

THE PA FOUNDATION

England & Wales · Charity number 1196581

Details

Status Registered

Legal form Charitable company

Company number [13435338](#)

Registered 2021-11-15

Register [View on the Charity Commission register](#)

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Activities

Objects: 4.1 THE CHARITY'S OBJECTS ARE RESTRICTED SPECIFICALLY TO THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT THROUGH THE ENCOURAGEMENT AND SUPPORT, FINANCIALLY OR OTHERWISE, OF INNOVATION AND LEARNING, IN PARTICULAR FOR THOSE WHO ARE IN NEED AS A RESULT OF FINANCIAL OR ANY OTHER DISADVANTAGE, BY:(A) THE PROMOTION, IMPROVEMENT AND DEVELOPMENT OF LEADERSHIP AND MANAGEMENT SKILLS; AND(B) THE PROVISION, ENCOURAGEMENT AND PROMOTION OF EDUCATION AND THE SKILLS NEEDED IN EMPLOYMENT, INSTRUCTION OR TRAINING IN PROFESSIONS, VOCATIONS, INDUSTRIES, CRAFTS, OR TRADES.4.2 NOTHING IN THE ARTICLES SHALL AUTHORISE AN APPLICATION OF THE PROPERTY OF THE CHARITY FOR PURPOSES WHICH ARE NOT CHARITABLE IN ACCORDANCE WITH SECTION 7 CHARITIES AND TRUSTEE INVESTMENT (SCOTLAND) ACT 2005 AND/OR SECTION 2 OF THE CHARITIES ACT (NORTHERN IRELAND) 2008.

Activities: The PA Foundation aims to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow, applying their ingenuity to solve the world's biggest challenges.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations
- **What:** Education/training
- **Who:** Children/young People, The General Public/mankind

Geography

- Denmark
- Netherlands
- Norway
- Sweden
- United States
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£2,120,026	£2,291,959	£468,304	0
2023-12-31	£1,177,482	£2,175,011	£640,237	0
2022-12-31	£3,001,342	£1,363,576	£1,637,766	0
2021-12-31	£0	£0	-	-

Trustees

Name	Role	Appointed
Anita Chandraker	Chair	2022-02-11
Gemma Rogers		2022-09-02
Jo Scarlett		2021-11-15
Kully Janjuah		2022-02-11
Martin Kristian Simonsen Tillisch		2022-02-11
Neil Richard Clayton		2022-06-28
Sheridan Ash		2024-09-23

THE PA FOUNDATION

England & Wales - Charity number 1196581

Accounts

Annual Report and Accounts

Twenty twenty-four

→ MISSION STATEMENT

The mission of The PA Foundation is to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow; applying their ingenuity to solve the world's biggest challenges.



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1.1 →

A note from our Chair

The PA Foundation has people at the heart of everything we do. This includes the individuals we support through our funding, the partner organisations with whom we work to deliver change, and PA people who volunteer their time and expertise to provide the human connection between who we are and what we do.

In 2024, we strengthened our focus on people by refining our objectives, building our ambition, and deepening our relationships. It truly has been a year of consolidation.

After three years of operation, The PA Foundation has now funded 56 organisations; supporting projects that aim to reach more than 21,000 people across the UK, US, Nordics, and Netherlands. We have distributed over £5.4 million in funding. In 2024, we strengthened our Board by inviting Sheridan Ash MBE, CEO of Tech She Can, to become a trustee.

We refreshed our strategy and fine-tuned our objectives to further ensure that the activities supported by our funding directly match the outcomes we want to see in the world.

Our partnerships with charitable organisations

We have strengthened our relationships with the organisations we support, fostering deep and collaborative partnerships. We have provided follow-on grants to 96 percent of our existing strategic funding partners to build on the work and momentum of previous years. We have also been able to convene our partners to facilitate connections, and provide an opportunity for them to share best practice and strengthen their networks and communication. Through the Ingenious Investment Fund, we have increased the amount of unrestricted grants for ingenious ideas by 55 percent from the previous year.

Our partnership with PA

Over the past 12 months, we expanded the ways in which PA people are able to volunteer their time and expertise. These amazing volunteers have dedicated thousands of hours to the Foundation's work. They have worked as mentors and role models, offering practical and emotional support and guidance to hundreds of individuals: young people from disadvantaged backgrounds who need the tools to continue their studies or find apprenticeships; prison leavers looking to rebuild their lives; or refugees and migrants who want to access the job market and contribute to their host country.

Our collective impact

With all this activity, it is difficult to pull out the highlights from this year. Indeed, there is a whole section of this report dedicated to the achievements and impact of our partner organisations. However, as I reflect on our progress, a couple of things do stand out.

Our core work to support young people in STEM-related subjects and careers has gone from strength to strength. Making up 57 percent of our funds, this support helps children from five years old to university students. We are continuing to level the playing field for young people pursuing careers in a dynamic labour market. This has been achieved through activities and support, including bursaries for STEM-related courses and developing open-access high-quality STEM resources.

Through the work we have been doing with prison leavers, we are responding to the tough challenges faced by those in government and the prison service on a daily basis. I believe that by bringing our partners together and introducing the expertise of PA people, we are making a tangible difference. I was particularly proud to see PA's support include more than 100 volunteers visiting prisons to deliver employability workshops this year. I look forward to seeing this continue.

I have also been excited to see the work that has taken place in PA's offices across the Nordics. In Denmark, we have set up a new district coding club offering access and skills to young people from the local area. In Norway and Sweden, our work with migrants and refugees continues to grow.

Once again, I am delighted that The PA Foundation's work has been recognised nationally in the UK. In 2024, we were honoured to win 'Social Mobility Initiative of the Year' at the British Diversity Awards. We were also winners in the 'Innovation' category at the UK Social Mobility Awards, and our partnership with The Economist Educational Foundation won at the Business Charity Awards.

Our future (together)

Geopolitical and technological changes in 2024 continue to affect people on a personal level. Change can offer new opportunities but it can also introduce new, or heighten existing, challenges. As we look ahead, we will continue to be focused on people and equity, making sure our funds go where they are needed the most.

We will build our work to support women and girls as a priority, but also continue the work we have already started with our existing charity partners and causes. We are also committed to increasing our efforts to capture and evaluate our impact through a new monitoring framework, so we can focus on achieving our ambitious plans.

In a turbulent global context, where funding for social initiatives is likely to become more limited, we remain committed to investing in our communities. We continue to believe that we have a responsibility to support marginalised individuals and to help them unlock their potential, which will enrich both their lives and our communities. As ever, I am hugely grateful to everyone who is taking action with us and contributing to this mission.



Anita Chandraker
Chair of The PA Foundation
Board of Trustees



2.0 Trustees' report →

2.1 →

Introduction

The trustees of The PA Foundation ('the Charity') present their report and the audited financial statements for the financial year ended 31 December 2024.

The financial statements have been prepared in accordance with the accounting policies set out in section 3.3 of the financial statements. They comply with the Charity's Memorandum and Articles of Association, the Companies Act 2006, and the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019).

Mission

The PA Foundation aims to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow; applying their ingenuity to solve the world's biggest challenges.

Charitable objects

The Charity's objects are restricted specifically to the advancement of education for the public benefit through the encouragement and support, financially or otherwise, of innovation and learning: in particular for those who are in need as a result of financial or any other disadvantage. We do this by:

- A** The promotion, improvement, and development of leadership and management skills; and
- B** The provision, encouragement, and promotion of education and the skills needed in employment, instruction or training in professions, vocations, industries, crafts, or trades.

Our target participant groups are:

- Those facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.
- Organisations with charitable purposes and demonstrable outcomes relating to education, skills, and employment.

Public benefit

The trustees confirm that they have complied with the requirements of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. The Charity's activities, which include bursaries, programme delivery, and educational resources, all provide public benefits. Public benefit is also demonstrated throughout this report. In particular, the trustees have considered whether grants being awarded by the Charity are for the public benefit.

2.2 →

Strategy overview

Our impact is rooted in our focused strategy, which revolves around two key programmes.

The first is 'Be ingenious', which is our global education and skills development programme. Working with our chosen charity partners, we provide mentoring, work experience, and career insights (particularly in STEM careers and subjects). We prioritise support to people facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.

The second 'Community innovators', builds capacity within the charity and not-for-profit sector through bootcamps and pro-bono consulting projects.

With both programmes, we partner with organisations that have been established with charitable purposes working towards providing education and developing skills and employment opportunities.

Strategy at a glance



'Be ingenious' initiative

Target reach: 9,000 people per year



→	Start-up	Skill-up	Step-up	Springboard
Who?	Those facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.			
What?	Focused and targeted training in employability skills and career insight experiences.	STEM learning opportunities and training for in-demand technical skills.	>3 month one-to-one mentoring experiences.	One week work placement opportunities.
Intended outcomes	Opportunities for any age group to: • Be better informed about employment opportunities and the future world of work. • Improve employability by gaining leadership and management skills. • Improve self-esteem and confidence.	• 12- to 16-year-olds have improved access to quality STEM education and learning resources. • Any age group has increased access to formalised learning opportunities in STEM subjects such as coding courses.	• People aged 18+ from disadvantaged backgrounds have access to inspiring PA employee mentors. • Bursaries given to people from disadvantaged backgrounds to pursue STEM subjects alongside mentoring opportunities.	• 15- to 17-year-olds from disadvantaged backgrounds given one week work placement at PA Consulting with 12 months of ongoing support.



'Community Innovators' initiative

Target reach: 100 charitable organisations per year

—



→	Bootcamps / accelerators
Who?	Organisations with charitable purposes and demonstrable outcomes relating to education, skills, and employment, as well as those supporting people facing multiple barriers based on universal or contextual characteristics.
What?	Targeted support to charitable organisations and social enterprises to build capacity and grow.
Intended outcomes	Charitable organisations and social enterprises increase their income, reach, and impact across our communities.





Ingenious Investment Fund
Objective: support small charitable organisations deliver ingenious solutions

In 2024, we continued to support small charities and non-profits to bring big ideas to life through ingenious solutions.

→	Ingenious Investment Fund
Who?	Small charities and non-profits
What?	The Fund provides unrestricted grants of up to £20,000 to small charities and non-profits with ingenious solutions that support people from disadvantaged backgrounds to access better education, skills, and employment opportunities. We invited organisations to pitch new ideas; from the innovative use of technology, to new approaches aimed at supporting hard-to-reach groups.
Intended outcomes	We funded 15 organisations to deliver initiatives across the UK, US, Nordics, and Netherlands.

In the pages that follow, we invite you to meet our charity partners, the people they’re supporting, and the PA people who are giving their time and expertise to accelerate our impact.



Impact





Introduction

In 2024, our aim to develop and inspire the innovators and leaders of tomorrow led us to continuing 96 percent of our strategic partnerships from the previous year. We also expanded our Ingenious Investment Fund to support smaller charitable organisations bring big ideas to life.

We supported 43 charitable organisations delivering education, skills, and employability outcomes; and together we will reach nearly 9,000 participants across the UK, US, Nordics, and Netherlands.

Funding through The PA Foundation has supported each of our partners to deliver projects that are critical to their mission. Just some of the highlights across our portfolio of projects include:

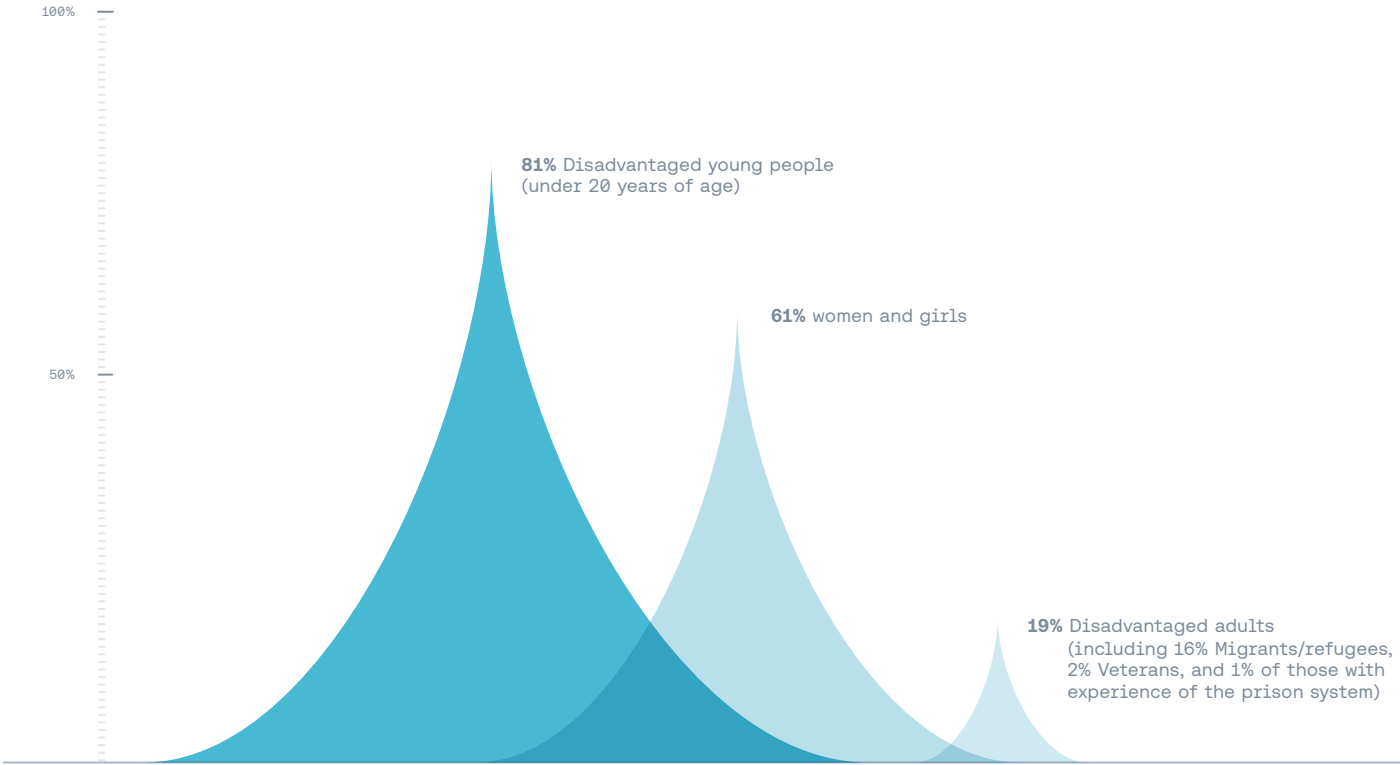
- Scaling up our Ingenious Investment Fund from 11 grants in the previous year to 17 in 2024; supporting smaller organisations, and expanding our reach in the US, Nordics, and Netherlands. The Fund has enabled us to distribute unrestricted grants to initiatives that align with our mission: including breaking down barriers for young people with disabilities taking part in STEM initiatives, in association with Lightyear Foundation; and supporting women with refugee and migrant backgrounds to upskill in technology skills, with ReDI School Denmark.
- Providing more opportunities for young people to learn technical coding skills through a number of different initiatives including: training community leaders to teach coding to young people with The Raspberry Pi Foundation; setting up new coding clubs with a focus on women and girls with Coding Pirates; offering coding courses to women with experience of the justice system through Catch22; and delivering coding hackathons for students attending Ada, National College for Digital Skills.
- Increasing our efforts to offer more young people from disadvantaged backgrounds to experience the world of work; whether that be through formalised work experience opportunities with The Social Mobility Foundation and Career Ready, or insight days and shadowing opportunities to understand more about a range of different industries and careers through Big Friends, StandOut, and Upwardly Global.

IMPACT →

2024 in numbers



About our participants



Recognition of our work in 2024 →

We were delighted to have received external recognition for our work in partnership with PA Consulting during 2024 for the following awards and nominations:

British Diversity Awards 2024

Winner in the 'Social Mobility Initiative of the Year' category.

Third Sector Business Charity Awards 2024

Winner in the 'Professional Services' category for our partnership with The Economist Educational Foundation.

Social Mobility Awards 2024

Winner in the 'Innovation' category for our work with those who have had experience with the criminal justice system.

Better Society Awards 2025

Nominated for our partnership with PA Consulting in the 'Philanthropy Award' and 'Corporate Volunteer Programme of the Year' categories.



Photo: Social Mobility Awards 2024



Photo: Third Sector Business Charity Awards 2024

Partners



“

At The PA Foundation, we believe that talent is evenly distributed but opportunities are not. In 2024, we expanded our reach; empowering even more individuals from disadvantaged backgrounds to develop the skills, confidence, and networks needed to help shape a better future. The impact we have made this year is testament to the power of collaboration between our partners and those we supported, and the potential that lies within every individual when given opportunities they would not otherwise have had access to.”

Jack McMahon
Head of The PA Foundation

Our restricted funding partners →

Restricted funding provides our charity partners with targeted support for a specific programme of activities delivered for the benefit of their recipients. This could be for initiatives such as career coaching, access to higher education, or technical skills development. Financial support is earmarked for the specific activities agreed with The PA Foundation.

PARTNER SPOTLIGHT →

The Poppy Factory



The Poppy Factory's mission is to support members of the UK Armed Forces community on their journey into employment, helping them overcome any barriers and transform their lives. The people it supports can face some of the most challenging situations in the ex-Forces community. Each year, its specialist team helps hundreds of veterans and family members to change their lives, empowering them to make positive progress on their own terms.

Key achievements

During 2024, The PA Foundation supported The Poppy Factory to build its veterans' employment service in the Midlands region. The Midlands is one of its busiest locations and, with funding from The PA Foundation, it was able to help 140 veterans with their job search and facilitate 60 job starts.

This employment service empowers veterans to plan their own future and supports them into jobs that reflect their aspirations, skills, and circumstances. This includes personalised action planning, CV and application preparation, interview advice, help preparing veterans for their new role, and engagement with health professionals or relevant service providers. The Poppy Factory also helps veterans to access funding to meet the training needs for their chosen career.

Once a veteran has started work, The Poppy Factory stays in regular contact and provides ongoing, individualised in-work support, to ensure veterans succeed and stay in their new jobs.

As well as helping veterans into jobs, The Poppy Factory's assistance also improves their resilience, stability and wellbeing, so they are better equipped to stay employed and find work in the future.

What our partners and participants say:

After Post Traumatic Stress Disorder (PTSD) put his life in danger, Army veteran Simon Garland Lo asked for help through his doctor and was referred to The Poppy Factory for employment support.

“I served in the Royal Logistic Corps as a Movement Controller. I left the military in 2016. I didn’t know it at the time, but I had PTSD. I was put in contact with The Poppy Factory and my Employment Consultant, Andrew. He was very supportive. We worked on my CV and how to market myself. Andrew really helped me focus on what I wanted to do and made me understand just how much worth I have. I had three jobs offered to me, all for good roles.

I took a job at Merseyrail, and I was recognised for having a strong work ethic. Later, I was given an award for helping someone who was in danger of taking their own life. Because of my own experience, I was able to relate to what he was going through. I was in the right place at the right time.”

“

The difference between how things were for me, and how they are now, is like night and day.”

Simon Garland
UK Army Veteran



PARTNER SPOTLIGHT →

Start Lighthouse



Start Lighthouse is a non-profit organisation based in The Bronx, New York, dedicated to advancing childhood literacy through a social justice lens. The organisation was founded in 2020 in response to widespread school closures and the lack of equitable access to literacy resources, particularly for students in under-resourced communities. Its mission is to ensure that every child has access to high-quality books, meaningful literary experiences and culturally responsive programmes. Start Lighthouse transforms abandoned school libraries into vibrant Literacy Hubs that serve as centres of learning within schools, and reaches more than 2,100 students daily, primarily elementary children.

Key achievements

In 2024, funding from The PA Foundation enabled Start Lighthouse to engage more than 600 students in literacy activities through Literacy Hub sessions and workshops. Integrated into the school day, Literacy Hub sessions offer small group instruction and targeted literacy activities. The sessions are designed to support students' reading and comprehension skills through guided reading, interactive discussions, and hands-on activities that make learning engaging and fun.

Start Lighthouse ran 32 workshops, led by seven visiting Black, Indigenous, and people of colour (BIPOC) authors. These workshops provided students with the unique opportunity to engage directly with authors, deepening their understanding of literature through interactive sessions.

Students participated in activities such as reading aloud, discussions, and writing exercises, allowing them to explore the craft of writing and storytelling from the perspective of professional authors. Each workshop also included personalised programming tailored to the needs and interests of the students.

With support from The PA Foundation, Start Lighthouse also distributed over 3,000 multicultural books to students through its home library shopping experience. Through this experience, students can select five brand-new multicultural books to add to their personal libraries; encouraging a lifelong love of reading. This activity promotes literacy and helps students build a diverse collection of books that reflect different cultures and experiences.

What our partners and participants say:

“Start Lighthouse has imbued a lasting literacy culture in our school. My students have a love of reading, now more than ever before. Start Lighthouse’s programming is transforming my students into tomorrow’s changemakers and activists.”

Principal Danielle Keane
P.S.5 Port Morris

“The joyous environment of the Literacy Hub leaves me breathless. Here, my sisters can read books that show them the beauty within their hair. I love seeing girls like me as a character. I was once a five-year-old girl, yearning for diversity and now we have access to books telling the stories of our communities too. This is because of Start Lighthouse.”

Mariah
Student



“

PA’s support has been instrumental in helping us expand this impact. Thanks to their partnership, we’ve been able to launch transformative residencies with Latinx authors and artists, ensuring students are exposed to literature that reflects their experiences. Their support has also helped us provide targeted literacy resources for English Language Learners, ensuring they have the tools they need to thrive, while strengthening our Literacy Hubs with more culturally relevant programming that fosters a deep love of reading and learning.”

Rina Madhani
Co-Founder and Executive Director, Start Lighthouse

PARTNER SPOTLIGHT →

Coding Pirates



Coding Pirates is a Danish organisation that creates leisure activities for children and young people to develop their technological skills and creativity. It brings together IT professionals, teachers, programmers, researchers, and entrepreneurs to help children and young people explore technology at an early age. The organisation aims to help children become skilled and confident to use technology in their future everyday lives, education and jobs. It particularly aims to engage girls and women, and works in diverse socio-economic areas.

Coding Pirates offers physical clubs and online clubs. The online clubs are for children who are unable to attend school due to psychological or physical challenges, or who can simply not cope with an ordinary school environment. These children are often marginalised, and these clubs help to bring them back in contact with other children and teachers.

Key achievements

In collaboration with The PA Foundation, Coding Pirates has opened several associations in the Greater Copenhagen area, and it is working to create more and better participation opportunities for all children, regardless of gender and background.

In 2024, funding from The PA Foundation enabled Coding Pirates to run in-person clubs with 20 children and five volunteers per season (13 weeks in Spring and Autumn). A further 30 children participated in the online club per season. These clubs give the children a community where they can share interests and learn with each other. Importantly, it also builds a valuable community for the adult volunteers.

In 2024, Coding Pirates and PA also collaborated to set up their own coding club at PA's offices in Copenhagen, bringing in PA experts to share their digital and coding expertise. Two cohorts of students aged eight to 14 years have completed the 12-week course, which promotes technological creativity through fun activities in programming, robotics, 3D modelling, 3D printing, and digital skills.

What our partners and participants say:

“Before I joined Coding Pirates, I had never even used a computer. We don’t really learn about this at school, so it’s really cool to do it here! I’ve tried so many fun things, like Scratch, where I made my own balloon and candy games, and even Roblox Studio, where I designed my own worlds. It’s so cool when you see something we coded actually work.

Every Monday, we have fun, eat pizza, and learn new things. I never thought I’d be able to do stuff like this, but now I know I can. It feels like being a real pirate – discovering new things and having fun along the way”

Coding Pirates participant, 9

“Coding Pirates was a huge success for our son, and in both cases, he was engaged and actively contributed. He also handled being social, as it was online and in a safe environment at home and without new stimuli to cope with.”

Parent of Coding Pirates participant



“

The collaboration between The PA Foundation and Coding Pirates makes a huge contribution to the work that we do in Coding Pirates. We have a lot of children on our waiting lists, so the support to open new departments is in the core of our purpose. Adding to this is the possibility to focus more on welcoming girls in our community. The collaboration with The PA Foundation has helped us increase the number of girls in our clubs and we are able to continuously highlight girls in STEM. Last, but not least, the collaboration helps us run our Online Club for children who are currently not able to go to school. For these marginalised children, social, creative activities in a safe environment mean the world.”

Louise Overgaard
CEO, Coding Pirates

PARTNER SPOTLIGHT →

UAF



UAF is an independent Foundation that represents the interests of refugee students and professionals in the Netherlands. It offers refugees opportunities to develop themselves in study and work. UAF provides personalised advice, guidance, financial support, and access to professional networks.

UAF also identifies bottlenecks and acts as an advocate; working with educational institutions, employers and local authorities on equal opportunities for refugees. UAF shares knowledge and experience, encourages regional co-operation, and develops new, smart routes to the labour market in sectors where job opportunities exist – such as healthcare, technology, and education.

Key achievements

With support from The PA Foundation, in 2024 UAF provided guidance and support to 837 refugee students with the 'En route to Work programme'. UAF organised 11 job application training sessions, and provided individual guidance in preparing for job interviews and career guidance. UAF career counsellors paid attention to barriers that refugees encounter during the process to enter the labour market. Because refugees understand the Dutch context better through the guidance of UAF, they are better prepared and feel more confident in the application process. Through UAF support, several refugees found a job, internship, or work experience placement in government ministries or large private sector organisations. There were also several placements in the field of healthcare, social care, and IT.

In addition, The PA Foundation supported UAF to provide guidance and support to 113 refugees seeking asylum in 2024. While awaiting asylum approval, the refugees were encouraged to use this time effectively by learning the Dutch language and bridging knowledge gaps, as well as other study preparation requirements. A UAF counsellor helped them in their search for study options, and vocational training to obtain a job. The funding also covered the costs of books, language courses (Dutch and English), study and vocational training fees, laptops, and travel. In this way, the process of civic participation in society will be accelerated when the refugees become a status holder.

The PA team in The Netherlands supported UAF's work in a number of areas including awareness raising, mentor support, and strategic advice. Building on this, and aligning with their core client work, PA went further to look at how to improve the experience of migrants in the Dutch labour market at a systemic level.

What our partners and participants say:

In Syria, Eyad (33) worked as an engineer at the Ministry of Economic Affairs, among others. He shared:

“Once in the Netherlands, I applied to several companies but it was not easy as the companies seemed nervous about employing someone with my background. Thankfully, I was brought into contact with Nederlandse Spoorwegen (Dutch Railways) via the UAF.”

Eyad was given the opportunity to gain work experience at Nederlandse Spoorwegen, which he did with great dedication and success. As a result, he now works for the company as a maintenance engineer.



“

We warmly thank The PA Foundation for its involvement in our work and its support for the UAF guidance of refugee students during the application process and during their first steps into the labour market. I would also like to take this opportunity to express our appreciation for the excellent and rewarding collaboration with PA in the Netherlands in various projects, such as the mentor support and the job application training, which increases our social impact.”

Mirjam Huisman
CEO, UAF

PARTNER SPOTLIGHT →

StandOut



StandOut's mission is that more people leaving prison are empowered to transform their own lives, realise their potential, and leave the justice system for good. Each journey is individual and leaving prison is not easy. StandOut offers intensive programmes for those inside prison, followed by one-to-one coaching and holistic support after release, for as long as required. StandOut is determined that more people leaving prison are empowered to make positive changes that have an impact on them, their families, and society.

Key achievements

In 2024, funding from The PA Foundation supported the delivery of the StandOut programme in its partner prisons and communities. The programme starts with an intensive 12-day course in prison that combines group work with individual sessions. Coaches get to know each person, their needs, and their hopes for the future. The course includes modules on conflict management, building resilience, and mental wellbeing, alongside employability. StandOut delivered 11 courses to 143 participants, with 103 participants successfully completing the course.

Through the partnership with StandOut, more than 100 PA volunteers have so far attended prisons across London (HMPs Wandsworth, Pentonville, and Wormwood Scrubs) to work on a one-to-one basis with serving prisoners on CV writing, interview skills, and employability. These sessions also provide people in prison with opportunities to connect with people in the community, and practice soft skills such as professional conversations – the value of which cannot be underestimated. The PA Foundation's funding supported StandOut's expansion into HMP Wormwood Scrubs.

What our partners and participants say:

“I was made to feel that even though I was in prison, I could still achieve and better myself. StandOut helped me stay motivated and positive, which gives people hope that even after prison they can still achieve and live a prosperous life.”

StandOut participant, Anonymous

“I learned a lot during these three weeks. The important one was public speaking, coming out of my comfort zone and speaking in front of unknown people - that was a big boost on my confidence level.”

StandOut participant, Anonymous

“

PA volunteers bring such a wealth of knowledge, experience, different backgrounds, as well as positivity and kindness in the sessions they attend.”

Charlotte
Partnerships Lead at StandOut



IMPACT →

Partner overviews In the UK



Ada's mission is to educate and empower the next generation of diverse digital talent. Through the quality of education it delivers, the depth of its industry partnerships, and its focus on diversity, it is changing the face of the tech sector – expanding the talent pipeline and transforming lives. Ada is a specialist Further Education college, where every student aged 16 to 19 studies Computer Science. All Higher Level students and Degree Apprentices work in skills shortage disciplines in innovative, blue-chip companies.

Our impact together

We are supporting outreach activities to help 126 individuals, especially those leaving Ada's sixth form, secure apprenticeships. We are also supporting the launch of an alumni programme to understand the needs of up to 700 former students and provide career support for their future progression.



The Bytes Project has a mission to help young people achieve their full potential and overcome any barriers they may face. Each year, the organisation aims to ensure that more than 3,000 young people access digital technology in communities of promise. The Bytes Project has been working with the most disadvantaged young people in Northern Ireland for nearly three decades.

Our impact together

We are engaging 100 young people in the Belfast area through a digital skills access programme. The programme aims to progress participants to accreditation that will prepare them for meaningful employment. Focus areas include workshops in creative digital skills (video editing, graphic design, coding, and web design) and a more intensive enhanced digital skills course.





Career Ready has a mission to boost social mobility and inclusion; ensuring every young person, regardless of background, is empowered to achieve their potential. Career Ready provides masterclasses, mentoring, and work experience opportunities, as well as promoting social mobility across the UK.

Our impact together

We are supporting 18 students from disadvantaged backgrounds in London to take part in the Career Ready programme. Over 15 months, students are supported with mentoring, paid internships, employability skill masterclasses, workplace visits, and access to the Alumni Network.



Catch 22 designs and delivers public services that build resilience and aspiration in people and communities. Its Code 4000 programme delivers computer programming training/coding to people with experience of the prison system.

Our impact together

We are supporting 30 women with direct experience of the criminal justice system through a coding programme to obtain new skills, build confidence, and provide a springboard into employment. Participants will get one-to-one support throughout a 12-week programme and access to bespoke learning materials to enable the successful completion of the course.



The Economist Educational Foundation is an independent charity that combines deep educational knowledge with the journalistic expertise of *The Economist* newspaper. It leads high-quality and inspiring discussions that enable school-age children to be curious about news and current affairs; and develop their listening, critical thinking, and communication skills.

Our impact together

We are supporting students aged 10 to 16 from disadvantaged backgrounds to join inspiring, high-quality, expert-led discussions about Science, Technology, Engineering, Arts and Maths (STEAM) issues in the news. We are doing this through a series of free lessons, in-person workshops for 90 students at PA offices, and online events and discussions between children all over the world. One student will be awarded a PA-sponsored STEAM prize.



The Helena Kennedy Foundation promotes equality of opportunity, enabling disadvantaged Further Education students to realise their potential by supporting them with financial bursaries and mentoring through Higher Education into fulfilling careers. The Helena Kennedy Foundation beneficiaries are primarily disadvantaged students who have overcome significant barriers to continue with their education at university level.

Our impact together

We are continuing to partner with the Helena Kennedy Foundation to provide bursaries that support 33 students undertaking undergraduate study in STEM or STEM-related subjects. We are also supporting wraparound mentoring, wellbeing, and career guidance for the students. These bursaries remain in memory of the late Jason Robson, who was one of the founding trustees of The PA Foundation and a PA partner. The bursaries are reserved for those students who are keen to make a positive difference in the world.

Making the Leap.

Making The Leap is a societal change charity whose mission is to transform the futures of young people from less advantaged socioeconomic backgrounds. It runs a range of programmes that help those aged 11 to 25 develop the skills, confidence, and outlook to succeed in their chosen career. The charity also raises awareness of social mobility issues among UK businesses and organisations, and encourages them to take positive action to help young people progress.

Our impact together

We are supporting students from low-income backgrounds to access high-quality careers education that builds their confidence and develops valuable attitudinal and character skills. We are focusing on three schools in the London area to provide more than 250 students with CV writing, career insights, mock interviews, and career journey presentations.



MyBnk delivers expert-led financial education programmes to five-to 37-year-olds – in-person and online. It aims to educate participants in money knowledge and skills, building confidence and giving participants the capability to make money choices to take control of their lives and futures.

Our impact together

We are supporting the delivery of financial education programmes in primary and secondary schools across the UK, in areas of high deprivation. We are reaching 3,075 young people aged five to 18, helping them to build their money-management skills through engaging and interactive sessions. The programmes are delivered by MyBnk's expert trainers and are tailored to the age group of participants.



Orchardville is a registered charity and social enterprise committed to changing the lives of people with learning disabilities and autism. The organisation believes that with the right support, any individual with a learning disability or autism can reach their full potential and achieve their employment aspirations.

Our impact together

We are creating new employment opportunities for 30 people with disabilities in Northern Ireland, matching the untapped talent of the disabled workforce with sectors struggling to recruit. Participants are offered work placements and training, and employers are offered disability awareness training to give them greater confidence towards inclusion.



The Raspberry Pi Foundation is a UK-based computing education charity with a mission to enable young people to realise their full potential through the power of computing and digital technologies. Its vision is that every young person develops the knowledge, skills, and confidence to use digital technologies effectively, and to be able to critically evaluate these technologies and confidently engage with technological change.

Our impact together

We are supporting 40 community educators to reach 250 young people in under-served communities who have unequal access to computing education. We are helping them to develop critical skills and confidence in computing. We are also strengthening the network of volunteers; connecting community members for peer support; delivering outreach to new clubs; and providing club volunteers with tools and resources.



The Social Mobility Foundation (SMF) works to broaden horizons, create opportunities, and unlock potential for ambitious young people facing structural barriers in education and work because of their socio-economic background. The SMF Aspiring Professionals Programme is open for young people aged 16 to 17 and runs for five years; providing students with access to higher education and workplace insights via professional mentoring, university application support, internship opportunities, and skill-development workshops.

Our impact together

We are engaging with 33 students from lower socio-economic backgrounds, through a five-day residential course with PA. This includes specialist skills sessions, personal statement guidance, recruitment guidance, and other opportunities for work-related experience. They are assigned a PA mentor for the nine-month mentoring period and are supported across a five-year programme until they reach employment.

STEMETTES

Stemettes is an award-winning charity working to engage, inform, and connect the next generation of women and non-binary people into STEAM by showcasing a diversity of people working in STEAM. Its vision is for all young women and non-binary people to make informed decisions about careers in STEAM, so they can be proportionally represented in the field.

Our impact together

We are supporting 1,800 young women and non-binary people aged five to 25 to learn more about their interests and potential STEAM careers through intersectional programmes, impactful events and inspirational platforms. Through the mentoring programme, Student to Stemette, 20 young women are connected with PA volunteer mentors for training and support over four months.



UnLtd supports enterprising people who are transforming our world for good. Its mission is to find social entrepreneurs with bold solutions to today's challenges. Through funding and support, the charity helps social entrepreneurs to realise their potential and create lasting change.

Our impact together

We are supporting 60 social entrepreneurs to develop their business skills, by providing mentoring that helps them to scale their own impact. This support is linked to PA volunteers who deliver workshops and clinics that help entrepreneurs to learn and develop in specific areas, such as bid writing and developing funding proposals.



Partner overviews

Across the Nordics



Big Friends is a mentoring programme in the Netherlands that supports children and young people from low-income families aged between six and 18 to become more self-confident. Big Friends connects children and young people with carefully selected and well-trained volunteers. These volunteers help to build bridges across age, culture, and social backgrounds within supervised settings. Its mission is to make a world of difference in the life of every child through a special friendship.

Our impact together

We are engaging young people from low-income families in Amsterdam and Rotterdam in 'Future of Me' sessions and a mentoring programme. In the Future of Me sessions, PA people help up to 24 young people get acquainted with the world of business, and explore their talents and future opportunities. So far, 15 students have been matched with PA mentors to build their self-confidence, resilience, and social skills.



The vision of LøkkeFonden in Denmark is to develop projects that can empower vulnerable boys to complete a youth education programme, enter the labour market, and lead fulfilling lives as active and contributing members of Danish welfare society.

Our impact together

We are providing long-term support to more than 110 vulnerable boys to help them acquire the skills they need to complete upper secondary education. The boys attend a two-week learning camp and mandatory one-year group mentoring programme, supplemented by parental support.



Nema Problema is a non-profit organisation that works to strengthen integration in Sweden. The charity works with mentoring programmes, where a person who is new to Sweden is matched with an established mentor who has a similar professional and educational background. The mentoring programme aims to help people take steps towards the Swedish labour market.

Our impact together

We are delivering tailored mentoring to 40 job seekers looking to enter the Swedish labour market. This includes mentor/mentee pairings and support via skill enhancement sessions, job forums, developmental meetings, and networking.



Sammen om en jobb's mission in Norway is to help immigrants and refugees reach their potential through finding jobs where they can use their skills and competence. It does this through a mentoring programme for immigrants and refugees with higher education, as well as hosting networking events and workshops for them.

Our impact together

We are supporting 800 immigrants and refugees in Norway to secure employment in their chosen career. We are helping Sammen om en jobb to expand its digital community and increase the number of mentoring matches, including with PA volunteers.

Partner overviews In the US



Point Foundation empowers promising LGBTQ+ students in the US to achieve their full academic and leadership potential, and overcome barriers to better make a significant impact on society.

Our impact together

We are supporting 20 Point Black, Indigenous, and People of Colour (BIPOC) scholars and five Point Community College Scholars through scholarship funding. We are providing mentoring and leadership development to expand their access to higher education and empower future LGBTQ+ leaders.



Over the past 25 years, Upwardly Global has focused on providing career resources and tools to immigrants and immigrant-serving organisations. The charity aims to create an enabling environment that unlocks the potential of immigrant, refugee, and asylee professionals to rebuild their lives in the US. The charity has seen how securing skills-aligned, thriving-wage jobs transforms the lives of more than 12,000 job seekers – uplifting their families – and their ability to revitalise communities and contribute to economic growth in the US.

Our impact together

We are reaching up to 500 immigrant and refugee job seekers in California and New York, helping them to rebuild their lives and careers in the US. Participants are given access to critical skills, coaching, credentials, and professional networks to prepare them for high demand, high opportunity career pathways in fields including technology, finance, healthcare, and engineering. At least 50 percent of the participants are refugee new arrivals largely from Ukraine and Afghanistan.

Other unrestricted funding →

In addition to our restricted funding partners, we have provided unrestricted funds to the following organisations:





GoodWork in the UK creates meaningful, equitable employment opportunities for young people from marginalised communities, while enabling employers to make the systems and culture change needed for under-represented talent to thrive.

Our impact together

We are supporting high-potential, marginalised young people to access the training and opportunities they need to transition successfully into the workforce. This is done through programmes that help employers think differently about early careers (where hiring for potential is the norm) and support young people to navigate their careers with confidence, regardless of their background.



Lær for Livet / Learn for Life is a Danish education programme, started in 2013 by the Egmont Foundation, with the objective to strengthen the educational competencies of vulnerable children, including children placed in care. It does this through supportive learning, enabling them to complete an upper secondary education.

Our impact together

We are providing support to vulnerable young people who have been placed into the care system. The children have access to holistic support through local youth clubs and youth camps to promote skills development and employability outcomes.

Our Ingenious Investment Fund / unrestricted funding →

With unrestricted funding, our charity partners have flexibility in pursuing their charitable missions. For instance, it can be used to support the running of core volunteer programmes, or to help fund other important activities that align with the organisations' strategic priorities.

Our Ingenious Investment Fund empowers small charities and non-profits by offering one-off unrestricted grants of up to £20,000 to turn their big ideas into reality. Operating across the UK, US, Nordics, and the Netherlands, the Fund invests in innovative solutions that help people from disadvantaged backgrounds gain better access to education, skills, and employment opportunities. In 2024, we increased the amount of unrestricted grants through the Fund by 55 percent from the previous year.



“

The Ingenious Investment Fund enables us to provide small charities with unrestricted funding, giving them the freedom to allocate resources where they will have the greatest impact. This support empowers them to create lasting change in our communities.”

—
Fiona Scott
Senior Community
Engagement Manager,
PA Consulting

The PA Foundation distributed £340,000 of funding to 17 charitable organisations for the following initiatives:



BRISTOL CREATIVE INDUSTRIES

Bristol Creative Industries will run an internship programme for its member organisations, which is open to individuals from diverse/disadvantaged backgrounds.

EMPOWR

Empowr aims to equip low-income students with tech skills that lead to high-paying careers after graduation. This will be supported through an AI-powered Learning Management System designed to enhance and expand its educational programme.

Kinetic FOUNDATION

Kinetic Foundation will use football to engage young people to complete post-16 education, whilst developing their social and emotional skills.

LEADERSHIP BRAINERY

Leadership Brainery will provide students from under-represented backgrounds with academic coaching, mentorship, financial aid navigation, test preparation, and admissions support. The programme is designed to give students access to master's and doctoral degrees.



Lightyear Foundation will support disabled children and young people to practically engage in STEM opportunities through labs, role models, and work inspiration trips.



Native Scientists will connect students and scientists from the same migrant community through exciting hands-on activities, where science is communicated in a common heritage language.



New Hampshire After School Network will mobilise its partners and networks to create an ecosystem that will increase access to STEM and career learning via out-of-school programmes across New Hampshire, US.



Onwards & Upwards will launch XO Barbers, an in-prison barber finishing school, to inspire and train people who, upon release, will gain work experience at the XO Super Salon; offering haircuts and support to others in the community.



Rackets Cubed will offer integrated STEM education, racket sports, and nutrition for under-served young children aged between seven and 11.



Red Balloon Learner Centre Cambridge will implement a science lab to increase access to STEM learning for the young people it works with.



ReDI School DK will support women with refugee and migrant backgrounds to upskill in tech, by offering increased places on their data science course, and through AI workshops.



STEMteachersNYC will provide opportunities for teachers to enhance their teaching practice through innovative, teacher-led STEM professional development workshops; cultivating excellence in STEM teaching, and promoting deep understanding and success for students.



Stichting Move will support children and young people who have fewer opportunities than their peers, to discover their talents and how to use them through community projects and social action.



Teach a Man to Fish will run a 12-week Enterprise Adventure programme at five state schools aimed at teenagers from diverse backgrounds, supporting them to expand their horizons and learn vital life skills as they plan and launch a real business.



The Jon Egging Trust will add a space-focused offer into its Inspirational Outreach programme to help unlock the potential of space-related opportunities for disadvantaged young people.



Undestructable will support survivors of domestic abuse through a six-week job training programme, whilst building a community of support with other survivors and creating products from post-consumer waste.



Zero Gravity Fund will power the UK's top STEAM talent from low-opportunity areas with financial and career support, allowing students to realise their academic potential and secure their dream graduate role.

“

We are incredibly grateful to The PA Foundation for supporting our mission to break down barriers in STEM for disabled and neurodivergent young people. With their support, we are expanding our reach, delivering transformative STEM experiences, celebrating disabled role models, and empowering young people to see themselves as the scientists, engineers, and innovators of tomorrow. This partnership is not just about funding – it's about changing the face of STEM, ensuring that every young person, regardless of ability, has the opportunity to thrive and lead in shaping the future.”

Jeff Banks
CEO, Lightyear Foundation



3. Pocket Handbook for those with limited connectivity 



4. Virtual & Augmented Reality Training 



Our Solutions

1. Interactive user interface on the website 

2. Online training content 

3. Pocket Handbook for those with limited connectivity 

4. Virtual & Augmented Reality Training 

2.4 →

PA people in action

PA's diverse teams give their time and expertise

The PA Foundation amplifies its impact through the fantastic work of PA people, who volunteer their time and expertise to support our charity partners. PA people are passionate about building a positive human future and are united in the belief that doing good is the right thing to do. →



“

Thank you so much for PA's part in running the workshop. This morning a student's mum stopped me in the car park to tell me how much her son enjoyed it and as a result has asked if he can extend two of his days to full time after half term. I also spoke to another mum who was so impressed with her child's motivation for STEM. Honestly, you are making a huge difference to some really disadvantaged young people.”

Sam Nightingale
Science Teacher,
Red Balloon Learner Centre Cambridge



Colleen Boyle
PA agile expert and
volunteer for Upwardly Global

Upwardly Global is an amazing organisation that I've had the privilege of working with for the past few years. I was initially motivated to work with Upwardly Global because of my background working with students and parents in the immigrant and refugee community as an educator. I wanted to seize the opportunity to continue working with such a persistent and impressive set of individuals in my new career as a consultant, too. My volunteering with Upwardly Global has included providing individualised mock interviews, small group resumé review sessions, and panel facilitation for job seekers in various industries such as health and life sciences.

Each time I volunteer, I am invigorated by the optimism and professionalism that Upwardly Global job seekers have in the face of so many systemic challenges and obstacles. The job seekers I interact with are poised, experienced, and have approached each engagement with a learning mindset – something I hope to emulate in my own interactions.

It has been so rewarding to hear back from some of the job seekers I've met, to hear they landed a job or got a second-round interview. I hope that others will join us in our future volunteering events with Upwardly Global to share insights from their own professional journey and to hear about the truly inspirational stories of the Upwardly Global community as the future of our US workforce.



Simon Hammerschmidt
PA defence and security expert
and volunteer for The Poppy Factory

As a veteran, I have witnessed first-hand the sacrifices made by those who serve. Throughout my time in the military, in both combat and peacetime, I saw colleagues suffer horrific injuries. But it's only since leaving the Army, that I have truly understood the societal challenges many veterans face after service. This awareness has deepened my commitment to giving back to those who have sacrificed so much for our freedom, yet often find themselves or their families struggling.

The Poppy Factory's mission is to provide life-changing support to wounded, injured, and sick veterans; helping them overcome barriers and regain independence through meaningful employment.

Their work not only aligns with PA's and my own values, but also with The PA Foundation's core purpose: "To develop and inspire people, especially those facing disadvantage." Seeing veterans rebuild their lives and careers through this support is incredibly rewarding.

Supporting this cause isn't just the right thing to do; it's essential. Those who serve our country deserve gratitude, but more importantly, they deserve opportunities. Our partnership with this extraordinary organisation provides hands-on support, reinforcing the importance of purpose-driven work.

For all these reasons, I am incredibly proud to sponsor our partnership with The Poppy Factory.



Nora Hernandez
PA operational innovation and
improvement expert and volunteer
for Start Lighthouse

From the moment I learned about Start Lighthouse, I knew it was something special. Literacy is a gateway to opportunity, and every child deserves access to books that inspire and empower them. Volunteering here has been a rewarding experience – I have been able to witness first-hand how stories can spark curiosity and confidence in young readers.

One of my favourite moments is when a child finds a book that truly resonates with them. Seeing their excitement as they dive into a story, ask questions, and make connections with their daily life or their dreams is exciting. It's also incredible how the impact extends beyond the classroom.

Students become more enthusiastic about school and spark curiosity among their relatives when they bring books home. They also learn simple yet powerful techniques that are applicable to various aspects of their lives beyond reading.

In addition to supporting the children, this experience has taught me so much. Communicating ideas in an engaging way, encouraging curiosity, and making literacy fun has been a challenge in the best way possible. Children can be a challenging audience, but their gratitude is heart-warming! Watching these young readers grow and develop their skills reminds me why programmes like Start Lighthouse are so important. I'm grateful to be part of a mission that gives children the tools they need to succeed – one book at a time.



Olivia Selbie

PA sustainability expert
and volunteer for UnLtd

Over the past year, I have had a great opportunity to connect with UnLtd and the social entrepreneurs that it helps.

I took part in the piloting and launch of a new tool UnLtd has developed to help social entrepreneurs monitor and estimate the social value of their work. I also helped deliver a workshop with pilot participants to inform the use of the new tool. At the tool launch, I met more than 20 social entrepreneurs working across the health and wellbeing sectors, and was excited to learn about the range of their work.

Hearing some of the day-to-day realities of impact measurement within small organisations has helped bring new perspectives to my own work within impact management.

I also took part in an UnLtd proposal-writing clinics, in which the PA team help social entrepreneurs strengthen fundraising proposals. Together, with PA colleagues, I worked with the organisation Guardian Ballers, which helps young people in disadvantaged communities in Coventry. It was inspiring to meet the team and help them tell their story clearly to bring in much needed support.



Morten Meltinis

PA agile expert and
volunteer for Coding Pirates

As part of PA's community engagement programme, I chose to volunteer with Coding Pirates to share my passion for computers and help children discover the world of IT. Technology is shaping the future, and I want to give children a solid introduction to coding in a fun and engaging way. At the same time, this experience has helped me grow, particularly in my ability to communicate complex topics in a simple and relatable manner.

Our first season with Coding Pirates has been incredibly rewarding. Seeing the children's enthusiasm, creativity, and eagerness to learn has been inspiring.

Their curious and often unexpected questions have challenged me to adapt my explanations and improve my teaching skills.

I volunteer for two main reasons: first, to equip children with skills that will be increasingly valuable in the future; and second, because I genuinely enjoy teaching. Watching children grasp new concepts and make rapid progress is truly fulfilling. It's a pleasure to be part of a programme that sparks curiosity and builds confidence. Coding Pirates is more than just coding – it's about learning, problem-solving, and having fun together. I'm grateful to be part of this journey.



2.5 →

Additional reporting

A Structure, governance, and management

The Charity was registered with Companies House in England and Wales as a company limited by guarantee with Articles of Association (as of 2 June 2021, registration number 13435338) and the Charity Commission for England and Wales (as of 15 November 2021, registration number 1196581).

The PA Foundation is a wholly owned subsidiary undertaking of PA Holdings Limited (registration number 02235016), or ‘PA’ as referred throughout. Jacobs Solutions Inc. (“Jacobs”), a US-based company is the ultimate controlling party.

Governance

The Charity is governed by a Board of Trustees, who are also directors for the purposes of company law, which includes members who are connected to PA and members who are independent. While the Charity bears PA’s trading name, it is independent of PA and the trustees perform their duties under this guiding principle.

New trustees are appointed by the existing trustees through an ordinary resolution and appointed for a two-year term. The number of trustees shall not be less than five but shall not exceed eight. At the end of 2024, the Board comprised of seven trustees selected based on integrity and professional experience required by the Charity including legal, marketing, fundraising, and financial management.

The Board decides on the overall strategic direction of the Charity, as well as approving and overseeing all policies. This includes determining the Charity’s priorities, setting budgets, authorising all grant-making activity and oversight of audit and risk management. The trustees met four times in 2024.

All newly appointed trustees are given an induction to their role, including guidance on their responsibilities as trustees and the objects of the Charity. In addition, trustees are provided with a copy of the Charity’s Articles of Association, strategy, and policy documents.

Trustees are not remunerated but are entitled to claim reasonable expenses for going about their work in support of the Charity and its objects. None of the trustees has any beneficial interest in the company. All trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Management

The trustees delegate the day-to-day running of the Charity to the Charity's Secretariat led by PA's Head of Communities, who functions as the Head of The PA Foundation. The Head of The PA Foundation is ultimately accountable to the trustee Board for ensuring that the trustee Board meets its obligation to perform its functions within the available financial resources. The Head of The PA Foundation has overall executive responsibility for the Charity's activities; is responsible to the Chair and the trustee Board for ensuring that its financial obligations and targets are met, and has overall executive responsibility for the Charity's system of internal control.

Risk management

The trustees have reviewed the major strategic, operational, and financial risks to the Charity and have established systems to mitigate those risks. The Secretariat is responsible for management of risk and guiding trustees to consider further risks that could negatively impact the objects of the Charity. The trustees review the risk register at each general meeting, to test their relevance and to oversee any mitigation plans being carried out. The following risks have been identified as having the greatest potential impact on the achievement of the Charity's strategic objectives:

Risk	Mitigation
The reputational risk of making awards to inappropriate recipients and purposes failing to qualify for public benefit requirements.	- The trustees are advised in their decision-making through expertise from within the Secretariat. - Robust due diligence process in place for all grant recipients which is renewed on an annual basis. - Public benefit test assessed with each grant. - Reporting process in place to capture evidence of positive outcomes for public benefit.
The financial risk of income source dependency from the founding corporate donors.	- Public commitment by PA to donate £10 million of funding to the Charity over five years. - Diversification of funding from other sources to include individual giving. - Maintenance of reserves policy and regular scrutiny/management of finances to avoid over-commitment of funds.
Safeguarding of participants taking part in activities funded by the Charity.	- Due diligence process on all grant recipients carried out which is renewed on an annual basis. - Check that policies exist for grant recipients regarding safeguarding, child protection, and do no harm. - Grant recipients required to comply with charities' safeguarding policy. - Regular reporting requirements regarding safeguarding.

The trustees consider that there is minimal credit risk and some exposure to foreign currency risk given its operations abroad.

**B Strategy and objectives
for the public benefit**

Grant making policy

The Charity’s primary function is to disburse grants to charitable organisations through activities that align to its objects. The Charity’s grant making policy sets out the criteria and due diligence requirements for all organisations (charities and non-profits) seeking to apply for grant funding.

To be awarded a grant, trustees must first be satisfied that the activities proposed in the grant proposal are in furtherance of the Charity’s objects. Trustees can award grants to recipients on either a restricted or unrestricted basis, and either a one-time or multi-year basis.

The Secretariat supports trustees by developing a pipeline of eligible grant applications and carrying out due diligence before trustees are asked to consider a grant proposal.

The Charity considers applications from organisations that have been invited to apply or that choose to apply through its Ingenious Investment Fund. It is not currently accepting any ad-hoc unsolicited proposals.

**C Reference and
administrative details**

Trustees

Sheridan Ash
Appointed 23 September 2024

Christine Berry
Resigned 1 March 2024

Anita Chandraker (Chair)

Neil Clayton

Kully Janjuah

Gemma Rogers

Jo Scarlett

Martin Tillisch

Management Team (Secretariat)

Jack McMahon
Head of The PA Foundation

Fiona Scott
Senior Community
Engagement manger

Jasia Maczkiewicz
Finance lead

Megan Stanley
Legal

Administrative details

Charity number

1196581 (England and Wales)

Company number

13435338 (England and Wales)

Registered office

10 Bressenden Place
London
SW1E 5DN
United Kingdom

Website

[paconsulting.com/
the-pa-foundation](http://paconsulting.com/the-pa-foundation)

Accountants

RSM UK Tax and Accounting Limited
Chartered Accountants
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
Buckinghamshire
MK9 1BP

Auditors

Azets Audit Services
2nd Floor, Regis House
45 King William Street
London
EC4R 9AN
United Kingdom

Solicitors

BDB Pitmans
One Bartholomew Close
London
EC1A 7BL
United Kingdom



D Financial review

Income

In March 2022, PA made a public commitment to support the Charity through donations of £10 million over a five-year period. The Charity’s fundraising policy sets out the approach to fundraising. The Charity generates funds from a number of sources including:

- I annual monetary and in-kind donations from PA and its benefactors
- II donations from individuals connected to PA, including PA employees, their friends and family
- III donations from individuals and third parties unconnected to PA.

During 2024, the Charity recognised income of £2,120,026. To support fundraising efforts, the Charity is registered with the Fundraising Regulator in England, Wales and Northern Ireland, as well as engaging with the third-party portal JustGiving to receive donations. The Charity is grateful for the support of PA, its employees, and its benefactors for their generous continued donations and continued support.

Expenditure

The Charity’s expenditure in 2024 was £2,291,959 and 91 percent of all expenditure was directed towards grant funding to charitable organisations.

Reserves policy

As of 31 December 2024, the Charity has £468,304 of total / free reserves, all of which are unrestricted. The Charity's reserves policy is reviewed annually and was amended by trustees on 9 December 2024. The trustees consider that the minimum level of reserves required to protect the Charity from the potential financial impact of known risks are between £300,000 - £500,000.

The purpose of the reserves is primarily to:

- protect the Charity and ensure that it can continue to operate if experiencing any fluctuation in income from year to year, including the minimal risk that PA funding commitment changes
- meet all planned operational costs for the following year
- provide access to emergency funding for grants beyond the current year's budget.

Investment policy

The Charity's approach to financial investments includes due consideration to ensuring the best possible financial return, exposure to risk of losing market value, and ability to manage liquidity risk. In 2024, no investments were made.

E Plans for future periods

In its third year of operations, the Charity continued to build on its impact, develop strong partnerships, and begin funding at scale. In 2025, the Charity aims to:

- 1 Continue refining our strategy and increase our support for women and girls across our portfolio by:
 - Adding new projects targeted at specifically supporting women and girls in STEM
 - Increasing our reach and support for women and girls across our existing projects
 - Looking at ways we can include men and boys within our projects to positively support more women and girls in STEM.
- 2 Strengthen our approach to delivering and demonstrating our impact through:
 - Implementing a new log-frame which focuses our interventions strategically and provides a framework to communicate impact
 - Aggregate the monitoring and evaluation of data across our portfolio of projects to improve our evidence base of impact across our intervention areas.
- 3 Create opportunities to increase and diversify income by:
 - Supporting new fundraising initiatives within PA and directly engaging with employees and alumni to share ways in which donations can be made
 - Engaging with key stakeholders to plan for future funding opportunities beyond 2026/27.

F Statement of trustees' responsibilities

The trustees, who are also directors for the purposes of company law, are responsible for preparing the Strategic report, 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 period which 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 then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent

- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for the safeguarding of assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information
- 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 UK governing the preparation and dissemination of financial statement may differ from legislation in other jurisdictions.

Independent auditor

Azets Audit Services has expressed its willingness to be reappointed as the Charity's auditor. A resolution to appoint Azets Audit Services will be put to the Trustee Board before the end of the next financial year.

This report is prepared in accordance with the provision of Part 15 of the Companies Act 2006 relating to companies subject to the small companies regime.

By order of the Board of Trustees



Anita Chandraker
Trustee (Chair)

MAY 2025





3.0 Independent auditors' report to the members of The PA Foundation →

3.1 →

Overview of key matters

Opinion

We have audited the financial statements of The PA Foundation (the ‘charitable company’) for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company’s affairs as at 31 December 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Report of the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees, who are also directors for the purposes of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

J Howard FCA
(Senior Statutory Auditor)
for and on behalf of
Azets Audit Services
Statutory Auditor
2nd Floor Regis House
45 King William Street
London
EC4R 9AN

Date: 3 June 2025

3.2 →

Statement of financial activities for the financial year ended 31 December 2024

		Year ended 31 December 2024	Year ended 31 December 2023
	Notes	£	£
Income			
Donations and legacies	L	2,120,026	1,177,482
Total income		2,120,026	1,177,482
Expenditure			
Cost of raising funds	M	14,431	6,216
Charitable activities: Promotion of education and skills	N	2,277,528	2,168,795
Total expenditure		2,291,959	2,175,011
Net income		(171,933)	(997,529)
Fund balances at 1 January		640,237	1,637,766
Fund balances at 31 December		468,304	640,237

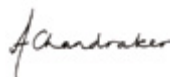
All income and expenditure has arisen from continuing activities.
 All recognised gains and losses are included in the Statement of Financial Activities.
 All income and expenditure relates to unrestricted funds.
 The notes on pages 71 to 75 form part of these financial statements.

Balance Sheet

as at 31 December 2024

		2024		2023	
	Notes	£	£	£	£
Current assets:					
Cash at bank and in hand		478,804		655,687	
		478,804		655,687	
Creditors:					
amounts falling due within one year	P	(10,500)		(15,450)	
Net current assets			468,304		640,237
Total assets less current liabilities			468,304		640,237
Funds					
Unrestricted funds			468,304		640,237
			468,304		640,237

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies. The accounts were approved by the Board of Trustees on Friday 30 May 2025 and signed on its behalf by:



Anita Chandraker,
Chair of The PA Foundation's Board of Trustees, Friday 30 May 2025.

The notes on pages 71 to 75 form part of these financial statements.

Statement of cash flows

for the year ended 31 December 2024

	Notes		2024	2023
			£	£
Cash inflows from operating activities:				
Cash generated from operations	R		(176,883)	(1,101,259)
Net increase in cash and cash equivalents			(176,883)	(1,101,259)
Cash and cash equivalents at the beginning of the year			655,687	1,756,946
Cash and cash equivalents at the end of the year			478,804	655,687
Cash and cash equivalents comprise:				
Cash at bank and in hand			478,804	655,687

The notes on pages 71 to 75 form part of these financial statements.

3.3 →

Notes to the financial statements for the financial year ended 31 December 2024

Accounting policies

A Company formation

The PA Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is 10 Bressenden Place, London, SW1E 5DN.

B Accounting convention

These accounts have been prepared in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”). “Accounting and Reporting by Charities” the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2019. The charity is a Public Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

C Going concern

The Trustees consider that there are no material uncertainties over the Foundations ability to continue as a going concern due to its significant cash balances and reserves.

D Charitable funds

Unrestricted funds are available for use at the discretion of the directors in furtherance of the charitable objectives unless the funds have been designated for other purposes.

E Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt.

F Expenditure

All expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probably that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under headings that aggregate all costs relating to the category, as follows:

- Cost of raising funds are subscription fees payable for the provision of the JustGiving online fundraising site.
- Expenditure on charitable activities includes the costs of promotion of education and the skills needed in employment, instruction or training in professions, vocations, industries, crafts, or trades and other activities to further the purposes of the charity and their support costs.

- Grants payable in furtherance of the charity's objects are recognised in the year in which the grant is formally approved by the Charity and has been communicated to the recipient, except to the extent that it is subject to conditions that enable the charity to revoke any award.
- Support costs represent other costs and governance costs, which are recognised on an accruals basis. Governance costs represent those costs associated with the governance arrangements relating to the general running of the charity. Such costs include external audit fees, related trustee costs and compliance with statutory requirements.

G Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks.

H Financial instruments

The Charity has elected to apply the provisions of Section 11 Basic Financial Instruments' and Section 12 'Other Financial Instruments Issued' of FRS 102 to all of its financial instruments. Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised costs.

Basic financial liabilities

Basic financial liabilities, including other payables, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, in which case it is measured at the present value of future cashflows.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

I Foreign exchange

Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net incoming reserves for the period.

J Taxation

The charity is exempt from tax on income and gains to the extent that these are applied to its charitable objects.

K Critical accounting estimates and judgements

In the application of the charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only the period, or in the period of revision and future periods where the revision affects both current and future periods.

L Donations and legacies

	2024	2023
	£	£
Donations from institutions	2,100,000	1,150,000
Donations from individuals	20,026	27,482
	2,120,026	1,177,482

M Cost of raising funds

	2024	2023
	£	£
Secretariat	14,100	6,000
Subscription fees	331	216
	14,431	6,216

N Charitable activities

	Support costs	Grant	Total 2024	Total 2023
	£	£	£	£
Grants paid and committed	–	2,092,000	2,092,000	2,066,000
Other costs	185,528	–	185,528	102,795
	185,528	2,092,000	2,277,528	2,168,795
Grants			2024	2023
			£	£
Grants to Institutions – 43 (2023: 34)			2,092,000	2,066,000
			2,092,000	2,066,000
Other costs			2024	2023
			£	£
Professional fees			2,975	5,255
Bank charges			707	680
Foreign exchange (gain)/loss			(169)	(12)
Secretariat			77,550	33,000
Other costs			29,415	1,224
Governance costs:				
• Travel expenses			1,925	3,248
• Secretariat			49,350	21,000
• Auditors remuneration			10,500	10,500
• Accountancy			13,275	27,900
			185,528	102,795

O Trustees

The Trustees, being the key management personnel, received no remuneration and three were reimbursed £1,758 (2023: £3,935) for travel and related expenses during the year.

There were no employees employed during the year (2023: Nil).

P Creditors: amounts falling due within one year

	2024	2023
	£	£
Grants payable (note Q)	–	–
Accruals	10,500	15,540
	10,500	15,540

P Grants Payable

	2024	2023
	£	£
At 1 January	–	50,000
Grants approved (note N)	2,092,000	2,066,000
Grants Paid	(2,092,000)	(2,116,000)
At 31 December	–	–

Grants to institutions

Grants to institutions:	2024	2023
	£	£
The Economist Educational Foundation (UK)	157,000	112,000
Stemette Futures (UK)	120,000	215,000
Helena Kennedy Foundation (UK)	100,000	165,000
Raspberry Pi Foundation (UK)	100,000	100,000
MYBNK (UK)	85,000	150,000
Sammen om en jobb	85,000	100,000
The Poppy Factory (UK)	85,000	100,000
Nema Problema (Norway)	85,000	100,000
ADA, The National College for Digital Skills (UK)	85,000	85,000
The Foundation for Social Entrepreneurs (UK)	80,000	76,000
The Social Mobility Foundation (UK)	75,000	75,000
UAF (Netherlands)	60,000	65,000
Making the Leap (UK)	60,000	60,500
Upwardly Global (US)	60,000	60,000
Point Foundation (US)	60,000	–
StandOut (US)	60,000	–
Loekkefonden (Denmark)	50,000	50,000
Coding Pirates (Denmark)	50,000	50,000
Learn for Life (Denmark)	50,000	100,000
Big Friends (Netherlands)	50,000	40,000
Bytes (UK)	50,000	27,500
Other (22 institutions)	485,000	335,000
	2,092,000	2,066,000

R Cash generated from operations

	2024	2023
	£	£
Net income for the period:	(171,933)	(997,529)
Adjustments for:		
Movements in working capital:		
Decrease in creditors	(4,950)	(103,730)
Cash generated from operations	(176,883)	(1,101,259)

S Related Party Transactions

During the year, PA Holdings Limited, the controlling party provided management and back office administrative services to support the day-to-day operations of the charity totalling £141,000 (2023: £60,000).

T Controlling entity

The PA Foundation is a wholly owned subsidiary undertaking of PA Holdings Limited (registration number 02235016), part of the PA Group of companies, or 'PA' as referred throughout. Jacobs Engineering Group Inc. ("Jacobs"), a US-based company is the ultimate controlling party.

The PA Foundation's impact reporting series →

Sharing the experiences of those we are reaching through our funding is important, not least to highlight the resilience and determination many of our participants show us every day. In 2024, we began a new impact reporting series, which provides first-hand testimonials and evidence of the impact we are having across the UK, US, Nordics, and Netherlands.

Download our reports to find out more about the work of The PA Foundation

Supporting migrants and refugees to thrive, not just survive.

[Download report](#) ↓



Supporting a positive, post-prison future.

[Download report](#) ↓

Equipping young people for a fair chance at a bright future.

[Download report](#) ↓











The PA Foundation

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[paconsulting.com/
the-pa-foundation](http://paconsulting.com/the-pa-foundation)

The PA Foundation is registered
with Companies House in England and Wales
(company number 13435338) and the
Charity Commission for England and Wales
(charity registration number 1196581).

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Inspiring the
innovators and leaders
of tomorrow



Accounts

Annual Report and Accounts

Twenty twenty-three

→ MISSION STATEMENT

The mission of The PA Foundation is to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow; applying their ingenuity to solve the world's biggest challenges.



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A note from our Chair

When we founded The PA Foundation in 2022, we started with the belief that talent was evenly distributed but opportunities were not. We also knew that for those facing disadvantage, there were many lacking access to emerging industries, particularly in Science, Technology, Engineering, and Maths (STEM) fields.

For the Foundation, addressing this gap has become not just a matter of addressing inequality and injustice, but also essential to harnessing the potential of diverse talent and driving innovation.

By investing our time and resources where they are most needed, we not only unlock the potential of often marginalised groups but we enrich our communities, foster resilience, and promote the inclusive values we believe are needed now, more than ever.

Going from strength to strength

In 2023, The PA Foundation went from strength to strength, delivering positive impact through our projects funded in the UK, US, Nordics, and Netherlands. This was a year of scaling and action, focussing on developing the leaders of tomorrow by providing access to education, skills, and employment opportunities.

I am pleased to see that we continued to invest in what have become flourishing relationships with our charitable partners, building trust and increasing our impact together. For example, the expansion of our bursary programme with Helena Kennedy Foundation from 10 to 50 students. This means we can help even more students facing disadvantage to pursue STEM subjects in higher education settings and is indicative of how we have scaled up our activities. Continuing to invest in our existing partners enables them to plan for the long-term and contributes to financial stability, which is ultimately in the interests of our beneficiaries.

Expanding our reach

While continuity was important, we did not stand still. We funded at scale, increasing our ambition to distribute £2 million in 2023 (up from £1 million in 2022). As a result, we saw our portfolio of projects expand from 20 in 2022 to 33 in 2023, including expansion across our target geographies. We also broadened our reach to more marginalised groups through new projects, including employment support for people with disabilities in New York, Belfast, and London. I am also proud that 11 percent of our portfolio is now delivering support to refugees and migrants, and 53 percent is geared towards supporting women and girls in STEM. We can tangibly demonstrate we are working in the areas where inequality exists and taking steps to address it.

We are seeing our impact every day

I was once again delighted to see some of the work of the Foundation first-hand this year. Whether it was supporting young women, girls, and non-binary people through an inspiring STEM insight session or hearing from bursary winners how a grant award supported their ambition to pursue a STEM-related course at university. The breadth of our interventions demonstrates there's no one-size-fits all and there are so many ways we can lend our support.

It's also been a real pleasure to see how our partnership with our founding donors PA Consulting and our supporters, has grown. We see that our funding to charitable organisations can be amplified and enriched through PA volunteers who give up their time and expertise to deliver greater impact and, in many cases, act as role models and mentors that transform someone's life for the better.

In 2023, 27 percent of PA people volunteered 21,000 hours of time, the majority of which was with charitable organisations funded by the Foundation.

External recognition

Finally, it was an honour to be recognised externally for the impact we achieved in 2023 through awards. This included winning Social Mobility Initiative of the Year at the British Diversity Awards, Professional Services Charity Partnership at the Charity Business Awards, and silver award winner at the Social Mobility Awards. These awards are testament to the hard work and dedication of our team, partners, and PA volunteers.

I would personally like to say thank you to all who have contributed to our mission and for taking action in supporting our participants. I very much look forward to seeing what more we can achieve together in the coming years.



Anita Chandraker
Chair of The PA Foundation
Board of Trustees



2.0 Trustees' report →

2.1 →

Introduction

The trustees of The PA Foundation ('the Charity') present their report and the audited financial statements for the financial year ended 31 December 2023.

The financial statements have been prepared in accordance with the accounting policies set out in section 3.3 of the financial statements. They comply with the Charity's Memorandum and Articles of Association, the Companies Act 2006, and the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019).

Mission

The PA Foundation aims to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow; applying their ingenuity to solve the world's biggest challenges.

Charitable objects

The Charity's objects are restricted specifically to the advancement of education for the public benefit through the encouragement and support, financially or otherwise, of innovation and learning: in particular for those who are in need as a result of financial or any other disadvantage. We do this by:

- A** The promotion, improvement, and development of leadership and management skills; and
- B** The provision, encouragement, and promotion of education and the skills needed in employment, instruction or training in professions, vocations, industries, crafts, or trades.

Our target participant groups are:

- Those facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.
- Organisations with charitable purposes and demonstrable outcomes relating to education, skills, and employment.

Public benefit

The trustees confirm that they have complied with the requirements of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. The Charity's activities, which include bursaries, programme delivery, and educational resources, all provide public benefits. Public benefit is also demonstrated throughout this report. In particular, the trustees have considered whether grants being awarded by the Charity are for the public benefit.

2.2 →

Strategy overview

Our impact is rooted in our focused strategy, which revolves around two key programmes.

The first is 'Be ingenious', which is our global education and skills development programme. Working with our chosen charity partners, we provide mentoring, work experience, and career insights (particularly in STEM careers and subjects). We prioritise support to people facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.

The second 'Community innovators', which builds capacity within the charity and not-for-profit sector through bootcamps and pro-bono consulting projects.

With both programmes, we partner with organisations that have been established with charitable purposes working towards providing education and developing skills and employment opportunities.



Strategy at a glance



'Be ingenious' initiative

Target reach: 9,000 people per year



→	Start-up	Skill-up	Step-up	Springboard
Who?	Those facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.			
What?	Focused and targeted training in employability skills and career insight experiences.	STEM learning opportunities and training for in-demand technical skills.	>3 month one-to-one mentoring experiences.	One week work placement opportunities.
Intended outcomes	Opportunities for any age group to: • Be better informed about employment opportunities and the future world of work. • Improve employability by gaining leadership and management skills. • Improve self-esteem and confidence.	• 12- to 16-year-olds have improved access to quality STEM education and learning resources. • Any age group has increased access to formalised learning opportunities in STEM subjects such as coding courses.	• People aged 18+ from disadvantaged backgrounds have access to inspiring PA employee mentors. • Bursaries given to people from disadvantaged backgrounds to pursue STEM subjects alongside mentoring opportunities.	• 15- to 17-year-olds from disadvantaged backgrounds given one week work placement at PA Consulting with 12 months of ongoing support.



'Community Innovators' initiative

Target reach: 200 charitable organisations per year

—



→	Bootcamps / accelerators
Who?	Organisations with charitable purposes and demonstrable outcomes relating to education, skills, and employment, to as well as those supporting people facing multiple barriers based on universal or contextual characteristics.
What?	Targeted support to charitable organisations and social enterprises to build capacity and grow.
Intended outcomes	Charitable organisations and social enterprises increase their income, reach, and impact across our communities.





Building new charity partnerships through the Ingenious Investment Fund

In 2023, we continued support for the majority of our existing charity partners believing that long-term partnerships can deliver sustained benefits for our participants. We also took action to develop a new funding model, the Ingenious Investment Fund, to help us to reach new organisations to bring new and innovative ideas to life.

→	Ingenious Investment Fund
Who?	Small charities and non-profits
What?	The Fund provides unrestricted grants of up to £20,000 to small charities and non-profits with ingenious solutions that support people from disadvantaged backgrounds to access to better education, skills, and employment opportunities. We invited organisations to pitch ingenious ideas from the innovative use of technology to new ways of working to reach hard to reach groups.
Intended outcomes	10 organisations funded to deliver initiatives across the UK, US, Nordics, and Netherlands.

In the pages that follow, we invite you to meet our charity partners, the people they're supporting, and the PA people who are giving their time and expertise to accelerate our impact.





Impact





Introduction

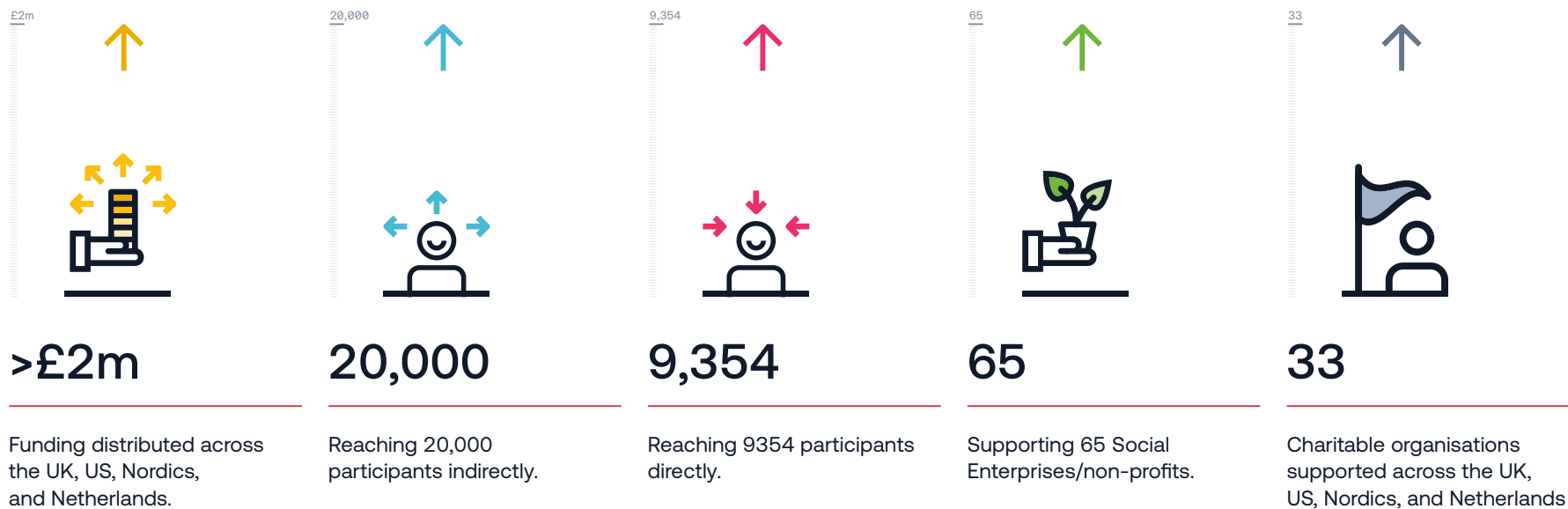
In 2023, our aim to develop and inspire the innovators and leaders of tomorrow led us to work with new partners and to diversify our portfolio of projects and beneficiary groups. We joined forces with 33 charitable organisations delivering education, employability, entrepreneurship, and social mobility outcomes and together will reach over 9,000 beneficiaries.

Funding through The PA Foundation has supported each of our partners to deliver projects that are critical to their mission. Just some of the highlights across our portfolio of projects includes:

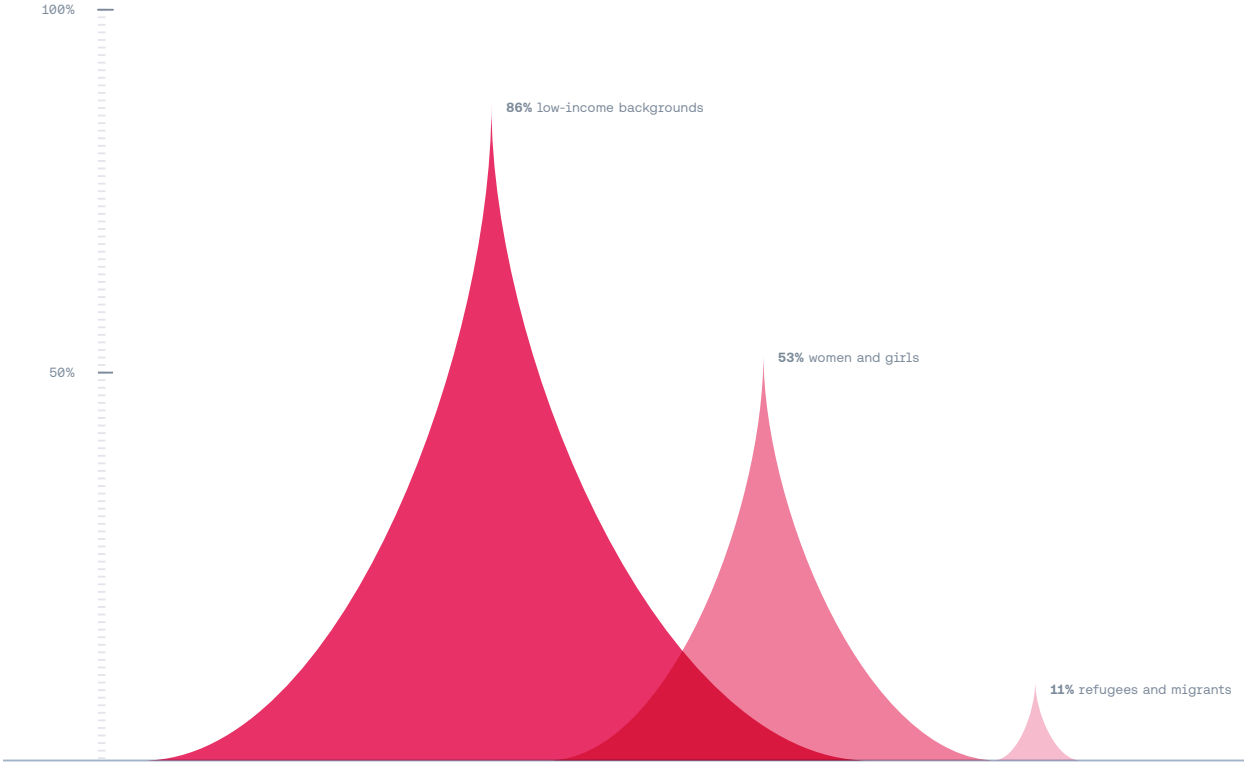
- Our work with **refugees and migrants** increased and now constitutes over 10 percent of funding since The PA Foundation was founded. We were pleased to continue our partnerships with UAF in the Netherlands and Upwardly Global in the US. Additionally, we started new partnerships in Sweden with Nema Problema and in Norway with Sammen om en jobb.
- Through our partnerships with Orchardville in Belfast and Invictus Bakery in New York, we have increased our funding to organisations that support people with disabilities. Both organisations are deeply embedded in their local communities and work with **people with disabilities** to build confidence, develop new skills, and create new employment opportunities.
- We increased our focus on **women and girls**, particularly in promoting access to STEM education and careers. By the end of 2023, 53 percent of our beneficiaries were women and girls who are being supported through organisations such as Stemettes – where our funding supports 1,200 girls and non-binary people through targeted interventions such as hackathons, training academies, and speaker events.

IMPACT →

2023 in numbers



About our participants



Recognition of our work in 2023 →

We were delighted to have received external recognition for our work in partnership with PA Consulting in 2023 through the following awards:

Social Mobility Awards 2023

Silver Award winner in the 'organisation of the year' category.

British Diversity Awards 2024

Winner in the 'Social Mobility Initiative of the year' category.

Third Sector Business Charity Awards 2024

Winner in the 'Professional Services' category for our partnership with The Economist Educational Foundation.



Photo: British Diversity Awards 2024



Photo: Third Sector Business Charity Awards 2024

Partners



“

It has been fantastic to see our portfolio of projects grow to organisations that now cover the UK, US, Nordics, and Netherlands. Our partner organisations are at the forefront of service delivery, supporting their beneficiaries to live happy, healthier, and prosperous lives. Seeing the impact of their work on a daily basis is a real privilege and I am proud that we can play our part through the funding we provide and the connections we make to amazing PA volunteers.”

Jack McMahon
Head of The PA Foundation

Our restricted funding partners →

Restricted funding provides our charity partners with targeted support for a specific programme of activities delivered for the benefit of their recipients. This could be for initiatives such as career coaching, access to higher education, or technical skills development. Financial support is earmarked for the specific activities agreed with The PA Foundation.

PARTNER SPOTLIGHT →

Big Friends*

*Formerly Big Brothers Big Sisters of Utrecht



Big Friends is a mentor programme in the Netherlands that supports children and young people aged between six and 18 years old from low-income families to become more self-confident. Big Friends connects children and young people with carefully selected and well-trained volunteers who help to build bridges across age, culture, and social backgrounds within supervised settings. Its mission is to make a world of difference in the life of every child through a special friendship.

The innovators and leaders of tomorrow

In 2023, Big Friends and PA volunteers designed a new workshop called 'The future of me', which saw a group of children and their Big Friends invited to participate. The volunteers shared stories of their early careers, which ranged significantly owing to the diverse group of experts. The children then mapped out their own qualities and skills, and envisioned their future jobs using different creative materials and collages to bring the work to life.

The workshop was the first of its kind for Big Friends. It opened up a whole new reality for children to learn about the business world and realise their own potential and future opportunities.

In 2023, Big Friends was able to facilitate 113 volunteer matches. Using funds distributed by The PA Foundation specifically, Big Friends created 15 new matches – allowing the charity to continue to grow its reach and improve even more young lives.

In addition to helping fund hands-on volunteering, PA volunteers advised Big Friends on how to optimise and future-proof its organisational structure to support its growth ambitions. This joint work resulted in a new structure at Big Friends, which more seamlessly integrates a range of workforce processes to improve efficiency and support wider goals.

What the participants are saying:

- “I really enjoyed chatting with the consultants in the workshop. It is so cool that PA works all over the world! It was great they offered us inspiration for our futures and helped us find what makes us ‘spark’!”
- “I had so much fun at ‘The future of me’ workshop, listening to the consultants tell us the path they took in life to get where they are today. I have learned that you can achieve anything in life, but you have to work hard for it. Work hard in school and find your purpose in life.”

“

I find interacting and talking to other children and adults very difficult. That's why I'm excited to go to high school. My Big Friend is very open and social and she helps me with my self-confidence. Now if I don't like something, I dare to speak up. At first I didn't dare to give my opinion to adults, I always said 'ok' when I was asked something, but now I do better and I say what I feel!”

Big Friends participant



PARTNER SPOTLIGHT →

Social Mobility Foundation



The Social Mobility Foundation (SMF) works to broaden horizons, create opportunities, and unlock potential with and for ambitious young people facing structural barriers in education and work because of their socioeconomic background. The SMF Aspiring Professionals Programme is open for young people aged 16 to 17 and runs for five years, providing students with access to higher education and workplace insights via professional mentoring, university application support, internship opportunities, and skill development workshops.

The innovators and leaders of tomorrow

The PA Foundation provided funding for PA's London Springboard Work experience programme delivered in partnership with the SMF. The programme puts an emphasis on using innovation to build a positive human future and brings together young people to work in small teams to devise ingenious, technology-driven solutions to the world's most pressing challenges.

This enabled 31 young people from across the UK, that may otherwise not have had the opportunity, to attend a week-long residential programme in London and experience the world of work; specifically management consulting.

Taking place between 7-11 August 2023, the programme supported participants to develop a range of essential skills, as well as experience the workplace. Alongside working in small groups to solve client problems related to the UN Sustainable Development Goals, participants attended skills workshops, a networking session with other experts from across the business, and a careers panel discussion. On the final day, the students presented their solutions to an audience of clients and PA leadership. In addition, all of the young people received nine months of mentoring from a PA expert to support them through their further education and onward career considerations.



What the students are saying:

- “The Springboard experience was amazing! Everyone I met (the staff, the clients, and the other participants) were extremely welcoming and made the week as incredible as it was. It was truly work experience I’ll always remember, and I loved it at PA.”
- “I thought it was an incredible and unforgettable experience which gave me many different life skills I can carry with me into work and higher education.”
- “As the week went on, I could feel my confidence growing. I couldn’t have imagined delivering a presentation like that when I arrived on day one!”
- “The experiences I had and the friends I made on Springboard are ones I’ll keep forever. I’m so glad I applied.”

“

The London Springboard Programme is one of the highlights of every year and this wouldn’t be possible without the collaboration between The PA Foundation and the Social Mobility Foundation. It’s so inspiring to see how much the young people who participate grow in confidence through the programme and they never cease to amaze us with the ingenious ideas they come up with. There is so much talent in our disadvantaged communities and it’s a privilege to play a small part in providing opportunity.”

Oliver Peppiatt

London Springboard lead and volunteer for The PA Foundation

PARTNER SPOTLIGHT →

Ada, the National College for Digital Skills



Ada's mission is to educate and empower the next generation of diverse digital talent. Through the quality of education it delivers, the depth of its industry partnerships, and its focus on diversity, it is changing the face of the tech sector, expanding the talent pipeline, and transforming lives. Ada is a specialist Further Education college, where every student aged 16-19 years old studies Computer Science, and all of its Higher Level students and Degree Apprentices work in skills shortage disciplines in innovative, blue-chip companies.

The innovators and leaders of tomorrow

The PA Foundation has supported Ada to increase the number of young people from disadvantaged backgrounds onto its transformative degree-level apprenticeships by growing recruitment support for both candidates and employers.

In the 2023/2024 academic year, the grant enabled Ada to engage and support more than 500 candidates from diverse backgrounds interested in a career in tech through targeted outreach events and a short course on cyber security. This included Ada conducting 11 outreach events in partnership with local schools in Manchester, community hubs in London, and bootcamp providers in both locations enabling it to connect with a diverse range of prospective apprentices. Of this cohort, 38 percent identified as female or non-binary, 30 percent identified as coming from an ethnic minority, and 45 percent were from a low-income background.

One of Ada's outreach events included an Apprenticeship Fair hosted at Ada's London Campus, which will act as the blueprint for its Manchester Careers Fair. The London Fair brought together 258 participants (31 percent female, 61 percent low-income, and 67 percent ethnic minority) from 31 different schools. The attendees were able to learn about the benefits of tech apprenticeships, connect with employers, and take part in workshops to support their application process.

What the students are saying:

- “I really enjoyed talking to other apprentices at different companies in the open hall to learn more about their personal experience on degree apprenticeships, and any advice they gave to maximise my chances of successfully entering an apprenticeship.”
- “I found the insight given on the life of the apprentices and the work environments was so valuable!”

“

Ada 100 percent prepared me for the world of work. I didn't grasp how realistic and helpful it was at the time, but I can see now how I use the skills that I learned at Ada, and I know that I will continually use them in my future.”

Ada student



PARTNER SPOTLIGHT →

Stemettes



Stemettes is an award-winning charity working to engage, inform, and connect the next generation of women and non-binary people into Science, Technology, Engineering, Arts, and Maths (STEAM) by showcasing a diversity of people working in STEAM. It runs intersectional programmes, impactful events, and inspirational platforms, supporting those aged five to 25. Its vision is for all young women and non-binary people to make informed decisions about careers in STEAM so they can be proportionally represented in the field.

Stemettes partnered with The PA Foundation to deliver a series of events and programmes across 2023, including a hackathon, panel event, Python certification academy, mentoring programme, and school events. Priority was given to young women and non-binary people from low socioeconomic backgrounds, providing an opportunity for them to learn more about their interests and future careers, whilst gaining an insight into the world of PA Consulting, as well as the opportunities within it.



Key achievements include:

- 217 young people engaged directly in Stemettes activity
- 75 percent of the young people engaged were from underrepresented ethnic backgrounds
- 27 young people achieved an industry-recognised Python qualification
- 44 percent of schools that Stemettes worked with are based in the 20 percent most deprived areas of the UK
- 100 percent of school event participants reported an improvement in awareness of STEAM career options, confidence in STEAM abilities, and knowledge of STEAM
- 95 percent of hackathon participants reported an increase in self-confidence.



What the participants are saying:

- “I love designing and coding! It was so fun and there was so much help and support!”
- “The hackathon was really challenging but also a learning experience. It was good to go through the different trial and errors and make decisions on the spot.”
- “The volunteers helped us improve our ideas and code – we were helped to bring our ideas to life.”
- “I now have a greater passion for my future career and look forward to the hard work to come to achieve this.”
- “The role models had a variety of backgrounds, which was truly inspiring to know what could be achieved with just a willingness to learn and some initiative.”

PARTNER SPOTLIGHT →

Upwardly Global



Over the past 20 years, Upwardly Global has focused on providing career resources and tools to immigrants and immigrant-serving organisations. The charity aims to create an enabling environment that unlocks the potential of immigrant, refugee, and asylee professionals to rebuild their lives in the US. The charity has seen how securing skills-aligned, thriving-wage jobs transforms the lives of more than 10,000 job seekers – uplifting their families – and their ability to revitalise communities and contribute to economic growth in the US.

Immigrants today are more educated than at any other time in the history of the US, with almost half possessing at least a bachelor's degree – yet many newcomers remain locked out of skills-aligned opportunities. Upwardly Global is committed to creating new models of workforce inclusion and shifting the narrative about immigrants, refugees, and asylees to one that celebrates their diversity and humanity, and promotes their contributions to US communities and the economy.

Upwardly Global partners with The PA Foundation to create networking, skills-building, and mentorship opportunities for job seekers, critically boosting job seekers' confidence and social capital as they embark on their job search. Leveraging the expertise of PA experts, impactful, skills-based volunteering opportunities are co-created that meaningfully benefit Upwardly Global's community of immigrant and refugee job seekers.



Key achievements include:

- 684 job seekers served through Upwardly Global's Career Coaching Programme
- Job seekers served represented 52 percent women; 56 percent refugees
- Job seekers earned an average starting salary of over \$67,000 — representing a transformational wage increase of nearly \$59,000 per household
- Annual Economic Impact of \$21 million: Immigrants and refugees served by Upwardly Global's Career Coaching Programme contributed a total of \$21,034,797 to the US economy.

What the participants say:

After dedicating years to becoming an anaesthesiologist in Venezuela, Vanessa fled her home country with her husband and daughter due to political unrest in 2017. In New York, she found construction jobs to make sufficient money to live off until she joined Upwardly Global's Career Coaching Programme in 2023 and was matched with a career coach. With this support, she found job openings that matched her skills set and was successful in interviews. In 2023, Vanessa secured a role as a Senior Anaesthesia Technician at New York-Presbyterian Hospital, her first step to restarting her healthcare career.

Vanessa says: "I started to attend the workshops for the health field that Upwardly Global offered. The workshops explained how to research, how to do the residency, and how to apply for those things. I thought, "Okay, I have a medical doctor and anaesthesiology degree from Venezuela, and this institution offered me the opportunity to get a job in a similar field. It doesn't matter if my degree is from another country."

IMPACT →

Partner overviews In the UK



The Bytes Project

The Bytes Project has a mission to help young people achieve their full potential and overcome any barriers they may face. Each year, the organisation aims to ensure that over 3,000 young people access digital technology in communities of promise. The Bytes project has been working with the most disadvantaged young people in Northern Ireland for nearly three decades.

The innovators and leaders of tomorrow

We are engaging 65 young people in the Belfast area through a digital skills access programme. The programme aims to progress participants to accreditation that will prepare them for meaningful employment. Focus areas include workshops in creative digital skills (video editing, graphic design, coding and web design) and a more intensive enhanced digital skills course.

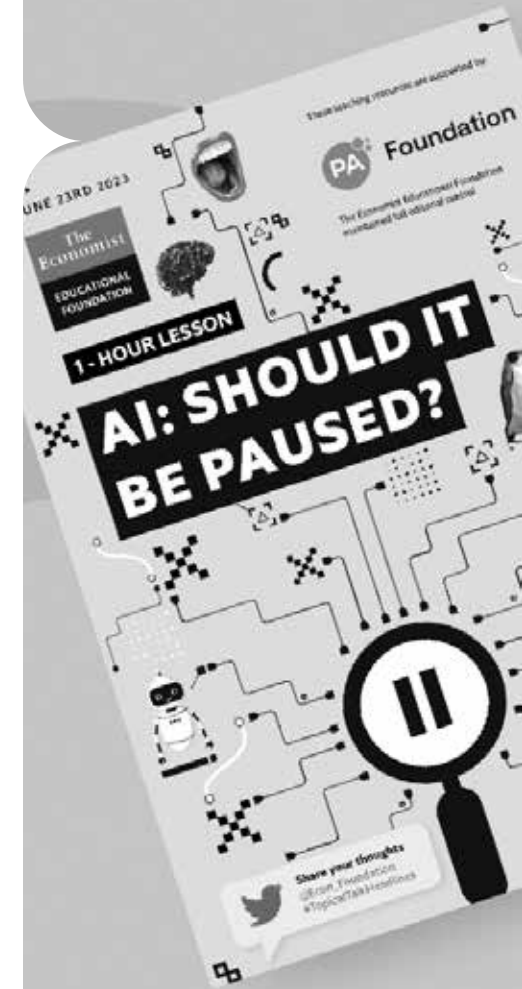


Career Ready

Career Ready is on a mission to boost social mobility and inclusion, ensuring every young person, regardless of background, is empowered to achieve their potential. Career Ready provides masterclasses, mentoring, and work experience opportunities, as well as promoting social mobility across the UK.

The innovators and leaders of tomorrow

We are supporting 135 students from disadvantaged backgrounds over 12 months through several initiatives including inviting 12 young people to undertake a work experience programme at PA, delivering a mentoring programme for 30 mentees, and various masterclasses, workshops and workplace visits.





The Economist Educational Foundation

The Economist Educational Foundation is an independent charity that combines deep educational knowledge with the journalistic expertise of *The Economist* newspaper. It leads high-quality and inspiring discussions that enable school-age children to be curious about news and current affairs, and develop their listening, critical thinking, and communication skills.

The innovators and leaders of tomorrow

We are continuing to develop high-quality, expert-led discussions about STEM-related issues in the news.

We are developing educational resources that reach thousands of students worldwide on topics such as plastics and the planet and a three-part series on AI. We also deliver in-person workshops based on the content we publish, engaging over 250 students directly.



The Helena Kennedy Foundation

The Helena Kennedy Foundation promotes equality of opportunity, enabling disadvantaged Further Education students to realise their potential by supporting them – with financial bursaries and mentoring – through Higher Education into fulfilling careers. The Foundation's beneficiaries are primarily disadvantaged students who have overcome significant barriers to continue with their education at university level.

The innovators and leaders of tomorrow

We are continuing to partner with the Helena Kennedy Foundation to fund an additional 50 bursaries and mentor students who wish to pursue further education and careers in STEM-related fields.

These bursaries remain in memory of the late Jason Robson who was one of the founding trustees of the Foundation and a PA partner. The bursaries are reserved for those students who are keen to make a positive difference in the world.



Making the Leap

Making The Leap is a societal change charity whose mission is to transform the futures of young people from less advantaged socioeconomic backgrounds. It runs a range of programmes that help those aged 11 to 25 develop the skills, confidence, and outlook to succeed in their chosen career. The charity also raises awareness of social mobility issues among UK businesses and organisations, and encourages them to take positive action to help young people progress.

The innovators and leaders of tomorrow

We are supporting students from low-income backgrounds access high-quality careers education that builds their confidence and develops valuable attitudinal and character skills. We are focussed on two schools in the London area to provide over 250 students with CV writing, career insights, mock interviews, and career journey presentations.



My Bnk

MyBnk delivers expert-led financial education programmes to five to 25-year-olds – directly, virtually, and online. It aims to educate participants in money knowledge and skills, building confidence and capability to make money choices to take control of their lives and futures.

The innovators and leaders of tomorrow

We are supporting the delivery of financial education programmes in primary and secondary schools, with a focus on London, Manchester, Scotland, and Northern Ireland. We are reaching 5000 young people aged five to 18 living in areas of high deprivation and those from disadvantaged backgrounds.



Orchardville

Orchardville is a registered charity and social enterprise committed to changing the lives of people with learning disabilities and autism. The organisation believes that with the right support, any individual with a learning disability or autism can reach their full potential and achieve their employment aspirations.

Based in Belfast, Orchardville supports people with learning disabilities or autism aged 16 to 65 through a range of individualised services and programmes.



The Poppy Factory

The Poppy Factory supports veterans with health conditions in to employment, helping them overcome any barriers.

This support is available to individuals who have served in the Armed Forces or Reserves and consider themselves to have any kind of physical or mental health condition.

The innovators and leaders of tomorrow

We are creating new employment opportunities for 20 people with disabilities in organisations that require technology and digital expertise. Participants are given training to succeed in technology and digital careers, as well as supporting employers with disability awareness and greater confidence towards inclusion.

The innovators and leaders of tomorrow

We are providing one-to-one support for over 100 veterans to overcome the barriers to employment throughout their employment journey. This includes help with CV's, job matching, and interview preparation, as well as 'in work' support to ensure veterans stay in employment and succeed.



The Raspberry Pi Foundation

The Raspberry Pi Foundation is a UK-based computing education charity with a mission to enable young people to realise their full potential through the power of computing and digital technologies. Its vision is that every young person develops the knowledge, skills, and confidence to use digital technologies effectively, and to be able to critically evaluate these technologies and confidently engage with technological change.

The innovators and leaders of tomorrow

We are creating new coding clubs in the UK and US. After funding successful pilots in 2022, we are now scaling a 'train the trainer model' to support 40 community educators to reach 400 people in underserved communities, improving access to computing education.



UnLtd

UnLtd supports enterprising people who are transforming our world for good. Its mission is to find social entrepreneurs with bold solutions to today's challenges. Through funding and support, the charity helps social entrepreneurs to realise their potential and create lasting change.

The innovators and leaders of tomorrow

We are supporting 65 social entrepreneurs to develop their business skills and providing mentoring, helping them to scale their own impact. This support is linked to PA volunteers who deliver workshops and clinics that help entrepreneurs to learn and develop in specific areas, such as bid writing and developing funding proposals.

Partner overviews

In the US



Big Brothers Big Sisters US

Big Brothers Big Sisters (BBBS) helps children realise their potential and build their futures. Its mission is to create and support one-to-one mentoring that ignites the power and promise of youth, nurture children, and strengthen communities.

The innovators and leaders of tomorrow

We are working across Boston and New York supporting BBBS US and their employability and skills programme to reach to reach over 100 young people.

IMPACT →

Partner overviews

Across the Nordics
and Netherlands

**Coding Pirates**

Coding Pirates is a non-profit organisation driven by a diverse crowd of IT professionals, teachers, programmers, researchers, and contractors. They all share a passion for providing children and young people the opportunity to improve and enhance their IT skills and creativity.

**The innovators and
leaders of tomorrow**

We are opening new coding clubs across Copenhagen, including one at PA Consulting's offices. This support includes local events and outreach activities for over 100 young people, including over 50 percent female participants.

**Lærforlivet / 'Learn for Life'**

Lær for Livet / Learn for Life is a Danish education programme started in 2013 by the Egmont Foundation with the objective to strengthen the educational competencies of vulnerable children and children placed in care. It does this through supportive learning, enabling them to complete an upper secondary education.

**The innovators and
leaders of tomorrow**

We are providing 180 vulnerable young people who have been placed into the care system holistic support through local youth clubs and youth camps to promote skills development and employability outcomes.

**LøkkeFonden**

The vision of LøkkeFonden is to develop projects that can empower vulnerable boys to complete a youth education programme, enter the labour market, and obtain a life of wellbeing as active and contributing members of Danish welfare society.

**The innovators and
leaders of tomorrow**

We are providing long-term support to over 100 vulnerable boys to acquire skills needed to complete upper secondary education through a two-week learning camp and mandatory one-year group mentoring programme.



Nema Problema

Nema Problema is a non-profit organisation that works to strengthen integration in Sweden. The charity works with mentoring programmes, where a person who is new to Sweden is matched with an established mentor who has a similar professional and educational background. The mentoring programme aims to help people take steps towards the Swedish labour market.

The innovators and leaders of tomorrow

We are delivering tailored mentoring to 50 job seekers looking to enter the Swedish labour market. This includes mentor/mentee pairings and support via skill enhancement sessions, job forums, developmental meetings, and networking.



Sammen om en jobb

Sammen om en jobb's mission is to help immigrants and refugees reach their potential through finding jobs where they can use their skills and competence. They do this through a mentoring programme for immigrants and refugees with higher education, as well as hosting networking events and workshops for the target group.

The innovators and leaders of tomorrow

We are helping to develop Sammen om en jobb's digital platform – the first learning platform available for all immigrants and refugees with higher education in Norway. Through this we are reaching 400 immigrants and refugees through the mentoring programme, alongside support from PA to deliver mentoring and employability sessions.



UAF

UAF has been providing support to refugee students and professionals in their studies and finding them suitable employment in the Dutch labour market since 1948. The charity advises refugees on how to access work, as well as build bridges between refugees, educational institutions, local government organisations, and employers.

The innovators and leaders of tomorrow

We are supporting UAF's 'En-route to work' programme to help 57 refugees find meaningful work through job-readiness, confidence building, and skills training. Alongside this, PA volunteers are providing professional career coaching and mentorship.

Our Ingenious Investment Fund / unrestricted funding →

With unrestricted funding, our charity partners have flexibility in pursuing their charitable missions. For instance, it can be used to support the running of core volunteer programmes, or to help fund other important activities that align with the organisations' strategic priorities.

In 2023, The PA Foundation launched the Ingenious Investment Fund, which enables small charities/non-profits to apply for an unrestricted grant of up to £20,000 to bring their big ideas to life. The Fund, which operates across the UK, US, Nordics, and Netherlands, invests in ingenious solutions that support people from disadvantaged backgrounds to access better education, skills, and employment opportunities.



“

The Ingenious Investment Fund enables us to support small charities through unrestricted funds. By granting them the freedom to allocate resources where they are most needed, we empower these organisations to foster lasting change in our communities.”

Fiona Scott
Senior Community
Engagement Manager,
PA Consulting

The PA Foundation distributed £200,000 of funding to 10 charitable organisations for the following initiatives:

3Pillars Project
THE WILL TO SUCCEED

**Apps
for
Good**

GoodWork

**INSPIRATION
for ALL**

**institute of
imagination**

**INVICTUS
Bakery**

**Question
Jam**

**revolving
doors**

**START
LIFEWORKS**

**tech
she
can**



3Pillars Project

3Pillars Project is developing technology that will measure the impact and improve the delivery of their Fitness Academy programme, which enables a successful and sustainable transition of individuals back into society from prison, as well as providing them with skills and employment opportunities.



Apps for Good

Apps for Good is engaging young people in schools who experience challenging circumstances with digital education and skills through a new pilot project: AI for Good.



The Good Work Group CIC

The Good Work Group CIC is scaling its pilot programme, which aims to break down barriers to work for disadvantaged people through multiple pathways for differing needs. It is also launching a youth engagement forum to bring together young people and employers.



Inspiration for All

Inspiration for All is scaling its Inspiring Partnership programme, which aims to strengthen leadership of educational institutions serving young people in the most disadvantaged communities.

“

We're delighted to have secured funding via the Ingenious Investment Fund, which offers the flexible, unrestricted funding that small organisations need to drive innovation and deliver social impact. The funding we've received from The PA Foundation has allowed us to invest in strengthening our programmes and launch an exciting upcoming youth engagement project. It's been fantastic to strengthen our relationship with PA and work with volunteers from across the business, bringing in much needed skills and capacity to our work.”

Felicity Halstead
Founder, GoodWork



Institute of Imagination

Institute of Imagination to expand its Wild Eco Builders programme by purchasing more tech equipment needed to run its workshops. This provides hands-on STEAM learning experiences for five to 11-year-olds in underserved communities.



Revolving Doors

Revolving Doors to pilot The Revolving Doors Academy; an intervention for those with repeat criminal justice contact experience to gain skills, qualifications, and confidence.



Tech She Can

Tech She Can is developing a new animation for its Tech We Can schools programme aimed at inspiring five to 10-year-olds to pursue a career in tech.



Invictus Enterprises Foundation, Inc

Invictus Enterprises Foundation, Inc, is delivering a range of culinary vocational training courses for autistic young adults and will use the grant to pilot its current successful Hire Me curriculum in a new programme.



Start Lighthouse

Start Lighthouse is creating access to high-quality literary experiences and resources for its students. It is using the funds to launch a US Hispanic author and artist residency programme to engage asylum-seeking students in its literacy hubs.



The Question Collective

The Question Collective is creating a digital game (Question Jam) to promote critical thinking and develop problem-solving skills for students from lower socioeconomic backgrounds.

“

Start Lighthouse, a New York City-based nonprofit in its fourth year, has been incredibly fortunate to receive support from The PA Foundation. Beyond its generous funding, PA Consulting's hands-on involvement through volunteer engagement days has been instrumental in deepening our impact. The unrestricted funding from The PA Foundation has enabled significant organisational growth. It has allowed us to double our reach, impacting more students by expanding our team and enhancing our capacity.”

Rina Madhani
Co-founder and Executive Director,
Start Lighthouse

Other unrestricted funding →

In addition, The PA Foundation provided unrestricted funding to StandOut.



StandOut

StandOut's mission is that more people leaving prison are empowered to transform their own lives, realise their potential, and escape the justice system for good. The charity delivers against this mission through intensive programmes for those inside prison, followed by one-to-one coaching and holistic support after release for as long as required.





2.4 →

PA people in action

PA's diverse teams give their time and expertise

The PA Foundation amplifies its impact through the fantastic work of PA people, who volunteer their time and expertise to support our charity partners. PA people are passionate about building a positive human future and are united in the belief that doing good is the right thing to do. →



Millie Grant

People and change expert,
and volunteer for Stand Out

“Working with StandOut allows me to get a real-life perspective of what our prison system is really like – debunking the myths and media headlines, and allowing me to form my own opinion. At PA, I work with clients across the justice system, and the insight I gain from volunteering with StandOut helps me to understand the wider criminal and justice system in a unique and purposeful way. I get so much out of the experience, and I love supporting other PA people to get lots out of the experience too – we are so proud to have recently celebrated 100 PA volunteers with StandOut!

During the times I have volunteered, I have supported people in prison with CV writing and mock interview practice. During one session, I was helping a young man with his CV and he was initially really shy because he didn't think he had much to offer, and had never written a CV before. But then he started to open up to me and talk me through his experience, and by the end he'd got a list of valuable skills about himself. He told me afterwards that he felt excited about the possibility of being able to make a positive difference once he's released. Helping someone with a CV might seem like a small thing because it's just about a piece of paper in that moment. But it's treating people as people, helping them to see the value they do have to society, and creating positive change – both for individuals and the wider system.”



Madan Srinivasan

People and change expert,
and volunteer for Career Ready

“When you’re just starting out in your career, particularly if you’re from a disadvantaged background, it can be a difficult world out there. How do you present your best side in term of skills and competencies? Volunteering with Career Ready is about helping young people bring out the best in themselves – we all have our unique strengths so it’s about helping young people with the skills and confidence to allow their strengths to blossom.

My work leading the internship programme for Career Ready students has been personally rewarding. Being able to get deep into tailoring the learning materials based on 10 skills curated specifically for the students, and making the learning modules more contextual, has been amazing.

It’s also been really inspiring to see how many other colleagues did not hesitate to say “Yes” to co-facilitate the sessions. And the impact is clear to see – in just a few weeks, I’ve seen these students have transformed into more confident versions of themselves and kick-started their career in a fine way.

When you do something good for yourself and you succeed – that’s one thing. But when you put in some effort to help someone else and build a connection – when you see them succeed, it gives you so much more joy and fulfilment.”



Olivia Rofe

Digital trust and
cyber security expert,
and volunteer for Stemettes

“When I was at school, we didn’t have anything like Stemettes directly targeting girls and non-binary people to learn about the careers and opportunities within tech and STEAM, which is why I’m so motivated to volunteer with the organisation. I’ve been involved with hackathons, panel discussions, and coding, and the children and young people are genuinely engaged with it all. And it’s great we do things with younger students too, not just teenagers. They have such amazing ideas that go way beyond whatever I could’ve thought of doing at their age – I might be a role model for them, but they’re also a role model to me.

Stemettes events provide such a level playing field – regardless of the age of the children and young people, everyone’s there with the same mission and there’s always something different to learn, which is really rewarding to see.

I’ve met some incredible people that I wouldn’t necessarily have crossed paths with before, including other volunteers who are colleagues at PA. There’s time to chat and get to know one another – seeing how much we all enjoy ourselves is a massive driver to keep volunteering.”



Kevin Peterson

Agile expert, and volunteer
for Point Foundation

“Point Foundation is an incredible organisation that I’ve supported for a number of years, and I was overjoyed it was selected to be supported by the PA Foundation last year.

I’m motivated to support LGBTQ+ youth because they are our future, and I’d like to provide the type of support that wasn’t available for previous generations. Point’s support of queer students is unparalleled by providing the financial support, hands on mentoring, and many other resources to support them through their education.

My volunteering for Point has included reading scholarship applications and mentoring a small group of Point scholars on a one-to-one basis. The ability to connect at an even closer level with Point scholars has been extremely rewarding - getting to know the next generation of LGBTQ leaders and support them in their educational journey.

I’d really encourage others to get involved, so we can continue to expand the breadth and impact of Point. It’s already grown significantly over recent years, but there are still so many more incredible LGBTQ+ students who could use our support.”



Lærke Tang Sørensen

Agile expert, and
volunteer for LøkkeFonden

“Before I became part of PA, I took part in LøkkeFonden’s signature project, Boys Academy, where I personally experienced how significant it is for a young boy who is academically and socially challenged to be seen, met, and heard by adults. So, when the opportunity for a partnership between The PA Foundation and LøkkeFonden presented itself, I knew I wanted to get involved.

The boys we work with face many challenges, particularly academically. But I have also seen how quickly the boys grow and advance in subjects like maths with the right help, and I have experienced many ‘a-ha’ moments with phrases from these boys like “Is that really all it is!?”

Volunteering with other consultants from diverse areas of expertise has also provided a unique opportunity to build bonds and strengthen communities within PA.

I’m so proud to work for an organisation that takes significant social responsibility. Feedback from the recent volunteer events between The PA Foundation and LøkkeFonden has been filled with lots of positive responses from both volunteer consultants, LøkkeFonden staff, and the boys who participated. I’d encourage everyone to reach out if they are curious to learn more or find out how they can get involved in the future.”



2.5 →

Additional reporting

A Structure, governance, and management

The Charity was registered with Companies House in England and Wales as a company limited by guarantee with Articles of Association (as of 2 June 2021, registration number 13435338) and the Charity Commission for England and Wales (as of 15 November 2021, registration number 1196581).

The PA Foundation is a wholly owned subsidiary undertaking of PA Holdings Limited (registration number 02235016), or ‘PA’ as referred throughout. Jacobs Solutions Inc. (“Jacobs”), a US-based company is the ultimate controlling party.

Governance

The Charity is governed by a Board of Trustees, who are also directors for the purposes of company law, which includes members who are connected to PA and members who are independent. While the Charity bears PA’s trading name, it is independent of PA and the trustees perform their duties under this guiding principle.

New trustees are appointed by the existing trustees through an ordinary resolution and appointed for a two-year term. The number of trustees shall not be less than five but shall not exceed eight. At the end of 2023, the Board comprised of seven trustees selected based on integrity and professional experience required by the Charity including legal, marketing, fundraising, and financial management.

The Board decides on the overall strategic direction of the Charity, as well as approving and overseeing all policies. This includes determining the Charity’s priorities, setting budgets, authorising all grant-making activity and oversight of audit and risk management. The trustees met four times in 2023.

All newly appointed trustees are given an induction to their role, including guidance on their responsibilities as trustees and the objects of the Charity. In addition, trustees are provided with a copy of the Charity’s Articles of Association, strategy, and policy documents.

Trustees are not remunerated but are entitled to claim reasonable expenses for going about their work in support of the Charity and its objects. None of the trustees has any beneficial interest in the company. All trustees are members of the company and guarantee to contribute £1 in the event of a winding up. →

Management

The trustees delegate the day-to-day running of the Charity to the Charity's Secretariat led by PA's Head of Communities, who functions as the Head of The PA Foundation. The Head of The PA Foundation is ultimately accountable to the trustee Board for ensuring that the trustee Board meets its obligation to perform its functions within the available financial resources. The Head of The PA Foundation has overall executive responsibility for the Charity's activities; is responsible to the Chair and the trustee Board for ensuring that its financial obligations and targets are met, and has overall executive responsibility for the Charity's system of internal control.

Risk management

The trustees have reviewed the major strategic, operational, and financial risks to the Charity and have established systems to mitigate those risks. The Secretariat is responsible for management of risk and guiding trustees to consider further risks that could negatively impact the objects of the Charity. The trustees review the risk register at each general meeting, to test their relevance and to oversee any mitigation plans being carried out. The following risks have been identified as having the greatest potential impact on the achievement of the Charity's strategic objectives:

Risk	Mitigation
The reputational risk of making awards to inappropriate recipients and purposes failing to qualify for public benefit requirements.	• The trustees are advised in their decision-making through expertise from within the Secretariat. • Robust due diligence process in place for all grant recipients. • Public benefit test assessed with each grant. • Reporting process in place to capture evidence of positive outcomes for public benefit.
The financial risk of income source dependency from the founding corporate donors.	• Public commitment by PA to donate £10 million of funding to the Charity over five years. • Diversification of funding from other sources to include individual giving. • Maintenance of reserves policy and regular scrutiny/management of finances to avoid over-commitment of funds.
Safeguarding of participants taking part in activities funded by the Charity.	• Due diligence process on all grant recipients carried out and check that policies exist regarding safeguarding, child protection, and do no harm. • Grant recipients required to comply with charities' safeguarding policy. • Regular reporting requirements regarding safeguarding.

The trustees consider that there is minimal credit risk and some exposure to foreign currency risk given its operations abroad.

**B Strategy and objectives
for the public benefit**

Grant making policy

The Charity’s primary function is to disburse grants to charitable organisations through activities that align to its objects. The Charity’s grant making policy sets out the criteria and due diligence requirements for all organisations (charities and non-profits) seeking to apply for grant funding.

To be awarded a grant, trustees must first be satisfied that the activities proposed in the grant proposal are in furtherance of the Charity’s objects. Trustees can award grants to recipients on either a restricted or unrestricted basis, and either a onetime or multi-year basis.

The Secretariat supports trustees by developing a pipeline of eligible grant applications and carrying out due diligence before trustees are asked to consider a grant proposal.

The Charity considers applications from organisations that have been invited to apply or that choose to apply through its Ingenious Investment Fund. It is not currently accepting any ad-hoc unsolicited proposals.

**C Reference and
administrative details**

Trustees

Anita Chandraker (Chair)

Christine Berry
Resigned 1 March 2024

Neil Clayton

Kully Janjuah

Gemma Rogers

Jo Scarlett

Martin Tillisch

Management Team (Secretariat)

Jack McMahon
Head of The PA Foundation

Fiona Scott
Senior Community
Engagement manger

Jasia Maczkiewicz
Finance lead

Megan Stanley
Legal

Administrative details

Charity number

1196581 (England and Wales)

Company number

13435338 (England and Wales)

Registered office

10 Bressenden Place
London
SW1E 5DN
United Kingdom

Website

[paconsulting.com/
the-pa-foundation](http://paconsulting.com/the-pa-foundation)

Accountants

RSM UK Tax and Accounting Limited
Chartered Accountants
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
Buckinghamshire
MK9 1BP

Auditors

Azets Audit Services
2nd Floor, Regis House
45 King William Street
London
EC4R 9AN
United Kingdom

Solicitors

BDB Pitmans
One Bartholomew Close
London
EC1A 7BL
United Kingdom

Bankers

HSBC
8 Canada Square
E14 5HQ
London
United Kingdom



D Financial review

Income

In March 2022, PA made a public commitment to support the Charity through donations of £10 million over a five-year period. The Charity’s fundraising policy sets out the approach to fundraising. The Charity generates funds from a number of sources including:

- I annual monetary and in-kind donations from PA and its benefactors
- II donations from individuals connected to PA, including PA employees, their friends and family
- III donations from individuals and third parties unconnected to PA.

During 2023, the Charity recognised income of £1,177,482. To support fundraising efforts, the Charity is registered with the Fundraising Regulator in England, Wales and Northern Ireland, as well as engaging with the third-party portal JustGiving to receive donations. The Charity is grateful for the support of PA, its employees, and its benefactors for their generous continued donations and continued support.

Expenditure

The Charity’s expenditure in 2023 was £2,175,011 and 95 percent of all expenditure was directed towards grant funding to charitable organisations.

Reserves policy

As of 31 December 2023, the Charity has £640,237 of total / free reserves, all of which are unrestricted. The Charity's reserves policy is reviewed annually and was last reviewed and approved by trustees on 19 June 2023. The trustees consider that the minimum level of reserves required to protect the Charity from the potential financial impact of known risks are between £500,000 - £750,000.

The purpose of the reserves is primarily to:

- protect the Charity and ensure that it can continue to operate if experiencing any fluctuation in income from year to year, including the minimal risk that PA funding commitment changes
- meet all planned operational costs for the following year
- provide access to emergency funding for grants beyond the current year's budget.

Investment policy

The Charity's approach to financial investments includes due consideration to ensuring the best possible financial return, exposure to risk of losing market value, and ability to manage liquidity risk. In 2023, no investments were made.

E Plans for future periods

In its second year of operations, the Charity continued to build on its impact, develop strong partnerships, and begin funding at scale. In 2024, the Charity aims to:

- 1 **Maintain our funding commitments and build on existing partnerships:**
 - we will continue with our aim to distribute £2 million in funding in 2024
 - we aim to continue developing the relationships with our existing restricted funding partners to support the Charity to deliver on its strategic priorities
 - we will look to provide continuation of our interventions wherever possible or deliver new interventions if needed and in the best interests of the intended participants/beneficiaries.
- 2 **Increase our impact reporting:**
 - we aim to engage further with our donors and key stakeholders to inform them of the impact the Charity is having across our communities
 - we will share thematic deep-dive reports on our work across a number of areas including support for refugees/migrants, those with experience of the justice system, and women and girls in STEM fields.
- 3 **Create opportunities to increase and diversify income:**
 - we will support new fundraising initiatives within PA and directly engage with employees and alumni to share ways in which donations can be made
 - we will explore new funding routes for the Charity and look at new delivery models that may appeal to a diverse range of external donors.

F Statement of trustees' responsibilities

The trustees, who are also directors for the purposes of company law, are responsible for preparing the Strategic report, 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 period which 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 then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent

- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for the safeguarding of assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information
- 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 UK governing the preparation and dissemination of financial statement may differ from legislation in other jurisdictions.

Independent auditor

Azets Audit Services has expressed its willingness to be reappointed as the Charity's auditor. A resolution to appoint Azets Audit Services will be put to the Trustee Board before the end of the next financial year.

This report is prepared in accordance with the provision of Part 15 of the Companies Act 2006 relating to companies subject to the small companies regime.

By order of the Board of Trustees



Anita Chandraker
Trustee (Chair)
JUNE 2024



3.0 Independent auditors' report →

3.1 →

Overview of key matters

Opinion

We have audited the financial statements of The PA Foundation (the ‘charitable company’) for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company’s affairs as at 31 December 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Report of the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees, who are also directors for the purposes of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- reviewing minutes of meetings of those charged with governance;
- assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;

- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

J Howard FCA
(Senior Statutory Auditor)
for and on behalf of
Azets Audit Services
Statutory Auditor
2nd Floor Regis House
45 King William Street
London
EC4R 9AN

27 June 2024

3.2 →

Statement of financial activities for the financial year ended 31 December 2023

		Year ended 31 December 2023	Period ended 31 December 2022
	Notes	£	£
Income			
Donations and legacies	L	1,177,482	3,001,342
Total income		1,177,482	3,001,342
Expenditure			
Cost of raising funds	M	6,216	6,054
			–
Charitable activities: Promotion of education and skills	N	2,168,795	1,357,522
Total expenditure		2,175,011	1,363,576
Net (Expenditure) / income		(997,529)	1,637,766
Fund balances at 1 January		1,637,766	–
Fund balances at 31 December		640,237	1,637,766

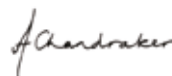
All income and expenditure has arisen from continuing activities.
 All recognised gains and losses are included in the Statement of Financial Activities.
 All income and expenditure relates to unrestricted funds.
 The notes on pages 67 to 71 form part of these financial statements.

Balance Sheet

as at 31 December 2023

		2023		2022	
	Notes	£	£	£	£
Current assets:					
Cash at bank and in hand		655,687		1,756,946	
		655,687		1,756,946	
Creditors: amounts falling due within one year	P	(15,450)		(119,180)	
Net current assets			640,237		1,637,766
Total assets less current liabilities			640,237		1,637,766
Funds Unrestricted funds			640,237		1,637,766
			640,237		1,637,766

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies. The accounts were approved by the Board of Trustees on Friday 21 June 2024 and signed on its behalf by:



Anita Chandraker,
Chair of The PA Foundation's Board of Trustees, 21 June 2024.

The notes on pages 67 to 71 form part of these financial statements.

Statement of cash flows

for the year ended 31 December 2023

	Notes		2023		2022
			£		£
Cash inflows from operating activities:					
Cash generated from operations	R		(1,101,259)		1,756,946
Net increase in cash and cash equivalents			(1,101,259)		1,756,946
Cash and cash equivalents at the beginning of the year			1,756,946		–
Cash and cash equivalents at the end of the year			655,687		1,756,946
Cash and cash equivalents comprise:					
Cash at bank and in hand			655,687		1,756,946

The notes on pages 67 to 71 form part of these financial statements.

3.3 →

Notes to the financial statements for the financial year ended 31 December 2023

Accounting policies

A Company formation

The PA Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is 10 Bressenden Place, London, SW1E 5DN.

B Accounting convention

These accounts have been prepared in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”). “Accounting and Reporting by Charities” the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2018. The charity is a Public Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

C Going concern

The Trustees consider that there are no material uncertainties over the Foundation's ability to continue as a going concern due to its significant cash balances and reserves.

D Charitable funds

Unrestricted funds are available for use at the discretion of the directors in furtherance of the charitable objectives unless the funds have been designated for other purposes.

E Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt.

F Expenditure

All expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under headings that aggregate all costs relating to the category, as follows:

Cost of raising funds are subscription fees payable for the provision of the JustGiving online fundraising site.

Expenditure on charitable activities includes the costs of promotion of education and the skills needed in employment, instruction or training in professions, vocations, industries, crafts, or trades and other activities to further the purposes of the charity and their support costs.

Grants payable in furtherance of the charity's objects are recognised in the year in which the grant is formally approved by the Charity and has been communicated to the recipient, except to the extent that it is subject to conditions that enable the charity to revoke any award.

Support costs represent other costs and governance costs, which are recognised on an accruals basis. Governance costs represent those costs associated with the governance arrangements relating to the general running of the charity. Such costs include external audit fees, related trustee costs and compliance with statutory requirements.

G Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

H Financial instruments

The Charity has elected to apply the provisions of Section 11 Basic Financial Instruments' and Section 12 'Other Financial Instruments Issued' of FRS 102 to all of its financial instruments. Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised costs.

Basic financial liabilities

Basic financial liabilities, including other payables, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, in which case it is measured at the present value of future cashflows.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

I Foreign exchange

Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net incoming reserves for the period.

J Taxation

The Charity is exempt from tax on income and gains to the extent that these are applied to its charitable objects.

K Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only the period, or in the period of revision and future periods where the revision affects both current and future periods.

L Donations and legacies

	2023	2022
	£	£
Donations from institutions	1,150,000	3,000,000
Donations from individuals	27,472	1,341
	1,177,472	3,001,341

M Cost of raising funds

	2023	2022
	£	£
Secretariat	6,000	6,000
Subscription fees	216	54
	6,216	6,054

N Charitable activities

	Support costs	Grant	Total 2023	Total 2022
	£	£	£	£
Grants paid and committed	–	2,066,000	2,066,000	1,273,000
Other costs	102,795	–	102,875	84,522
	102,795	2,066,000	2,168,795	1,357,522
Grants			2023	2022
			£	£
Grants to Institutions – 34 (2022: 20) (note Q)			2,066,000	1,273,000
			2,066,000	1,273,000
Other costs			2023	2022
			£	£
Professional fees			5,255	7,505
Bank charges			680	230
Foreign exchange (gain)/loss			(12)	(29)
Secretariat			33,000	33,000
Other costs			1,224	–
Governance costs:				
• Trustee expenses			3,248	1,396
• Secretariat			21,000	21,000
• Auditors remuneration			10,500	9,180
• Accountancy			27,900	12,240
			102,795	84,522

O Trustees

The Trustees, being the key management personnel, received no remuneration and 4 were reimbursed £3,935 (2022: £1,396) for travel and related expenses during the year.

P Creditors: amounts falling due within one year

	2023	2022
	£	£
Amounts owed to group companies	–	60,000
Grants to institutions – 34 (2022: 20) (note Q)	–	50,000
Accruals	15,540	9,180
	15,540	119,180

Q Grants Payable

	2023	2022
	£	£
At 1 January	50,000	–
Grants approved (Note N)	2,066,000	1,273,000
Grants Paid	(2,066,000)	(1,273,000)
At 31 December	–	50,000

Grants to institutions

Grants to institutions:	2023	2022
	£	£
Ada, National College for Digital Skills (UK)	85,000	85,000
Big Brothers Big Sisters of America	80,000	–
Coding Pirates Denmark	50,000	–
Helena Kennedy Foundation (UK)	165,000	180,000
Learn for Life (Denmark)	100,000	60,000
LøkkeFonden	50,000	–
Making the Leap (UK)	60,500	58,000
MyBnk	150,000	–
Nema Problema	100,000	–
Other - 16 institutions (2022: 10 institutions)	322,500	374,000
Raspberry Pi Foundation (UK)	100,000	110,000
Sammen om en jobb	100,000	–
Stemette Futures (UK)	215,000	215,000
The Economist Educational Foundation (UK)	112,000	55,000
The Foundation for Social Entrepreneurs / Unltd (UK)	76,000	75,000
The Poppy Factory	100,000	–
The Social Mobility Foundation (UK)	75,000	57,000
UAF (The Netherlands)	65,000	65,000
Upwardly Global (US)	60,000	54,000
	2,066,000	1,273,000

R Cash generated from operations

	2023	2022
	£	£
Net income for the period:	(997,529)	1,637,766
Adjustments for:		
Movements in working capital:		
Increase in creditors:	(103,730)	119,180
Cash generated from operations:	(1,101,259)	1,756,946

S Related Party Transactions

During the year, PA Holdings Limited, the controlling party provided management and back office administrative services to support the day-to-day operations of the charity totalling £60,000 (2022: £60,000).

T Controlling entity

The PA Foundation is a wholly owned subsidiary undertaking of PA Holdings Limited (registration number 02235016), part of the PA Group of companies, or 'PA' as referred throughout. Jacobs Engineering Group Inc. ("Jacobs"), a US-based company is the ultimate controlling party.





The PA Foundation

10 Bressenden Place
London SW1E 5DN
United Kingdom

enquiries@pafoundation.org

[paconsulting.com/
the-pa-foundation](https://paconsulting.com/the-pa-foundation)

The PA Foundation is registered
with Companies House in England and Wales
(company number 13435338) and the
Charity Commission for England and Wales
(charity registration number 1196581).

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5-392500 PA Foundation June 2024.



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Inspiring the
innovators and leaders
of tomorrow

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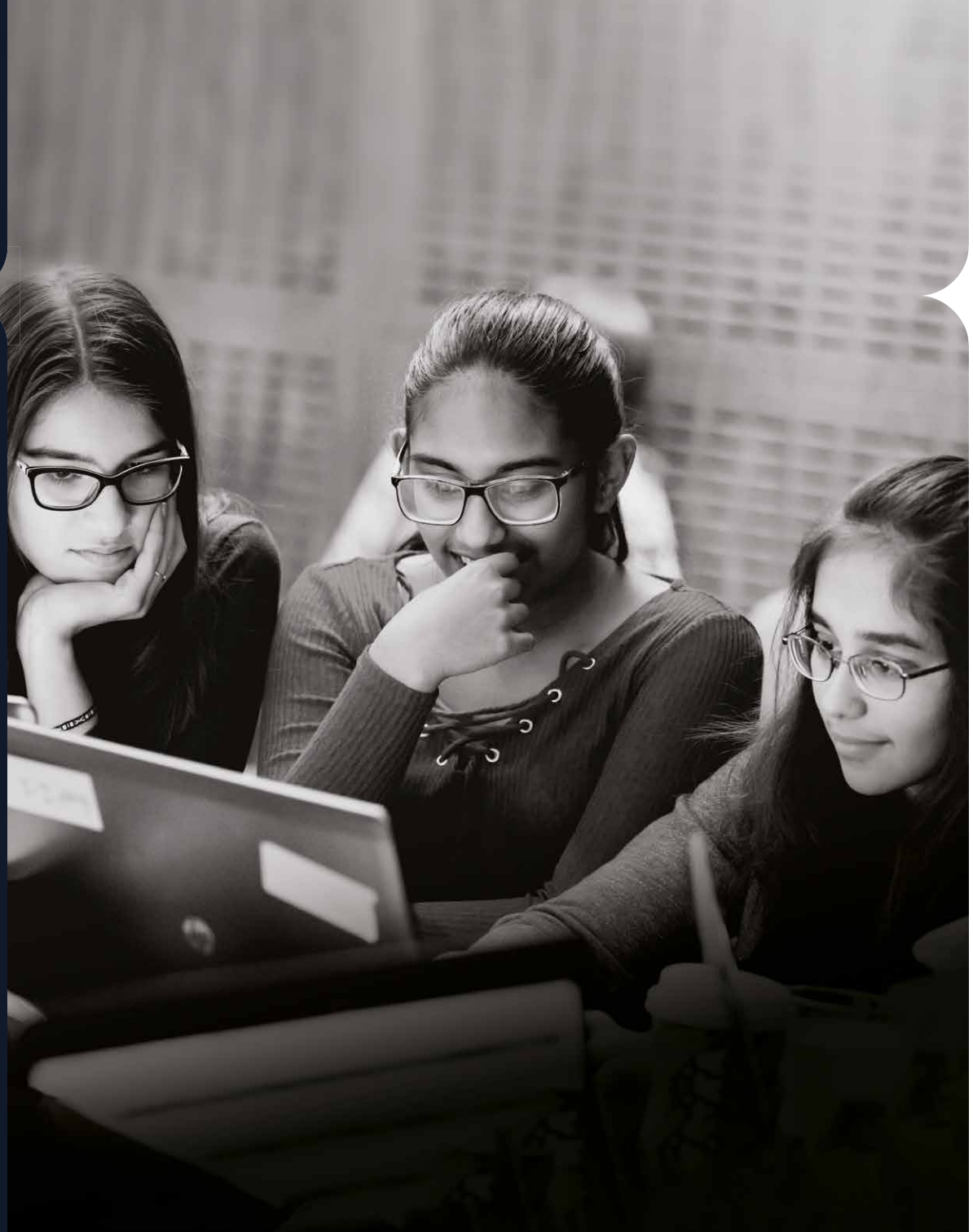
Accounts

Annual Report and Accounts

Twenty twenty-two

→ MISSION STATEMENT

The mission of The PA Foundation is to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow; applying their ingenuity to solve the world's biggest challenges.



Contents

1.0 → INTRODUCTION

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0.1 →

Leading the charge

I think we'd all agree there is no shortage of challenges facing the world. And that overcoming these obstacles requires new human-centric approaches and ingenious application of technology.

Having personally worked in the innovation space for more than three decades, advising organisations of all shapes and sizes on building a better tomorrow, one thing has always stood out for me: the importance of having diverse people on the team with the skills and passion to innovate.

It mattered then. It'll matter even more in the future.

Inspiring the next generation

That's why I'm so pleased that PA Consulting established The PA Foundation with a bold mission to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow. We want to equip the next generation to apply their ingenuity to solve the world's biggest challenges by supporting them to develop their skills and confidence as they enter employment.

We do this by giving financial support to charities whose missions align with ours, and who are supporting people through a range of initiatives — such as running coding clubs, developing STEM education resources, and giving bursaries to pursue STEM subjects at university.

Yet we recognise financial support alone isn't the answer. At each step of the way, PA employees also give their time and expertise to our charity partners and the people they serve, amplifying the impact of The PA Foundation's grant-making work.

Forging new partnerships to advance our mission

I'm proud of what The PA Foundation has achieved in 2022, our first year of operation. So far, we've forged 20 new partnerships with charities across the US, UK, Nordics, and Netherlands. We have distributed more than £1.2 million, and we are on track to disburse £10 million in the next five years. The initiatives under way will directly impact more than 3,000 people facing disadvantage (with many thousands more being reached indirectly), and 65 social enterprises.

I want to thank our charity partners; I'm humbled by the incredible work you do, and your dedication and commitment to those you serve. Thank you for collaborating with us to advance our cause.

Thank you also to the PA volunteers who team up alongside our partners, giving your time and sharing your expertise so generously. And a special thanks to all the founding donors to The PA Foundation. Your support is invaluable.

We're all on this mission together

Finally, a word about someone who isn't with us to share the unveiling of our first Annual Report. Jason Robson, a Trustee of The PA Foundation, long-time Partner at PA, and a wonderful person, sadly passed away unexpectedly in May 2022. He was instrumental in helping us as we set up this charity. We miss his warmth, wise counsel, and dry humour. I know he'd be proud of what we've achieved so far, and that his presence will continue to be felt in the years to come. This report is dedicated in memory of Jason.

Here's to another great year of impact. Here's to the innovators and leaders of tomorrow.



Anita Chandraker
Chair of The PA Foundation
Board of Trustees



2.0 Trustees' report →

2.1 →

Introduction

The trustees of The PA Foundation ('the Charity') present their report and the audited financial statements for the financial year ended 31 December 2022.

The financial statements have been prepared in accordance with the accounting policies set out in section 3.3 of the financial statements. They comply with the Charity's Memorandum and Articles of Association, the Companies Act 2006, and the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019).

Mission

The PA Foundation aims to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow; applying their ingenuity to solve the world's biggest challenges.

Charitable objects

The Charity's objects are restricted specifically to the advancement of education for the public benefit through the encouragement and support, financially or otherwise, of innovation and learning; in particular for those who are in need as a result of financial or any other disadvantage. We do this by:

- A** The promotion, improvement, and development of leadership and management skills; and
- B** The provision, encouragement, and promotion of education and the skills needed in employment, instruction or training in professions, vocations, industries, crafts, or trades.

Our target participant groups are:

- Those facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.
- Organisations with charitable purposes and demonstrable outcomes relating to education, skills, and employment.

Public benefit

The trustees confirm that they have complied with the requirements of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. The Charity's activities, which include bursaries, programme delivery, and educational resources, all provide public benefits. Public benefit is also demonstrated throughout this report. In particular, the trustees have considered whether grants being awarded by the Charity are for the public benefit.

2.2 →

Strategy overview

Our impact is rooted in our focused strategy, which revolves around two key programmes.

The first is 'Be ingenious', which is our global education and skills development programme. Working with our chosen charity partners, we provide mentoring, work experience, and career insights (particularly in STEM careers and subjects). We prioritise support to people facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.

The second is 'Community innovators', which builds capacity within the charity and not-for-profit sector through bootcamps and pro-bono consulting projects.

With both programmes, we partner with organisations that have been established with charitable purposes working towards providing education and developing skills and employment opportunities.



Strategy at a glance



'Be ingenious' initiative

Target reach: 3,000 people per year

—



→	Start-up	Skill-up	Step-up	Springboard
Who?	Those facing disadvantage, particularly those from low-income backgrounds, as well as those facing multiple barriers based on universal or contextual characteristics.			
What?	Focused and targeted training in employability skills and career insight experiences.	STEM learning opportunities and training for in-demand technical skills.	>3 month one-to-one mentoring experiences.	One week work placement opportunities.
Intended outcomes	Opportunities for any age group to: • Be better informed about employment opportunities and the future world of work. • Improve employability by gaining leadership and management skills. • Improve self-esteem and confidence.	• 12- to 16-year-olds have improved access to quality STEM education and learning resources. • Any age group has increased access to formalised learning opportunities in STEM subjects such as coding courses.	• People aged 18+ from disadvantaged backgrounds have access to inspiring PA employee mentors. • Bursaries given to people from disadvantaged backgrounds to pursue STEM subjects alongside mentoring opportunities.	• 15- to 17-year-olds from disadvantaged backgrounds given one week work placement at PA Consulting with 12 months of ongoing support.



'Community Innovators' initiative

Target reach: 200 charitable organisations per year



→	Bootcamps / accelerators
Who?	Organisations with charitable purposes and demonstrable outcomes relating to education, skills, and employment, to as well as those supporting people facing multiple barriers based on universal or contextual characteristics.
What?	Targeted support to charitable organisations and social enterprises to build capacity and grow.
Intended outcomes	Charitable organisations and social enterprises increase their income, reach, and impact across our communities.

In the pages that follow, we invite you to meet our charity partners, the people they're supporting, and the PA people who are giving their time and expertise to accelerate our impact.



Impact





Introduction

In 2022, our aim to develop and inspire the innovators and leaders of tomorrow gained momentum as we welcomed 20 charity partners globally. We joined forces with charities delivering education, employability, entrepreneurship, and social mobility outcomes whose missions are highly compatible with our own.

Funding through The PA Foundation has supported each of our partners to deliver projects that are critical to their mission. We've enabled The Economist Educational Foundation to deliver high-quality workshops and teaching resources that are already reaching thousands of children in classrooms around the world, and helping them to form and share their own opinions on STEM-based stories in the news.

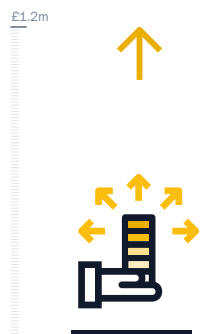
We've supported US charity Upwardly Global in its work assisting immigrants and refugees to find suitable work, and it has directly assisted 240 job seekers, with over 130 now placed in professional roles. And we've provided grant support for a similar programme in the Netherlands, run by Dutch charity, UAF.

In the UK, we're supporting more than 10 social enterprises to build the knowledge and skills needed to pitch for investment. One such enterprise secured a sizeable contract after attending a workshop facilitated through our funding, as well as the contribution of PA employees who volunteered as mentors.

With organisations such as Stemettes, we are helping to raise the visibility of technical careers among girls and young women in the UK through initiatives including coding bootcamps, hackathons, and in-class mentoring.

IMPACT →

2022 in numbers



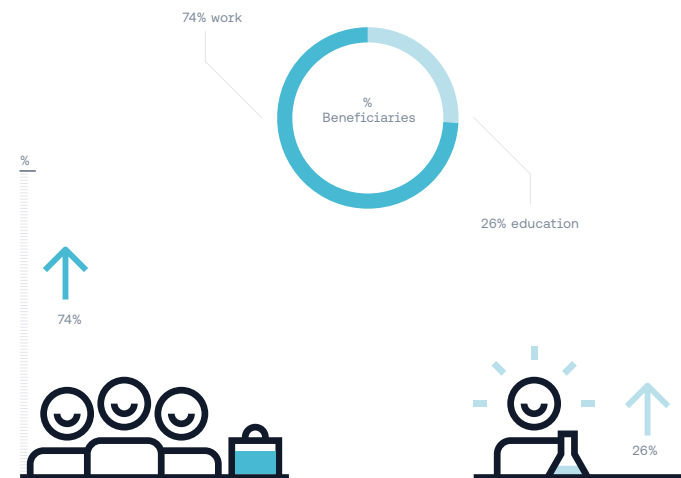
>£1.2m

Over £1.2 million distributed to 20 charity partners across the US, UK, Nordics and Netherlands.



+3K

Reaching over 3,000 people.



74%

74% of beneficiaries supported into decent work through employability and skills.

26%

26% of beneficiaries supported to improve their education outcomes, with a particular focus on STEM.

IMPACT →
Partners



“

We're exceptionally proud to partner with such a diverse group of organisations. Their dedication and commitment to helping those facing disadvantage to develop skills and confidence, particularly in STEM-related fields, is a great source of inspiration. To see such a breadth of initiatives get underway within this first year has been hugely rewarding, and we look forward to building on the positive impacts seen already.

Jack McMahon
Head of The PA Foundation

Our restricted funding partners →

Restricted funding provides our charity partners with targeted support for a specific programme of activities delivered for the benefit of their recipients. This could be for initiatives such as career coaching, access to higher education, or technical skills development. Financial support is earmarked for the specific activities agreed with The PA Foundation.

PARTNER SPOTLIGHT →

The Economist Educational Foundation



The Economist Educational Foundation (EEF) is an independent charity that combines deep educational knowledge with the journalistic expertise of *The Economist* newspaper. A registered charity, it leads high-quality and inspiring discussions that enable school-age children to be curious about news and current affairs, and develop their listening, critical thinking, and communication skills.

EEF's Topical Talks Festival is the world's biggest news festival for children, where for seven weeks, children have weekly classroom sessions and join international discussions online with each other and global topic experts. The Foundation supports all student discussions by providing teacher training and resources, news content, and online discussion platforms.

The innovators and leaders of tomorrow:

Our partnership enables young people to join high-quality, expert-led discussions about STEM-related issues in the news. Through the partnership, we create resources for teachers to lead in-depth and inspiring discussions about the news.

In 2022, we developed resources on a variety of STEM topics, including: innovations in medicine; the use of nuclear power; and the role of space exploration. These topics were used by over 10,000 students globally. EEF also organised a series of 'Topical Talk' days, bringing together students and PA volunteers to workshop the ideas presented in the resource guides.



What the students are saying:

- “It has made lessons a lot more exciting as I was allowed to share my own opinions and read other people’s from other places in the world.”
- “Topical Talk has allowed me to converse with my peers on major events taking place right now and I have enjoyed sharing opinions on the world events.”
- “I love to debate, and Topical Talks is another way to debate without having to go through the social challenges of meeting someone face-to-face. As an introverted person, this helps a lot. It made school a better place to go to.”
- “Topical Talks has helped me to identify the challenges in the environment and how to solve problems. It has also helped me to gain confidence, audibility, and courage.”



A teacher’s perspective:

“I can see that my students can be a lot more motivated when they are involved in a project. It is very motivating for me to be able to get so many students working at the same time. I enjoyed the fact that everyone was able to be involved: even those children who struggle with learning were able to participate and put forward ideas and opinions.”

PARTNER SPOTLIGHT →

Making the Leap

Making the Leap.

Making The Leap is a societal change charity whose mission is to transform the futures of young people from less advantaged socioeconomic backgrounds. It runs a range of programmes that help those aged 11-25 develop the skills, confidence, and outlook to succeed in their chosen career. The charity also raises awareness of social mobility issues among UK businesses and organisations, and encourages them to take positive action to help young people progress.

The innovators and leaders of tomorrow:

We believe that a young person's potential should not be dictated by their socio-economic status. Through grant-based funding, The PA Foundation is funding access to high-quality careers education for students, that builds their confidence and develops valuable attitudinal and character skills.

Our financial contribution is amplified by employees of PA who, through the company's PA in the Community programme, can elect to volunteer with charities that The PA Foundation supports. This includes giving their time and expertise with Making The Leap projects, including classroom-based sessions that support students with CV writing, career insights, mock interviews to experience the interview process, and career journey presentations to inspire the students.

So far, funding from The PA Foundation has supported more than 300 young people from less-advantaged backgrounds.



Jack's story

"Before the interview started, I was nervous. But once it got going and my interviewer started speaking, he made me feel welcome and less tense.

"As a result of the experience, I felt more confident doing interviews and it made me more motivated to complete applications. Since then, I have applied for and been offered a degree apprenticeship at a global technology company. At the interview, the person I spoke with said that the energy I gave off was really good and I seemed really prepared for it."



PARTNER SPOTLIGHT →

Helena Kennedy Foundation



The Helena Kennedy Foundation promotes equality of opportunity, enabling disadvantaged Further Education students to realise their potential by supporting them — with financial bursaries and mentoring — through Higher Education into fulfilling careers. The Foundation's beneficiaries are primarily disadvantaged students who have overcome significant barriers in order to continue with their education at university level.

The innovators and leaders of tomorrow:

We're working in partnership with the Helena Kennedy Foundation to provide 50 bursaries and mentoring to students pursuing STEM courses and who wish to pursue careers in STEM-related fields.

In memory of Jason Robson:

These bursaries are in memory of Jason Robson and for students progressing to Higher Education in STEM-related subjects and keen to make a positive difference in the world.



Ed's story*

"I'd always wanted to study Science at university, but financial barriers and a difficult home life meant that it always felt unattainable. After my A levels, I applied for a university scholarship with support from my college progress coach and was successful. She also told me about the Helena Kennedy Foundation bursary scheme, which is designed to help people like me without the financial means or family support to go to university. She encouraged me to apply for it alongside some other funding options that were open to me based on my personal circumstances.

"The application process was straightforward, and I made it clear in my personal statement what continuing my science education would mean to me. When I was told I'd been awarded a 3-4 year bursary (for up to £2,250) I was thrilled as combined with other forms of financial support it would make my transition to university much more seamless.

"The funding from The Helena Kennedy Foundation enabled me to move into my accommodation early, giving me the independence and space (from home) to focus on my studies.

"I'm so grateful to everyone who made this investment in my future possible. I'm now settled in my undergraduate programme, and look forward to completing my studies, after which I hope to work within the scientific research field."

*The bursary support Ed received from the Helena Kennedy Foundation is indicative of the support others will receive with The PA Foundation's assistance.



PARTNER SPOTLIGHT →

UnLtd



UnLtd supports enterprising people who are transforming our world for good. Its mission is to find social entrepreneurs with bold solutions to today's challenges. Through funding and support, it helps them to realise their potential and create lasting change. UnLtd was formed in 2002 by seven organisations who believed that social entrepreneurs had a much bigger contribution to make to our economy and society, and was among the first to back individuals with their own ideas to create social good. Over 20 years, it has built its understanding, expertise, and impact, with more than 20,000 social entrepreneurs.

The innovators and leaders of tomorrow:

We support UnLtd in its work to break down barriers to ensure all social entrepreneurs reach their potential.

Our partnership reflects our mutual commitment to empowering people from disadvantaged or marginalised backgrounds through skills education. Our financial support helps scale the reach and impact of activities that give social entrepreneurs the chance to build business skills through mentoring and skills-based training. The partnership is amplified further through PA employees, who give their time and expertise to participate in the programme through skills-based education training. This includes dedicated workshops and clinics that help entrepreneurs to learn and develop in specific areas such as writing and presenting proposals. This hands-on help enables the social entrepreneurs grow in confidence and flourish. One such clinic led to a participating social enterprise submitting a successful bid for £3.5 million.



Winsome's story

“As a grassroots community interest company, we rely on funding from grants and other supporters to enable us in our work to increase the representation of Black and ethnic minority groups in UK children's literature, and to support aspiring young authors.

“After attending a series of bid clinics run by UnLtd (and funded through The PA Foundation partnership), we submitted a successful application for

our ‘Raised Voices’ poetry project to the BBC's We Move Fund, which aims to empower Black children and young people, through youth social action. Through the clinics we accessed a level of knowledge and expertise that simply wouldn't have been available to us without UnLtd and its partners.

“From preparing a financial forecast to articulating our long-term vision, the team's dedication and commitment was invaluable in helping us as a

small community enterprise prepare a strong bid for funding. With the £20,000 secured, we're now getting ready to deliver our ‘Raised Voices’ project to encourage young people to engage with poetry.”

Winsome Duncan

Founder,
Look Like Me Book Challenge
(Community Interest Company)





Ada

Ada, the National College for Digital Skills, has a mission to educate and empower the next generation of diverse digital talent. Ada enables students to build their digital skills and open the door to opportunities to progress through Further and Higher Education, apprenticeships, and employment opportunities.

The innovators and leaders of tomorrow:

We're supporting more than 500 sixth form students and apprentices from low-income backgrounds with coaching, coursework, skills development, and job/University application support initiatives.



Catch 22

Catch 22 designs and delivers public services that build resilience and aspiration in people and communities. Its Code 4000 programme delivers computer programming training, or coding, in prisons.

The innovators and leaders of tomorrow:

We're assisting women with coding education, improving future employment outcomes, and reducing reoffending rates.



Diversity Role Models

Diversity Role Models actively seeks to embed inclusion and empathy in the next generation. Its vision is a world where everyone can embrace diversity and thrive, and its mission is to create an education system in which every young person will know they are valued and supported, whoever they are.

The innovators and leaders of tomorrow:

We're building confidence and allyship for over 200 LGBTQ+ people in Further Education through targeted workshops and mentoring in colleges across London and Manchester.



Dress for Success

Dress for Success aims to empower women to achieve economic independence by providing a network of support, professional attire, and the development tools to help women thrive in work and in life.

The innovators and leaders of tomorrow:

We're supporting more than 400 women across the US to improve their employability outcomes with a particular focus on accessing STEM careers.



Learn for Life

Lær for Livet / Learn for Life is a Danish education programme started in 2013 by the Egmont Foundation with the objective to strengthen the educational competencies of vulnerable children and children placed in care. It does this through supportive learning, enabling them to complete an upper secondary education.

The innovators and leaders of tomorrow:

We're giving more than 180 vulnerable young people who have been placed into the care system holistic support through local youth clubs and youth camps to promote skills development and employability outcomes.



Point Foundation

Point Foundation empowers promising LGBTQ+ students in the US to achieve their full academic and leadership potential and overcome barriers to better make a significant impact on society.

The innovators and leaders of tomorrow:

We're supporting the Point Foundation's Community College and BIPOC programmes. Additionally, Point Foundation scholars will be provided with LGBTQ+ people and allies as mentors through access to the PA in the Community volunteering programme.





The Raspberry Pi Foundation

The Raspberry Pi Foundation is a UK-based computing education charity with the mission to enable young people to realise their full potential through the power of computing and digital technologies. Its vision is that every young person develops the knowledge, skills, and confidence to use digital technologies effectively, and to be able to critically evaluate these technologies and confidently engage with technological change.

The innovators and leaders of tomorrow:

Our support is enabling the creation of new coding club pilots in Manchester and Belfast in the UK, and San Francisco in the US. The pilots aim to reach more than 100 young people in under-served communities to improve access to computing education.



The Social Mobility Foundation

The Social Mobility Foundation aims to make a practical improvement in social mobility for young people by providing opportunities and networks of support for 16- to 17-year-olds who are unable to get them from their schools or families.

The innovators and leaders of tomorrow:

We're providing meaningful work experience through PA's annual Springboard programme. In summer 2023, 35 young people will participate in Springboard; devising ingenious, technology-led solutions to the world's most pressing challenges.



Stemettes

Stemettes is an award-winning social enterprise that works to inspire and support girls, young women, and non-binary people in STEM and STEAM (Science, Technology, Engineering, Arts, and Maths) careers.

The innovators and leaders of tomorrow:

We're supporting 320 young women and non-binary people from unrepresented backgrounds to improve their knowledge and confidence in STEAM. So far, initiatives have included hackathons, panel events, a coding bootcamp, and mentoring.





UAF

UAF has been providing support to refugee students and professionals in their studies, and finding them suitable employment on the Dutch labour market since 1948. They advise refugees on how to access decent work and build bridges between refugees, educational institutions, local government organisations, and employers.

The innovators and leaders of tomorrow:

We're supporting UAF's 'En-route to work' programme, which aims to help refugees find decent work through job-readiness, confidence building, and skills training. PA volunteers are providing professional career coaching and mentorship.



Upwardly Global

Upwardly Global's mission is to eliminate employment barriers for immigrant and refugee professionals, while advancing the inclusion of their skills into the U.S. economy. It envisions an equitable, welcoming country where everyone — including immigrants, refugees, and asylees — can fully contribute and thrive.

The innovators and leaders of tomorrow:

We're supporting more than 500 under-employed immigrants, refugees, and asylees across the United States through coaching, job readiness, skills development, and access to employers. We focus on professional roles in high-growth, high-opportunity industries including finance, tech, healthcare, and business.

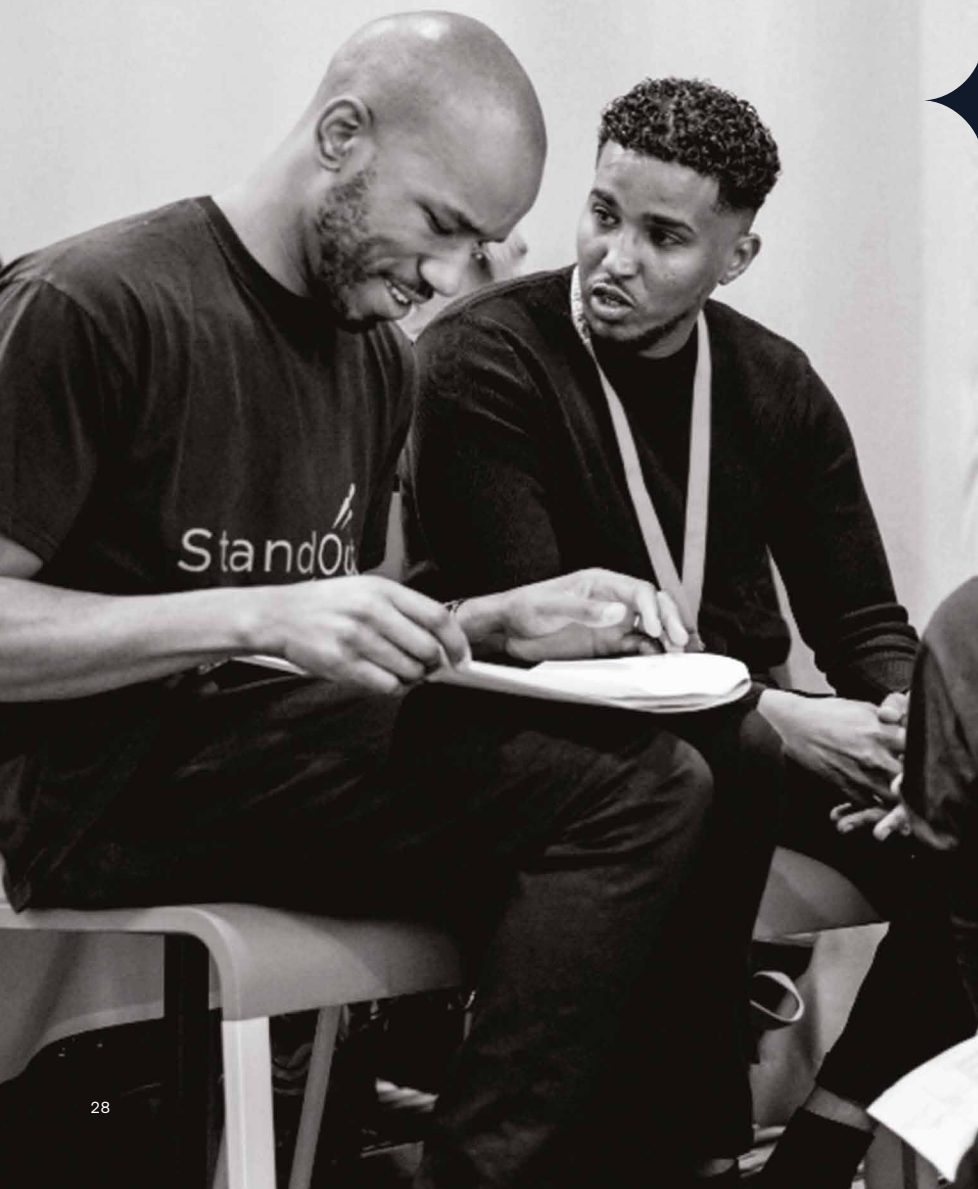


Veteran's Aid

Veterans Aid provides immediate and ongoing practical support to all former UK service men and women who are homeless, facing homelessness, or in crisis.

The innovators and leaders of tomorrow:

We're improving access to education and training opportunities for ex-service men and women in crisis. Our support includes offering new routes to access job opportunities and providing mentoring, training, and skills development.



Our unrestricted funding partners →

With unrestricted funding, our charity partners have flexibility in pursuing their charitable missions. For instance, it can be used to support the running of core volunteer programmes, or to help fund other important activities that align with the organisations' strategic priorities.



Career Ready

Career Ready is on a mission to boost social mobility and inclusion, ensuring every young person, regardless of background, is empowered to achieve their potential. Career Ready provides masterclasses, mentoring, and work experience opportunities, as well as promoting social mobility across the UK.



GoodWork

GoodWork supports businesses to take bold, progressive, and decisive action to make early careers fairer, more inclusive, and more meaningful. GoodWork supports young people who are both without qualifications and from less privileged backgrounds through employability training and paid internship training.



Jon Egging Trust

The Jon Egging Trust (JET) supports young people from disadvantaged backgrounds who are at significant risk of dropping out of education, to get back on track and realise their potential. JET works with schools, military units, and corporate partners to deliver STEM-inspired programmes.



StandOut

StandOut's mission is that more people leaving prison are empowered to transform their own lives, realise their potential, and escape the justice system for good. The charity delivers against this mission through intensive programmes for those inside prison, followed by 1:1 coaching and holistic support after release for as long as required.







2.4 →

PA people in action

PA's diverse teams give their time and expertise

The PA Foundation amplifies its impact through the fantastic work of PA people, who volunteer their time and expertise to support our charity partners. PA people are passionate about building a positive human future, and are united in the belief that doing good is the right thing to do. →

PA's innovators
and leaders,
amplifying the work
of The PA Foundation



Fiona Gold
People and Change expert,
and volunteer for
Making the Leap

“Working with young people, you realise that’s the time when things can really open up for them. With Making the Leap, I help young people to think about future career possibilities but also prepare them for things like job interviews. And in turn they’ve helped open up my eyes to new possibilities and ways of thinking, and shown me hope for the future. Volunteering challenges you on how to build new relationships, make a more diverse group of people feel comfortable, and share learning experiences. I always come away feeling energised and positive because of the enthusiasm of the young people — they’re so impressive. And they can surprise you every time!”



Matt Leedham
Energy and Utilities expert,
and volunteer for The Economist
Educational Foundation

“Bringing topics to life about climate change and the energy crisis, debunking myths, and helping kids understand the impact they can make gets me out of bed in the morning. Nuclear is not just Homer Simpson and bombs! There isn’t a lot of diversity in the nuclear energy sector either so working with schools — particularly those in economically deprived areas — is absolutely key for me because it will help to address those diversity challenges. I love the feeling of giving back to society and actually doing something to promote access to STEM skill and diversity, which are real challenges in my industry.”



Greg Mather
People and Change expert,
and volunteer for
StandOut

“Volunteering brings you closer to the causes you are passionate about — and it’s great that PA supports me to do this alongside client work. I used to be a prison officer so The PA Foundation’s involvement with StandOut allows me to continue to support vulnerable people in the community, which I have always found so rewarding. When I first began promoting the new partnership between StandOut and The PA Foundation, I wasn’t sure other people at PA would feel the same as me — given how challenging the circumstances of the people we support are — but I’ve been blown away by how many of my colleagues have got involved. We make a huge difference to people’s lives — it’s a privilege to be part of doing so.”



Punyatoya Mohapatra
Growth Strategy expert,
and volunteer for
Upwardly Global

“When I see people from different parts of the world try to fit into a new culture — their drive and courage — that really motivates me to want to try and help. Volunteering for Upwardly Global brings you a new perspective to think beyond your own life. You just need to give a little bit of your own time — you don’t need to do anything other than that. In the world today, I think we are all expected to be good at our jobs and we are talented individuals, but we also need to be kind and considerate of other people, and I think having that lens from volunteering allows you to be a better leader and improve who you are.”



Jorden Vogel
Agile expert,
and volunteer
for UAF

“I like the feeling of having a direct impact and contributing to a higher cause — not just donating money but actually making a difference personally, no matter how small. I love to do all the things I enjoy in my role at PA like being innovative, driving client value, and building social responsibility. But I also love doing those same things for a charity like UAF — it’s really motivating. Through our pro bono work and mentoring programme, you hear stories from the individuals and their families that you’re helping and it inspires you. And the unexpected bonus of getting involved is meeting other like-minded people and organisations through UAF’s network — it broadens your own perspective and network.”

2.5 →

Additional reporting

A Structure, governance, and management

Structure

The Charity was registered with Companies House in England and Wales as a company limited by guarantee with Articles of Association (as of 2 June 2021, registration number 13435338) and the Charity Commission for England and Wales (as of 15 November 2021, registration number 1196581).

The PA Foundation is a wholly owned subsidiary undertaking of PA Holdings Limited (registration number 02235016), or 'PA' as referred throughout. Jacobs Solutions Inc. ("Jacobs"), a US-based company is the ultimate controlling party.

Governance

The Charity is governed by a Board of Trustees, who are also directors for the purposes of company law, which includes members who are connected to PA and members who are independent. While the Charity bears PA's trading name, it is independent of PA and the trustees perform their duties under this guiding principle.

New trustees are appointed by the existing trustees through an ordinary resolution and appointed for a two-year term. The number of trustees shall not be less than five but shall not exceed eight. At the end of 2022, the Board comprised of seven trustees selected based on integrity and professional experience required by the Charity including legal, marketing, fundraising, and financial management.

The Board decides on the overall strategic direction of the Charity, as well as approving and overseeing all policies. This includes determining the Charity's priorities, setting budgets, authorising all grant-making activity and oversight of audit and risk management. The trustees met seven times in 2022.

All newly appointed trustees are given an induction to their role, including guidance on their responsibilities as trustees and the objects of the Charity. In addition, trustees are provided with a copy of the Charity's Articles of Association, strategy, and policy documents.

Trustees are not remunerated but are entitled to claim reasonable expenses for going about their work in support of the Charity and its objects. None of the trustees has any beneficial interest in the company. All trustees are members of the company and guarantee to contribute £1 in the event of a winding up. →

Management

The trustees delegate the day-to-day running of the Charity to the Charity's Secretariat led by PA's Head of Communities, who functions as the Head of The PA Foundation. The Head of The PA Foundation is ultimately accountable to the trustee Board for ensuring that the trustee Board meets its obligation to perform its functions within the available financial resources. The Head of The PA Foundation has overall executive responsibility for the Charity's activities; is responsible to the Chair and the trustee Board for ensuring that its financial obligations and targets are met, and has overall executive responsibility for the Charity's system of internal control.

Risk Management

The trustees have reviewed the major strategic, operational, and financial risks to the Charity and have established systems to mitigate those risks. The Secretariat is responsible for management of risk and guiding trustees to consider further risks that could negatively impact the objects of the Charity. The trustees review the risk register at each general meeting, to test their relevance and to oversee any mitigation plans being carried out. The following risks have been identified as having the greatest potential impact on the achievement of the Charity's strategic objectives:

Risk	Mitigation
The reputational risk of making awards to inappropriate recipients and purposes failing to qualify for public benefit requirements.	- The trustees are advised in their decision-making through expertise from within the Secretariat. - Robust due diligence process in place for all grant recipients. - Public benefit test assessed with each grant. - Reporting process in place to capture evidence of positive outcomes for public benefit.
The financial risk of income source dependency from the founding corporate donors.	- Public commitment by PA to donate £10m of funding to the Charity over 5 years. - Diversification of funding from other sources to include individual giving. - Maintenance of reserves policy and regular scrutiny/management of finances to avoid over-commitment of funds.
Safeguarding of participants taking part in activities funded by the Charity.	- Due diligence process on all grant recipients carried out and check that policies exist regarding safeguarding, child protection, and do no harm. - Grant recipients required to comply with charities' safeguarding policy. - Regular reporting requirements regarding safeguarding.

The trustees consider that there is minimal credit risk and some exposure to foreign currency risk given its operations abroad.

B Strategy and objectives for the public benefit

Grant making policy

The Charity's primary function is to disburse grants to charitable organisations through activities that align to its objects. The Charity's grant making policy sets out the criteria and due diligence requirements for all organisations (charities and non-profits) seeking to apply for grant funding.

To be awarded a grant, trustees must first be satisfied that the activities proposed in the grant proposal are in furtherance of the Charity's objects. Trustees can award grants to recipients on either a restricted or unrestricted basis, and either a one-time or multi-year basis.

The Secretariat supports trustees by developing a pipeline of eligible grant applications and carrying out due diligence before trustees are asked to consider a grant proposal.

The Charity considers applications from organisations that have been invited to apply and is not currently accepting unsolicited proposals.

C Reference and administrative details

Trustees

Anita Chandraker (Chair)
Appointed 11 February 2022

Christine Berry
Appointed 22 April 2022

Neil Clayton
Appointed 28 June 2022

Kully Janjuah
Appointed 11 February 2022

Gemma Rogers
Appointed 2 September 2022

Jo Scarlett
Appointed 15 November 2021

Martin Tillisch
Appointed 11 February 2022

Jason Robson
Deceased 5 May 2022

Management Team (Secretariat)

Jack McMahon
Head of The PA Foundation

Jasia Maczkiewicz
Finance lead

Megan Stanley
Legal

Administrative details

Charity number

1196581 (England and Wales)

Company number

13435338 (England and Wales)

Registered office

10 Bressenden Place
London
SW1E 5DN
United Kingdom

Website

[paconsulting.com/
the-pa-foundation](https://paconsulting.com/the-pa-foundation)

Accountants

RSM UK Tax and Accounting Limited
Chartered Accountants
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
Buckinghamshire
MK9 1BP

Auditors

Azets Audit Services
2nd Floor, Regis House
45 King William Street
London
EC4R 9AN
United Kingdom

Solicitors

BDB Pitmans
One Bartholomew Close
London
EC1A 7BL
United Kingdom

Bankers

HSBC
8 Canada Square
E14 5HQ
London
United Kingdom



D Financial review

Income

In March 2022, PA made a public commitment to support the Charity through donations of £10 million over a 5-year period.

The Charity’s fundraising policy sets out the approach to fundraising. The Charity generates funds from a number of sources including:

- i annual monetary and in-kind donations from PA and its benefactors
- ii donations from individuals connected to PA, including PA employees, their friends and family
- iii donations from individuals and third parties unconnected to PA.

During 2022, the first year the charity was in receipt of funds since its incorporation, the Charity recognised income of £3,001,342.

To support fundraising efforts, the Charity registered with the Fundraising Regulator in England, Wales and Northern Ireland, as well as engaging with the third-party portal JustGiving to receive donations. The Charity is grateful for the support of PA, its employees, and its benefactors for their generous founding contributions and continued support.

Expenditure

The Charity’s expenditure in 2022 was £1,363,576 and 93 per cent of all expenditure was directed towards grant funding to charitable organisations.

Reserves policy

As of 31 December 2022, the Charity has £1,637,766 of total / free reserves, all of which are unrestricted. This reflects the large initial founding donation by PA and its benefactors to operationalise the Charity.

The Charity's reserves policy is reviewed annually and was last reviewed and approved by trustees on 11 February 2022. The trustees consider that the minimum level of reserves required to protect the Charity from the potential financial impact of known risks are at least equivalent to its current 12 month expenditure, which in 2022 was £1,363,576.

The purpose of the reserves is primarily to:

- protect the Charity and ensure that it can continue to operate if experiencing any fluctuation in income from year to year, including the minimal risk that PA funding commitment changes
- meet all planned operational costs for the following year
- provide access to emergency funding for grants beyond the current year's budget.

The current level of general reserves exceeds the minimum requirements set out in the Charity's reserves policy, which will support the scale-up of its grant-making activities in 2023.

Committed funds

As of 31 December 2022, the Charity had committed funds totalling £50,000, having agreed to pay two tranche payments to a grantee during the period.

Investment policy

The Charity's approach to financial investments includes due consideration to ensuring the best possible financial return, exposure to risk of losing market value, and ability to manage liquidity risk. In 2022, no investments were made.

E Plans for future periods

The Charity made significant progress in 2022, bringing its vision to life and laying the foundations to deliver long-term impact across its communities. In 2023, the Charity will consolidate the impact made from the investments in 2022, embed its strategic framework across all its activities, increase its funding commitments and its activities around fundraising, and develop new approaches to reach and work with innovative partners.

- 1 Consolidate and embed our strategic framework
 - we will continue to work closely with our current charity partners to deliver against our strategic priorities.
 - our strategic framework, adopted towards the end of 2022, will guide what we continue to fund and inform our approach to seeking new partnerships.
 - we will start to measure our progress against our strategic framework, seeking to support 3,000 people from disadvantaged backgrounds through our 'be ingenious' programme and more than 200 charitable organisations through our 'community innovators' programme.
- 2 Increase our funding commitment and fundraising activities
 - we aim to increase our funding commitment to £2 million, which will include scaling up with some of our existing charity partners and developing partnerships with new ones, particularly in the Nordic region.
 - we will support new fundraising initiatives within PA and increase support for the Charity, through sharing our impact and developing meaningful partnerships with charitable organisations where PA employees can make a difference to the lives of our participant groups.
- 3 New approaches to reach innovative partners
 - we aim to launch a new funding window, the 'ingenious investment fund', to receive applications from eligible charities on a rolling basis. This will support our ambition to increase our unrestricted funding portfolio to 25 percent as well as delivering innovative solutions to support people from disadvantaged backgrounds through education, skills, and employment.

F Statement of trustees' responsibilities

The trustees, who are also directors for the purposes of company law, are responsible for preparing the Strategic report, 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 period which 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 then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent.

- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for the safeguarding of assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information
- 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 statement may differ from legislation in other jurisdictions.

Independent auditor

Azets Audit Services has expressed its willingness to be reappointed as the Charity's auditor. A resolution to appoint Azets Audit Services will be put to the Trustee Board before the end of the next financial year.

This report is prepared in accordance with the provision of Part 15 of the Companies Act 2006 relating to companies subject to the small companies regime.

By order of the Board of Trustees



Anita Chandraker
Trustee (Chair)
JUNE 2023



3.0 Independent auditors' report →

3.1 →

Overview of key matters

Opinion

We have audited the financial statements of The PA Foundation (the ‘charitable company’) for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company’s affairs as at 31 December 2022 and of its incoming resources and application of resources, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Report of the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees, who are also directors for the purposes of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud
- Reviewing minutes of meetings of those charged with governance
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

J Howard FCA
(Senior Statutory Auditor)
for and on behalf of
Azets Audit Services
Statutory Auditor
2nd Floor Regis House
45 King William Street
London
EC4R 9AN
12 June 2023

3.2 →

Statement of financial activities for the financial year ended 31 December 2022

		Year ended 31 December 2022	Period ended 31 December 2021
	Notes	£	£
Income			
Donations and legacies	L	3,001,342	–
Total income		3,001,342	–
Expenditure			
Cost of raising funds	M	6,054	–
			–
Charitable activities: Promotion of education and skills	N	1,357,522	
Total expenditure		1,363,576	–
Net income		1,637,766	–
Fund balances at 1 January		–	–
Fund balances at 31 December		1,637,766	–

All income and expenditure has arisen from continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

All income and expenditure relates to unrestricted funds.

The notes on pages 53 to 57 form part of these financial statements.

Balance Sheet

as at 31 December 2022

		2022		2021	
	Notes	£	£	£	£
Current assets:					
Cash at bank and in hand		1,756,946		–	
		1,756,946		–	
Creditors: amounts falling due within one year	P	(119,180)		–	
Net current assets			1,637,766		–
Total assets less current liabilities			1,637,766		–
Funds Unrestricted funds			1,637,766		–
			1,637,766		–

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies. The accounts were approved by the Board on Friday 2nd June 2023. The notes on pages 53 to 57 form part of these financial statements.

Statement of cash flows

for the year ended 31 December 2022

	Notes		2022		2021
			£		£
Cash inflows from operating activities:					
Cash generated from operations	9		1,756,946		–
Net increase in cash and cash equivalents			1,756,946		–
Cash and cash equivalents at the beginning of the year			–		–
Cash and cash equivalents at the end of the year			1,756,946		–
Cash and cash equivalents comprise:					
Cash at bank and in hand			1,756,946		–

The notes on pages 53 to 57 form part of these financial statements.

3.3 →

Notes to the financial statements for the financial year ended 31 December 2022

Accounting policies

A Company formation

The PA Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is 10 Bressenden Place, London, SW1E 5DN.

Reporting period:

The comparative information covers the period between 2 June 2021 to 31 December 2021. These differing length accounting periods will have an impact on the comparability of certain numbers within these financial statements.

B Accounting convention

These accounts have been prepared in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”). “Accounting and Reporting by Charities” the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2018. The Charity is a Public Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

C Going concern

The trustees consider that there are no material uncertainties over the Foundation's ability to continue as a going concern due to its significant cash balances and reserves.

D Charitable funds

Unrestricted funds are available for use at the discretion of the directors in furtherance of the charitable objectives unless the funds have been designated for other purposes.

E Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt.

F Expenditure

All expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under headings that aggregate all costs relating to the category, as follows:

Cost of raising funds are subscription fees payable for the provision of the JustGiving online fundraising site.

Expenditure on charitable activities includes the costs of promotion of education and the skills needed in employment, instruction or training in professions, vocations, industries, crafts, or trades and other activities to further the purposes of the Charity and its support costs.

Grants payable in furtherance of the Charity's objects are recognised in the year in which the grant is formally approved by the Charity and has been communicated to the recipient, except to the extent that it is subject to conditions that enable the Charity to revoke any award.

Support costs represent other costs and governance costs, which are recognised on an accruals basis. Governance costs represent those costs associated with the governance arrangements relating to the general running of the Charity. Such costs include external audit fees, related trustee costs and compliance with statutory requirements.

G Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

H Financial instruments

The Charity has elected to apply the provisions of Section 11 Basic Financial Instruments' and Section 12 'Other Financial Instruments Issued' of FRS 102 to all of its financial instruments. Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised costs.

Basic financial liabilities

Basic financial liabilities, including other payables, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, in which case it is measured at the present value of future cashflows.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

I Foreign exchange

Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net incoming reserves for the period.

J Taxation

The Charity is exempt from tax on income and gains to the extent that these are applied to its charitable objects.

K Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only the period, or in the period of revision and future periods where the revision affects both current and future periods.

L Donations and legacies

	2022	2021
	£	£
Donations from institutions	3,000,000	–
Donations from individuals	1,341	–
	3,001,341	–

M Cost of raising funds

	2022	2021
	£	£
Secretariat	6,000	–
Subscription fees	54	–
	6,054	–

N Charitable activities

	Support costs	Grant	Total 2022	Total 2021
	£	£	£	£
Grants paid and committed	–	1,273,000	1,273,000	–
Other costs	84,522	–	84,522	–
	84,522	1,273,000	1,357,522	–
Grants			2022	2021
			£	£
Grants to Institutions – 20 (2021: 0) (note Q)			1,273,000	–
			1,273,000	–
Other costs			2022	2021
			£	£
Professional fees			7,505	–
Bank charges			230	–
Foreign exchange (gain)/loss			(29)	
Secretariat			33,000	
Governance costs:				
• Trustee expenses			1,396	–
• Secretariat			21,000	
• Auditors remuneration			9,180	–
• Accountancy			12,240	
			84,522	–

O Trustees

The Trustees, being the key management personnel, received no remuneration and 4 were reimbursed £1,396 (2021: £nil) for travel and related expenses during the year. There were no employees employed during the year (2021: Nil).

P Creditors: amounts falling due within one year

	2022	2021
	£	£
Amounts owed to group companies	60,000	–
Grants payable (note 8)	50,000	–
Accruals	9,180	–
	119,180	–

Q Grants Payable

	2022	2021
	£	£
At 1 January	–	–
Grants approved	1,273,000	–
Grants Paid	(1,223,000)	–
At 31 December	50,000	–

Grants to institutions

Grants to institutions:	2022	2021
	£	£
Ada, National College for Digital Skills (UK)	85,000	–
Career Ready (UK)	20,000	–
Catch 22 (UK)	76,000	–
Diversity Role Models (UK)	60,000	–
Dress for Success Worldwide (US)	60,000	–
GoodWork (UK)	15,000	–
Helena Kennedy Foundation (UK)	180,000	–
Jon Egging Trust (UK)	15,000	–
Learn for Life (Denmark)	60,000	–
Making the Leap (UK)	58,000	–
Point Foundation (US)	63,000	–
Raspberry Pi Foundation (UK)	110,000	–
StandOut (UK)	15,000	–
Stemette Futures (UK)	100,000	–
The Economist Educational Foundation (UK)	55,000	–
The Foundation for Social Entrepreneurs / Unltd (UK)	75,000	–
The Social Mobility Foundation (UK)	57,000	–
UAF (The Netherlands)	65,000	–
Upwardly Global (US)	54,000	–
Veterans Aid (UK)	50,000	–
	1,273,000	–

R Cash generated from operations

	2022	2021
	£	£
Net income for the period:	1,637,766	–
Adjustments for:		
Movements in working capital:		
Increase in creditors:	119,180	–
Cash generated from operations:	1,756,946	–

S Related Party Transactions

During the year, PA Holdings Limited, the controlling party provided management and back office administrative services to support the day-to-day operations of the Charity totalling £60,000 (2021: £Nil). The amount remains unpaid at the year end.

T Controlling entity

The PA Foundation is a wholly owned subsidiary undertaking of PA Holdings Limited (registration number 02235016), part of the PA Group of companies, or 'PA' as referred throughout. Jacobs Solutions Inc. ("Jacobs"), a US-based company is the ultimate controlling party.





The PA Foundation

PA Consulting
10 Bressenden Place
London SW1E 5DN
United Kingdom

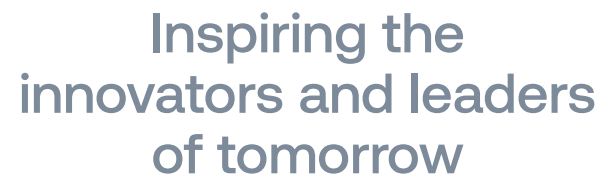
enquiries@pafoundation.org

[paconsulting.com/
the-pa-foundation](https://paconsulting.com/the-pa-foundation)

The PA Foundation is registered
with Companies House in England and Wales
(company number 13435338) and the
Charity Commission for England and Wales
(charity registration number 1196581).

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Inspiring the
innovators and leaders
of tomorrow