection and Appraisal Process, when recruiting and appointing a new trustee, the board will:

- Review the most recent Skills Audit, in order to establish what skills and experience are required and agree to progress with the recruitment of a new trustee
- Following which a role description is produced outlining the requirements of the role and person specification
- Once approved, the role description is then advertised using a mixture of approaches in order to attract a wide pool of candidates. The adverts encourage potential candidates to contact the Foundation for an informal chat about the role
- All applications are acknowledged, and anonymised, with all identifiable information removed before being reviewed by the Chair of Trustees, the Head of Foundation and at least one other trustee against the role requirements and eligibility criteria
- Candidates are then interviewed by a panel of trustees and the Head of Foundation before recommendations being taken to the Board
- Once appointed, new trustees are inducted following our Trustee Induction Process

Trustees’ report, incorporating a strategic report, approved by order of the Board of Trustees, as the company directors, on:

20 March 2026 | 13:35 GMT

and were signed on its behalf by:

DocuSigned by:

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Dominic Coles
Chair of the Board of Trustees



Independent examiners report

Independent examiner’s report to the trustees of the Harlequins Foundation (‘the Company’)

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2025.

Responsibilities and basis of report

As the charity’s trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 (‘the 2006 Act’).

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity’s accounts as carried out under Section 145 of the Charities Act 2011 (‘the 2011 Act’). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner’s statement

Since your charity’s gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- 1. Accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
- 2. The accounts do not accord with those records; or
- 3. The accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Sam Ede BFP FCA FCCA
Lewis Brownlee (Chichester) Limited
Chartered Accountants
Appledram Barns
Birdham Road
Chichester
West Sussex
PO20 7EQ

Date: 20 March 2026 | 13:38 GMT

Signed: 
Signed by: Lewis Brownlee
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Statement of financial activities

(Incorporating an Income and Expenditure Account) for the year ended 30 June 2025

	Notes	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £	2024 Total Funds £
INCOME AND ENDOWMENTS FROM Donations and legacies	4	110,073	-	110,073	129,162
Income from charitable activities	5	413,638	336,769	750,407	662,782
TOTAL		523,711	336,769	860,480	791,944
EXPENDITURE ON Charitable Activities	6	516,608	336,769	853,377	821,882
NET INCOME/ (EXPENDITURE)		7,103	-	7,103	(29,938)
RECONCILIATION OF FUNDS Total funds brought forward		280,062	-	280,062	310,000
TOTAL FUNDS CARRIED FORWARD		287,165	-	287,165	280,062

The notes form part of these financial statements.



Balance sheet

30 June 2025

	Notes	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £	2024 Total Funds £
CURRENT ASSETS					
Debtors	12	231,351	104,546	335,897	207,260
Cash at bank and in hand		317,139	-	317,139	255,441
TOTAL CURRENT ASSETS		548,490	104,546	653,036	462,701
CREDITORS	13				
Amounts falling due within one year		(261,325)	(104,546)	(365,871)	(182,639)
NET CURRENT ASSETS		287,165	-	287,165	280,062
TOTAL ASSETS LESS CURRENT LIABILITIES		287,165	-	287,165	280,062
NET ASSETS		287,165	-	287,165	280,062
FUNDS	14				
Unrestricted funds				287,165	280,062
TOTAL FUNDS				287,165	280,062

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2025 in accordance with Section 476 of the Companies Act 2006.

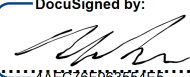
The trustees acknowledge their responsibilities for:

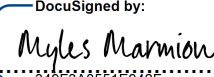
- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006, and;
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on:

20 March 2026 | 13:35 GMT
.....

and were signed on its behalf by:

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.....
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Dominic Coles
Chair of the Board of Trustees

DocuSigned by:

.....
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Myles Marmion
Chair of the Finance Committee

The notes form part of these financial statements.





Cash flow statement

For the year ended 30 June 2025

	Notes	2025 £	2024 £
CASH FLOWS FROM OPERATING ACTIVITIES Cash generated from operations	17	61,698	(381,722)
Net cash provided by/(used in) operating activities		61,698	(381,722)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		61,698	(381,722)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE REPORTING PERIOD		255,441	637,163
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD		317,139	255,441

The notes form part of these financial statements.



Notes to the financial statements

For the year ended 30 June 2025

1. Statutory information

The charity is an incorporated charity, registered with the Charity Commissioners for England and Wales (1161838) and a company incorporated in England, United Kingdom (09299973). The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee by its Memorandum and Articles of Association, as defined by the Companies Act 2006. The charity is limited by Guarantee to a maximum of £1 contribution per member. At the year end date there were eight (2024: six) members. Its principle objectives are; to advance education; to relieve need in individuals arising from their youth, age, gender, infirmity or disability, financial hardship or social circumstances; and to develop the capacity and skills of the members of the communities that are socially and/or economically disadvantaged. The registered office is; The Twickenham Stoop Stadium, Langhorn Drive, Twickenham, Middlesex, TW2 7SX.

2. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements have been prepared under the historical cost conversion.

The financial statements have been prepared in Sterling. This is the charity's functional and presentation currency.

Monetary amounts in these financial statements are rounded to the nearest £. There are a few rounded differences which cannot be eliminated.

Going concern

The trustees believe there are no material uncertainties about the charity's ability to continue and accordingly the financial statements have been drawn up on a going concern basis. They do however note that the charity is reliant on the continuing support of Harlequin Football Club Ltd and have received assurances that this support will not be withdrawn for a period of at least twelve months following the approval of these financial statements.

Incoming resources

All incoming resources are recognised in the Statement of Financial Activities (SOFA) once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations receivable

Donations are recognised in the SOFA when conditions for receipt have been complied with.

Resources expensed

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Charitable activities costs

Charitable activities costs represent expenditure incurred directly for the delivery of the charity's programmes of activity, fundraising events and support costs in operating the charity.

Donations payable

Donations payable are recognised when they are approved by the trustees and the recipient of the donation has been informed of the amount paid. Any donations where the recipient has not been informed are noted as a contingent liability.

Governance costs

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice.

Support costs

Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity and comprises provision of office and financial services.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Cash and cash equivalents

Cash at bank and in hand includes cash and short term deposits with a withdrawal notice period of no more than 90 days.

Financial instruments

The charity only has financial assets and financial liabilities that qualify as basic financial instruments which are recognised at transaction cost and subsequently carried forward at amortised cost.



3. Critical accounting judgements and key sources of estimation uncertainty

In the view of the trustees in applying the accounting policies, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

4. Donations and legacies

	Unrestricted funds £	Restricted funds £	2025 Total Funds £	2024 Total Funds £
DONATIONS	101,982	-	101,982	113,993
GIFT AID	8,091	-	8,091	15,169
TOTAL	110,073	-	110,073	129,162

5. Income from charitable activities

	Unrestricted funds £	Restricted funds £	2025 Total Funds £	2024 Total Funds £
FUNDRAISING INCOME	346,045	58,320	404,365	354,771
EVENTS INCOME	67,593	278,449	346,042	308,011
TOTAL	413,638	336,769	750,407	662,782



6. Charitable activities costs

	Direct Costs £	Support Costs £	2025 Total £	2024 Total £
EVENTS AND FUNDRAISING COSTS	179,841	-	179,841	124,659
STAFF COSTS	586,729	-	586,729	572,218
INDEPENDENT EXAMINATION FEES	-	4,000	4,000	4,000
OTHER COSTS	61,014	21,793	82,807	121,005
TOTAL	827,584	25,793	853,377	821,882

Direct event and fundraising costs include £6,188 (2024: £32,444), direct staff costs include £320,537 (2024: £229,927) and other costs includes £10,044 (2024: £6,048) that were paid out of restricted funds. All other expenditure was unrestricted.

7. Support costs

	Management £	Finance £	Other £	Governance Costs £	Totals £
CHARITABLE ACTIVITIES	3,732	472	14,089	7,500	25,793

8. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2025 £	2024 £
INDEPENDENT EXAMINER'S REMUNERATION	4,000	4,000

9. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 30 June 2025 nor for the year ended 30 June 2024.

Trustees' expenses

During the year, a trustee received a prize of £Nil (2024: £4,419) from the matchday 50:50 raffle fundraising product organised by the charity.

10. Staff costs

	2025 £	2024 £
WAGES AND SALARIES	514,330	502,231
SOCIAL SECURITY COSTS	49,853	45,399
OTHER PENSION COSTS	22,546	24,588
TOTAL	586,729	572,218

The average monthly number of employees during the year was as follows:

	2025 £	2024 £
NUMBER OF AVERAGE STAFF RECHARGED	19	20

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
70,001 - 80,000	1	-
80,001 - 90,000	-	1
TOTAL	1	1

The number of staff disclosed in the notes above relate to the staff that have been recharged by Harlequin Football Club Limited which are under dual employment contracts.

The trustees consider that key management personnel remuneration, including employers' national insurance and pension contribution costs, totalled £90,699 (2024: £96,162).

11. Comparatives for the statement of financial activities

	Unrestricted Funds £	Restricted Funds £	Total Funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	129,162	-	129,162
Income from Charitable Activities	394,363	268,419	662,782
TOTAL	523,525	268,419	791,944
EXPENDITURE ON			
Charitable Activities	553,463	268,419	821,882
NET INCOME / (EXPENDITURE)	(29,938)	-	(29,938)
RECONCILIATION OF FUNDS			
Total Funds Brought Forward	310,000	-	310,000
TOTAL FUNDS CARRIED FORWARD	280,062	-	280,062



12. Debtors: amounts falling due within one year

	2025 £	2024 £
TRADE DEBTORS	33,344	13,752
OTHER DEBTORS	95,559	38,451
VAT	4,596	6,150
PREPAYMENTS AND ACCRUED INCOME	202,398	148,907
TOTAL	335,897	207,260

Trade debtors includes £25,332 (2024: £Nil), VAT includes £289 (2024: £805), other debtors includes £714 (2024: £Nil) and prepayments and accrued income includes £78,211 (2024: £51,747) which relate to restricted funds.

13. Creditors: amounts falling due within one year

	2025 £	2024 £
TRADE CREDITORS	46,089	32,350
VAT	6,890	4,022
OTHER CREDITORS	290,765	107,901
ACCRUALS AND DEFERRED INCOME	22,127	38,366
TOTAL	365,871	182,639

Trade creditors includes £1,163 (2024: £Nil), VAT includes £6,890 (2024: £4,022), other creditors include £95,559 (2024: £38,452) and accruals and deferred income include £934 (2024: £10,079) which relate to restricted funds.



14. Movement in funds

	At 1/7/24 £	Net Movement In Funds £	At 30/6/25 £
UNRESTRICTED FUNDS Unrestricted Fund	280,062	7,103	287,165
TOTAL FUNDS	280,062	7,103	287,165

Net movement in funds, included in the above are as follows:

	Incoming Resources £	Resources Expended £	Movement In Funds £
UNRESTRICTED FUNDS Unrestricted Fund	523,711	(516,608)	7,103
RESTRICTED FUNDS			
METTLE	17,684	(17,684)	-
HITZ	68,023	(68,023)	-
Project Rugby (PRL)	69,074	(69,074)	-
SWITCH	13,803	(13,803)	-
FDN Degree	8,900	(8,900)	-
SUEZ	41,914	(41,914)	-
HAF	19,200	(19,200)	-
Maddy's Mark	14,050	(14,050)	-
Universal NEET	10,405	(10,405)	-
Jesters	2,000	(2,000)	-
Strive 25	6,000	(6,000)	-
Islamic Relief	39,383	(39,383)	-
Inspire Hounslow	8,000	(8,000)	-
Gosling	10,000	(10,000)	-
HMP Feltham	8,333	(8,333)	-
TOTAL	336,769	(336,769)	-
TOTAL FUNDS	860,480	(853,377)	7,103

Movement in funds continued

Comparatives for movement in funds

	At 1/7/23 £	Net Movement In Funds £	At 30/6/24 £
UNRESTRICTED FUNDS			
Unrestricted Fund	310,000	(29,938)	280,062
TOTAL FUNDS	310,000	(29,938)	280,062

Comparative net movement in funds, included in the previous are as follows:

	Incoming Resources £	Resources Expended £	Movement In Funds £
UNRESTRICTED FUNDS			
Unrestricted Fund	523,525	(553,463)	(29,938)
RESTRICTED FUNDS			
METTLE	11,374	(11,374)	-
HITZ	33,002	(33,002)	-
Project Rugby (PRL)	85,901	(85,901)	-
FDN Degree	8,125	(8,125)	-
SUEZ	25,087	(25,087)	-
HAF	30,332	(30,332)	-
PRC App (PRL)	7,250	(7,250)	-
Ahead of the Game (AOTG)	11,000	(11,000)	-
Maddy's Mark	12,500	(12,500)	-
Re-N-Gage	12,000	(12,000)	-
Universal NEET	14,833	(14,833)	-
Jesters	17,015	(17,015)	-
TOTAL	268,419	(268,419)	-
TOTAL FUNDS	791,944	(821,882)	(29,938)

HITZ

Post-16 study programme, designed to engage young people not in education employment or training (NEET). The programme uses the core values of rugby, alongside other sporting and enrichment opportunities to increase young people resilience, self-confidence and long-term employability.

SUEZ

An employability programme, delivered in partnership with SUEZ Recycling and Recovery UK Ltd that offers young people 16-24 a practical approach to gaining valuable work experience and the opportunity for permanent employment.

ENGAGE

European Social Fund (ESF) programme (Positive Directions London South) is a short term education intervention for targeted NEET young people, offering Functional Skills in English and Maths and positive enrichment and progression opportunities.

Apprenticeship

A level 2 apprenticeship programme that offers young people the opportunity to gain the skills and knowledge and competencies to begin a career in coaching.

Kickstart

A government funded initiative to support NEET young people gain 6 months valuable work experience, to help them then gain employment, or go on to further training.

FDN Degree

A two year foundation degree programme delivered in partnership with The University of South Wales (USW). Students are enrolled on a foundation degree in 'Sports Coaching and Development' and have the option of a 3rd year 'top-up' to leave the programme with a full undergraduate degree (BSc). The programme is specifically designed for those interested in gaining a university qualification while acquiring the experience of working in the sector.

PRC APP

An interactive curriculum-based teachers resource designed to support primary school aged children to get active while enjoying learning and improving digital literacy.

Project Rugby

A national PRL Funded programme designed to increase access opportunities for peoples from traditionally under-represented groups, including those from low socio-economic backgrounds, ethnically diverse communities, people with disabilities and women and girls.

TFL (Transport for London)

A programme for regular health walks for young people 16-19 at risk of becoming NEET and monthly walks for adults 55+ taking place before matchdays.

HAF

Stands for Holiday and Food programme, The Harlequins Foundation calls it the Healthy Holiday Programme. It offers young people, aged 6-14 and in receipt of benefit related free school meals access to a range of free activities delivered by our experienced team of staff.

Ahead of the Game (AOTG)

A series of programmes which have been designed to improve youth mental health through community organised sport, and targets adolescent male mental health by engaging with the whole community around the local sports club.

Maddy's Mark

A charity set up in memory of Maddy Lawrence and fund organisations who deliver programmes engaging girls in rugby/sport and champion mental wellbeing. Maddy's Mark funded the Harlequins Foundation to deliver SWITCH in the London borough of Hounslow.

Re-N-Gage

Funded the Harlequins Foundation to co-deliver an intervention at Sunbury Manor School, working with students who were at-risk of exclusion. Foundation delivered essential skills sessions to help students understand their skills, abilities and strengths that may not currently be represented in their academic attainment.

Universal NEET

Greater London Authority funded programme, as a subcontractor of Runway Training. Universal NEETs or “Ignite” is a project focussed on supporting young people who are not in employment, education or training into sustained education or employment. The Harlequins Foundation are subcontracted to support between 30 and 45 young people through the course of the project, ending in April 2025.

METTLE

Supporting children and young people to be better equipped to look after their mental health and wellbeing and deal with stress, anxiety and setbacks.

Jesters

The Harlequins wheelchair rugby team, ‘The Jesters’, is fully inclusive for males and females 15+ who wish to be active, and competitive, learn new skills, make new friends and have loads of fun. All sessions are run by fully qualified Harlequins Foundation coaches.

Strive 25

An England Rugby initiative, part of the Impact ‘25 project, designed to encourage women and girls to try non-contact rugby. Launched to build a legacy from the 2025 Women’s Rugby World Cup, the programme offers free, inclusive fitness sessions for women aged 16 and over, regardless of prior experience.

Islamic Relief

A female-empowerment programme delivered in secondary schools, in Croydon, Merton and Hounslow, designed to address the barriers young females, particularly those living in deprivation, face across multiple areas of their lives, particularly within sport and employment. Using rugby as a hook, our female coaches engage our target group of young females in weekly activities to get them active, talking to one another, having fun and building trusted relationships.

Inspire Hounslow

An interactive and evidence based mental resilience programme, made up of a series of workshops, underpinned by positive psychology and solution-focused thinking. Focusing on those at greatest risk of experiencing factors that negatively impact their mental health our programme which combines classroom and playground activity, draws on the attraction of Harlequins to equip, educate and inspire young children to develop the skills and techniques to manage their emotions and overcome setbacks.

Gosling

A Mixed Ability rugby project that provides new opportunities for young people with special educational needs and disabilities (SEND) to come together and take part in fun, engaging sporting activities which promote inclusion and break down barriers. The project is focused on supporting participants to build new connections and friendships while becoming engaged in sport and physical activity.

HMP Feltham

A twelve-week programme delivered in partnership with HMP Feltham for prisoners approaching release. The programme, which is underpinned by the Skills Builder Framework, provides participants with the opportunity to identify, practice and articulate the skills they possess as they approach release.

The other funds have specific restrictions and will be used for the purpose received.

15. Contingent liabilities

The charity has entered into an agreement with third parties under which it may provide donations totalling £108,000 over the next three years. As of the year end, the amount of contingent liabilities related to these donations is £90,000 (2024: £Nil), as the obligations are contingent upon future conditions being met. This liability will be funded by a third party donation, which is also subject to the fulfilment of specific conditions.

16. Related party disclosures

During the year, Harlequin Football Club Limited (The Club), paid for goods and services totalling £627,617 (2024: £590,203) and collected monies totalling £21,379 (2024: £43,858) on behalf of the charity. Donations receivable for the year, from The Club, amounted to £81,500 (2024: £90,000). The balance due to The Club, included in other creditors at the year end, amounted to £195,206 (2024: £60,468), this balance is unsecured, repayable on demand and bears no interest. The Club provides facilities and services to the charity for which no charge is made. The level of these costs cannot be reliably estimated by the charity.

17. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2025 £	2024 £
NET INCOME/(EXPENDITURE) FOR THE REPORTING PERIOD (AS PER THE STATEMENT OF FINANCIAL ACTIVITIES) ADJUSTMENTS FOR:	7,103	(29,938)
Increase in debtors	(128,063)	(4,940)
Increase/(decrease) in creditors	182,658	(346,844)
NET CASH PROVIDED BY/(USED IN) OPERATIONS	61,698	(381,722)

18. Analysis of changes in net funds

	At 1/7/24 £	Cash Flow £	At 30/6/25 £
NET CASH	255,441	61,698	317,139
Cash at bank and in hand	255,441	61,698	317,139
TOTAL	255,441	61,698	317,139

Reference and administrative details

Registered company number

09299973 (England and Wales)

Registered charity number

Registered Charity number: 1161838

Registered office

Twickenham Stoop Stadium
Langhorn Drive
Twickenham
Middlesex
TW2 7SX

Bankers

Metro Bank
One Southampton Row
London
WC1B 5HA

Trustees

D Coles (Chair)
K Cahill
S J Pope
L Dalrymple
K Dooley
M Marmion
V Nicholas (Appointed 24 April 2025)
C Shields (Appointed 24 April 2025)

Independent examiner

Sam Ede BFP FCA FCCA
Lewis Brownlee (Chichester) Limited
Chartered Accountants
Appledram Barns
Birdham Road
Chichester
West Sussex
PO20 7EQ





Developing the essential skills

Our programmes help develop the eight skills that are essential to succeed in life, both on and off the pitch. As well as these transferable skills, we provide genuine employment opportunities, help grow the game, and give young people the tools to boost their physical and mental health.

Glossary

Alternative Provision

A term for educational arrangements for students who are unable to attend school for a variety of reasons.

BTEC

Business and Technology Education Council. BTECs are specialist work-related qualifications that combine practical learning with subject and theory content.

Changing the Game

Our three year strategy, delivered 2024-2027.

DEC

Diverse Ethnic Communities.

Essential skills

The highly transferable skills that everyone needs to do almost any job, which support the application of specialist knowledge and technical skills. All of our programmes are underpinned by the development of the skills, as research shows that they are a non-negotiable in positive outcomes in education and throughout a child's development.

Focus boroughs

The six London boroughs surrounding The Stoop, where we deliver most of our programmes.

HAF

Holiday Activity and Food, a programme funded by the Department for Education aiming to keep children active and fed through the school holidays.

HITZ

Premiership Rugby's award-winning education and employability programme dedicated to helping young people find a better future, delivered by the Harlequins Foundation.

HM Prison & YOI Feltham

Feltham Prison and Young Offender Institution, also known as HM Prison & YOI Feltham, is a prison for adult male and juveniles between 15 and 18 located in Hounslow, one of our focus boroughs.

Indices of Multiple Deprivation

The official measure of relative deprivation for small areas (or neighbourhoods) in England. We use this as one of the measures to guide our programme delivery to ensure we work with those most in need.

LSEG

Low Socio-Economic Groups.

METTLE

Developed for primary and secondary schools, METTLE raises awareness and challenge the stigma of mental health, while developing mental resilience in young people to develop the essential skills.

Move.Learn.Grow.

Bespoke and wide-ranging support packages to primary and secondary schools across our focus boroughs, delivering essential skill sessions within any sporting framework such as PPA cover, multi-sport provisions, rugby, and so much more!

NEET

Not in Education, Employment or Training. Frequently used in reference to young people, especially as studies show being NEET can have a detrimental impact on individuals' long-term future.

Rival Ride

Our annual cycling challenge event, undertaken by supporters to raise funds for our programme delivery.

SEND

Special Educational Needs and Disabilities.

Social return on investment

A method for measuring the value of our activities on society, taking into account the spend on a programme compared to the social value it creates.

Social value

Social value is a holistic way of understanding the total impact of an activity or programme on people's quality of life.

Sport Value Bank

An online social value measuring tool which enables sports organisations to accurately assess, record and value the impact of their community activity.

STEM

Science, Technology, Engineering, and Mathematics is an umbrella term used to group together the distinct but related subjects.

SWITCH

Developed by the Harlequins Foundation, SWITCH is a multi-tiered programme aimed at encouraging girls to get involved in rugby.

Universal Framework

The Skills Builder Universal Framework provides the national standard for teaching the essential skills. It breaks each skill into steps, supporting progress for students of all ages and abilities – including those with special educational needs.

References

Active Lives Children and Young People Survey 2023-24

28% of primary school age pupils in Merton do less than 30 minutes of exercise per day.

Business London Report 2023

In 2019, 15% of employers in London reported a skills gap/shortage.

Children and Young People's Needs Assessment 2024

28.1% of children aged 5-16 years were not meeting the minimum recommended levels of physical activity in Kingston.

Croydon Economic Evidence Base, Croydon Council

Croydon's unemployment rate for 16-24 year olds was 9.3% in 2023.

Gov.UK Register of schools and colleges in England

22% of children are living in poverty across our focus boroughs.

London Borough of Hounslow - Children and Young People Report

51.8% of children aged five in Hounslow are eligible for free school meals.

NHS England

Children and young people aged 5 to 18 should aim for an average of at least 60 minutes of moderate or vigorous intensity physical activity a day across the week.

NHS England

One in five children and young people in England aged 8-25 had a probably mental disorder in 2023.

NHS England

15.7% of children aged 8-10 have a probable mental health disorder.

Office for National Statistics

597,000 people aged 16-24 unemployed May-July 2024 (increased by 51,000 from the year before).

Richmond Young People's Survey

1 in 5 secondary school pupils in Richmond said they often felt anxious or worried, with only 48% of secondary girls feeling positive body image compared to 72% of boys.

Skills Builder Partnership

People with higher levels of essential skills have higher earnings, higher job satisfaction, higher life satisfaction and higher social mobility.

Wandsworth Young People's Survey

In Wandsworth, pupils with Special Educational Need or Disability are more likely to have negative emotions/experiences every day (61% vs 39%).

Women in Sport

43% of girls who once thought of themselves as "sporty" in primary school no longer felt that way as teenagers.

Youth Sport Trust, Girls Active National Report

Not in Education, Employment or Training. Frequently used in reference to young people, especially as studies show being NEET can have a detrimental impact on individuals' long-term future.





Get in touch

Find out more about our plans and how you can support the life-changing work of the Harlequins Foundation.



www.harlequinsfoundation.com