

10-YEAR

ANNIVERSARY EDITION

IMPACT REPORT

2024-25



FORM THE FUTURE





ANNE BAILEY

Co-Founder & CEO,
Form the Future

FROM OUR CO-FOUNDER AND CEO

"You punch above your weight."

We hear this feedback often, and it captures something fundamental about how we work. Our impact is not driven by scale alone, but by the quality of the people around us. A focused core team, supported by experienced Board members, and strengthened through long-term partnerships with employers, schools and civic organisations.

Over ten years since our launch and through the past year in particular, this model has helped us make a real difference, adapt to changing needs, and build trusted relationships across the system. It is a way of working that keeps us both effective and resilient.

This report reflects on what we've achieved, recognises the people and partners who make it possible, and sets out how we will build on this foundation in the years ahead.



PRASHANT SHAH

Co-CEO and
Co-Founder, o2h Group
Chair, Form the Future

FROM OUR CHAIR

**"Building runways for young people
to careers they'll love."**

We reach tens of thousands of young people across the region, giving them early exposure to a wider range of career opportunities that can change the direction of their lives.

Our mission goes beyond career inspiration. We make careers education real and relevant, by building communities where young people have the confidence and support to thrive. We invite you to join us in expanding horizons, building connections, and helping the region's economic success benefit everyone.

FOREWORD

BOARD

Our Board gives us independent oversight and clear direction, keeping us well-governed, accountable and focused on long-term change.

CHAIR



Prashant Shah
Co-Founder, o2h Group



Michelle Lamprecht
Head of Corporate Affairs,
Cambridge Innovation Capital



Professor Andy Neely
Former Pro-Vice-Chancellor, University of
Cambridge and Chair, Innovate Cambridge



Sarah Pattison
Vice Principal,
Lincroft Academy



Pri Pinnaduwa
Senior Director of HR,
Artios

NON-EXECUTIVE DIRECTORS



John Elvin
Industry Programme Manager,
The Royal Society



Shaun Grady
Chair, AstraZeneca UK

OUR SENIOR LEADERSHIP TEAM

Our Senior Leadership Team turns mission into action. Together, they lead strategy, operations, programmes and partnerships, so our work remains high-quality, responsive, and rooted in what young people, schools, employers and communities need.



Anne Bailey
Co-Founder and CEO



Chris Shirley
Chief Programme Officer



Steve Thompson
Chief Operating Officer

OUR BOARD

We're there from the start, when choices still feel open. Form the Future champions young people by connecting schools and employers, bringing real insight and real experiences into the school day. So young people can build confidence and find a route through education and into employment.

HOW WE DO IT

From primary school to post-16, we give young people a clear thread of support through:

- In-school careers events and employer encounters
- One-to-one careers guidance
- Work experience placements and internships
- Insights into apprenticeships
- STEM outreach and sector-focused project days
- Role-model engagement through our Ambassador network

For young people

Through conversations and hands-on experiences, we help young people build confidence and make informed choices about what comes next - particularly those without networks, social capital or access to opportunity.



For schools

We work alongside schools to run an impartial careers service that meets the Gatsby Benchmarks and statutory requirements, strengthening capacity and consistency.



For employers

We connect employers with schools and students through events, mentoring and placements to give young people early insight, build future talent, and support CSR, ESG and social value commitments.



WHO WE ARE

Most of our work happens across Cambridgeshire, Peterborough and the wider Eastern region. We also work beyond the region, supporting schools and employers directly when they need our help.



Hours of work by volunteer Ambassadors

3,146

Number of students supported to experience work

680

Events held

328

Total number of student engagements

45,321

Hours of one-to-one career counselling

2,574

Schools worked with

132

OUR IMPACT

2024-25

YOU MADE THIS POSSIBLE

Our partners fund this work so it stays free for the students and schools we support. Your backing made our work in 2024–25 possible. Thank you to:



WHO WE DO IT WITH

Our partners fund programmes, sponsor events, and cover transport costs. They also back outreach that improves access, supports inclusion and helps build social mobility. When employees step in, the benefit runs both ways. Young people gain confidence, insight and social capital, and employers build future talent for their sector while giving something back to the communities they operate in, supporting CSR, ESG and social value commitments.

"I first encountered Cambridge LaunchPad through my school. I took part in a project day at TTP.

[Subsequently], I had an amazing week of work experience at TTP learning more about engineering and how interdisciplinary it is. Before this experience I assumed that engineering is mainly cars and this has never intrigued me that much. Having now learnt how much more it is, I'm currently applying to do an engineering degree at university and have been awarded a TTP Future Scholarship."

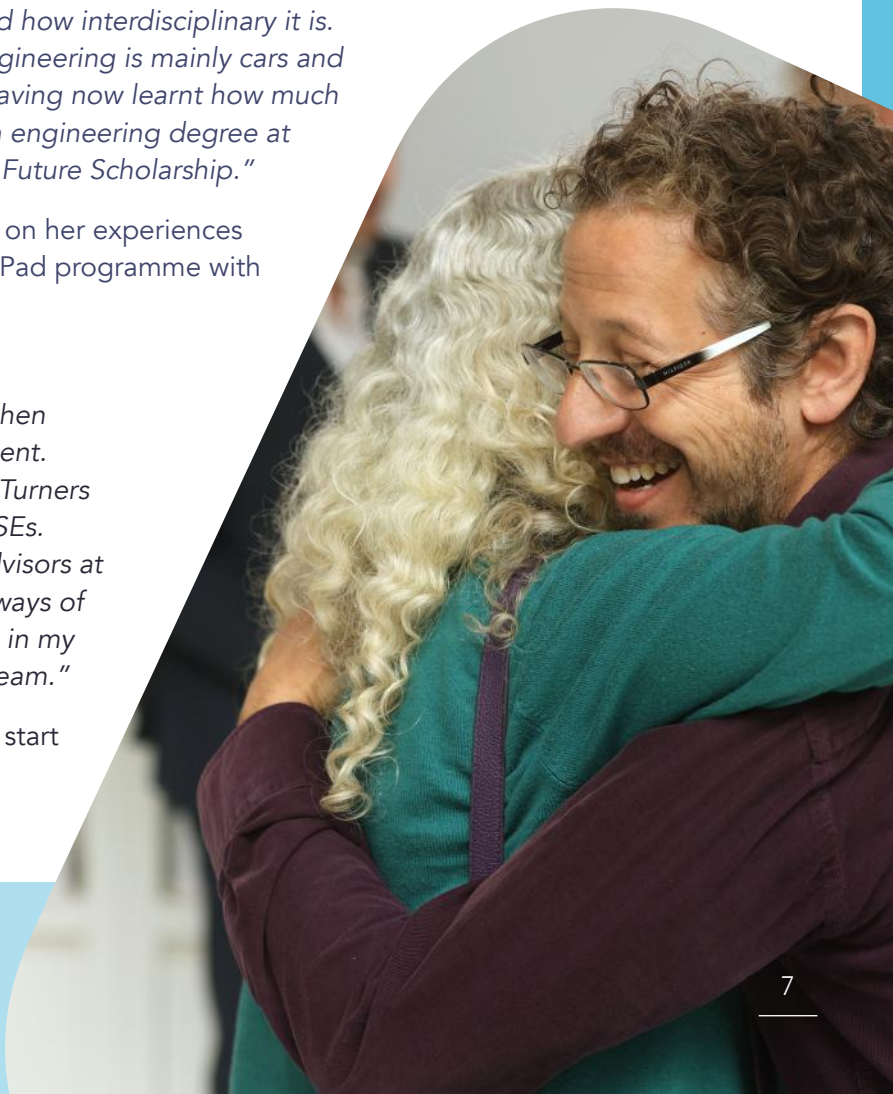


Rachel - Year 13 Student, on her experiences of the Cambridge LaunchPad programme with TTP

"I was struggling at school when I first met Stephen Blackmore from Turners at a Form the Future event. He encouraged me to try work experience with Turners and I left with a much better outlook on my GCSEs. A few years later I spent time with one of the advisors at Form the Future, we talked about the different ways of getting into a career, and now I'm really thriving in my apprenticeship with Aveva's Talent Acquisition team."



Albi - on being backed from the start and what that made possible



This work only happens when corporate partners step in. They fund programmes and bring employees into schools, giving young people early insight, real experience and the confidence that comes from meeting someone who's done it. In return, employers strengthen future talent, meet CSR, ESG and social value commitments, and deepen their connection to local communities.

PA CONSULTING

Form the Future works closely with PA Consulting and their team at the Global Innovation and Technology Centre to open up pathways into STEM careers for young people.

Together, we delivered three complementary programmes. We supported the recruitment of sixteen Year 12 students onto PA's Springboard summer internship programme, giving them paid, real-world experience of professional consultancy. PA colleagues also volunteered their time to deliver Enterprise Days in schools, helping students to build confidence, teamwork, and problem-solving skills. Finally, students also visited the Global Innovation and Technology Centre, getting first-hand exposure to cutting-edge innovation, and a clearer view of what STEM careers can look like.



"Our partnership with Form the Future has been instrumental in enriching our Springboard work experience programme. Their deep understanding of local education and strong connections with schools help us offer young people targeted support and meaningful work experience, inspiring them to realise their full potential."

Fiona Scott, Senior Community Engagement Manager, PA Consulting



THE CROWN ESTATE

The Crown Estate worked with us to involve young people in their plans to transform Cambridge Business Park into a flagship innovation hub and a vibrant gateway to the North East Cambridge Innovation District.

Working with a local secondary school, students explored place-making, sustainability and property development. They met with the people shaping the Business Park plans, and got a clearer view of the the different roles and career paths within the property sector.

Student feedback:

"I learnt that a lot of things within a community are linked."

"I learnt steps on how to help me with my career when I'm older and helping me getting my ideas for work experience next year."

BANGO – WORK EXPERIENCE STUDENTS

We partnered with Bango, a global technology company delivering digital commerce and payment solutions, to run a two-week work experience programme for six Year 12 students.

Students worked across teams in finance, HR, and data, building practical employability skills and confidence while connecting what they learn in school to real work. They came away with a clearer understanding of how a business runs, what workplace culture feels like, and why transferable skills matter alongside academic achievement.

"My internship [with Bango] and my experience with Form the Future gave me a lot of confidence that I wouldn't have had before. And that's because, as young, aspiring individuals and students, we often don't get this opportunity to go into the workplace and learn from the environment and professional individuals."

Year 12 student, Hills Road Sixth Form College, Cambridge



In 2025, Form the Future marked ten years of work helping young people navigate education, employment and the world beyond the classroom. Since 2015, we have worked with tens of thousands of students across the region, connecting them with career opportunities and helping them build the confidence, skills and insight they need to thrive.

 FORM THE FUTURE
CELEBRATING **10** YEARS OF
IMPACT AND COLLABORATION



TEN-YEAR IMPACT
FIGURES 2015 - 2025

Number of students

216,647

Number of events

2,054

Number of schools

160+

Number of businesses

1000+

Hours of work by
volunteer Ambassadors

20,749

Number of work
experience placements

8,000+

15 JUNE
2015

- Secured first funding from the Greater Cambridge Partnership.
- Ran employer visits across 24 schools.
- Chosen by Marshall to run Cambridge LaunchPad.
- Helped 1,200 students into work experience.
- Secured further grants and funding from The Careers & Enterprise Company and the National Lottery.

2016

- ARM and TTP join as Cambridge LaunchPad founding partners.

2017

- Worked with 13,000 students in the first two years.
- Won our first social impact award.
- Raised £4,739 through crowd-funding unlocking £75K from The Careers & Enterprise Company.
- Started one-to-one careers support

2018

- Secured our first European Social Fund contracts.
- Commissioned by Cambridge & Peterborough Combined Authority as Enterprise Coordinators.
- Welcomed abcam, Horizon, Huxley Bertram, TWI and Ninja Theory to the Cambridge LaunchPad programme.

2019

2020

- Secured third GCP and second European Social Fund contract.
- Worked with 25 businesses during the academic year.
- Cambridge LaunchPad won STEM Initiative of the Year at Cambridge SciTech Awards.

2021

- Launched Cambridge Unlocked.
- Ran our first GCP Primary Careers Fair.
- Held our largest one-day event: 2,000 students at Cambridgeshire County Day.
- Work experience returned to pre-pandemic levels with over 1,000 placements by 2023.

2022

- Team grew to 30.

2023

- Won Department for Education contract.
- Held our first National Apprenticeship Week Fair.
- Doubled the number of schools to 134 and delivered ASK Apprenticeships.
- Brought 150 primary pupils to Illumina DNA Day.
- Ran the first Cambridge LaunchPad project day at Cancer Research UK.
- The Crown Estate joined Cambridge LaunchPad steering group.

2023

2024

- Launched Tech Futures at Cambridge Tech Week and Form the Future Live! with Illumina.
- Expanded the reach of AstraZeneca's Inspiration lab.
- Secured a fourth contract with GCP.

2025



OUR TIMELINE

CHANGING FUTURES TOGETHER

This decade of work has been shaped by an extraordinary network of partners and supporters.

“Young people at schools in the Cambridge area have unparalleled opportunities to develop and enjoy a rewarding career, within a few miles of home. They are even more fortunate to have the unique advantage of Form The Future to help them uncover and open up those opportunities in a way which simply doesn’t exist in other parts of the UK. Thanks to Form The Future, employers can also more easily access the talent which is already on our doorsteps.”



Christopher Walkinshaw DL,
Group Director External
Relations & Communications,
Marshall of Cambridge

The enthusiasm for what Form the Future is doing and the genuine inspirational impact it has on young people, and the system more generally, is clear for all of us to see. It’s that which has allowed us to continue to support this vital work. Work which we know has impacted so many thousands of young people in this area.”



Niamh Matthews,
Assistant Director, Greater
Cambridge Partnership

Thank you for showing up for young people across the region. Together, we’ve co-designed programmes, opened workplace doors, and shared insight that only comes from doing the job. Together, we’ve given young people the strongest start by being backed by the best.



"From the outset, the commitment to schools and employers for the benefit of young people has been at the heart of how Anne and the team have grown and developed Form the Future. This approach has enabled countless young people to broaden their horizons through meaningful careers and employer engagement opportunities. Their ability to navigate changes in local and national political landscapes while keeping the original vision and mission at their core has ensured a sustained and positive impact for young people in our region."



Andy Daly,
Executive Principal,
Meridian Trust

"I have had the privilege of working with, and alongside, Form the Future for over ten years. Their impact on young people's lives across the region is nothing short of transformative. Form the Future doesn't just talk about opening doors - they activate opportunities by connecting pupils with real employers, volunteers and experiences that expand their horizons well beyond the classroom. I cannot recommend Form the Future more highly."



Martin Campbell,
Executive Principal,
Meridian Trust

"I remember these two ladies [Anne and Michaela] coming to Turners probably 10 years ago... and I thought this is a brilliant idea. When I started going into schools, I very quickly realised that actually the bright kids, the kids that will do okay, will be alright. But it's the kids who have had the disadvantaged upbringings, who have really struggled in life. But what they needed was someone to listen to them. They needed someone to give them guidance. And to make them realise that they had a place in society. And that's been my aim over the 10 years. I've had a great career in my life, but doing the work for you guys has been by far the most rewarding."



Stephen Blackmore, Turners
of Soham, and recipient of the
Form the Future Long-standing
Contribution Award

"Over the last decade, primary schools such as Milton Road have benefitted enormously from the Cambridge LaunchPad STEM programme that is managed by Form The Future. We know that children start to form ideas about what they want to do in later life from as early as four years old, and that these ideas start to formalise when children are just seven years old. Inspiring our children early and showing them what Cambridge has to offer has been made easier and more possible for schools to achieve."



Rae Snape, Headteacher
Milton Road Primary School,
Author of "The Head Teacher's
Handbook" and "The Curriculum
Compendium"



CAMBRIDGESHIRE COUNTY DAY

1

In June 2022, our first ever Cambridgeshire County Day celebrated the best of Cambridgeshire to mark HM The Queen's Platinum Jubilee. We brought together over 2,000 students with local businesses, charities, voluntary groups and public sector organisations. For many, it was their first opportunity to meet employers since the pandemic.

AMBASSADORS

2

Our community of over 500 employee volunteers sits at the heart of our work. Over the last decade, they've given thousands of hours to show up for young people, share what they've learned, and bring careers to life through real stories and experiences.



ANNUAL CONFERENCE

Our annual conference has grown year-on-year into an established thought-leadership event exploring the future of work and what it means for young people. As it has grown, we have attracted a wider mix of delegates, sponsors and exhibitors, alongside speakers and thought-leaders from across the UK.

4



ANNUAL PRIMARY SCHOOL CAREERS FAIR

Starting early helps young minds see a wider range of possibilities for their futures. With support from the Greater Cambridge Partnership, we've run four annual events for 9-to-11-year-olds, sparking curiosity, and inspiring thousands of children to dream about their futures.



Over the past ten years, we've grown from a small, ambitious team into a skilled organisation at the heart of where it starts for so many young people across the region.



Our team brings together deep local knowledge and real-world experience that young people really need. We build lasting relationships across schools, employers and communities, so support stays consistent and opportunities feel real.

We invest in our people through Level 4 and 6 apprenticeships, ongoing development and management training.

We became a Living Wage Employer in 2023 and hold the Matrix Standard accreditation from the Department for Education.

Our people are the driving force behind ten years of success and are the foundation for the next decade.

OUR TEAM

THE NEXT DECADE STARTS HERE

“Building runways for young people to careers they’ll love”

“As we mark ten years of impact, this milestone is a powerful reminder of what we can achieve together. Now we look to the future with renewed ambition, determined to build a more connected, inclusive and opportunity-rich world for the next generation. And this milestone is not just a celebration, it’s an invitation. It’s an invitation to join us as we progress into the future, into our next 10 years.”

Anne Bailey, CEO and
Co-Founder, Form the Future



Here’s how we’ll make it happen

We’ll take what we’ve built in Cambridge and expand it nationally, so more young people across the UK can benefit from the same early support and opportunity. We’ll use what we’ve learned over the past decade to reach the students who need it most, wherever they are.

OUR FOUR PRIORITIES



Regional Leadership

Become the lead provider of careers education and employer engagement



Financial Sustainability

Diversify our revenue streams and secure additional funding to expand our work



Impact

Demonstrate progression for every young person through robust data and evidence



People and Culture

Build our high-performing, purpose-driven team recognised for excellence

LOOKING AHEAD

FORM THE FUTURE IS WHERE IT STARTS

For young people. For employers. For the places they grow up in.

Young people

We see your potential and back you early

Parents and carers

We find capable people to be in your child's corner

Schools and colleges

We give support that helps students see what comes next and why school matters

Employers

We introduce you to future talent early and give your people purpose

Local authorities

We help communities and workforces thrive before problems take hold

Employees and volunteers

We help you use your experience to change what's possible in your community



HELP SHAPE THE NEXT DECADE

As we look to the next decade, collaboration stays at the heart of our mission. Creating meaningful opportunities for young people depends on the collective action of families, educators, employers, volunteers and local partners. There are many ways to get involved and make a difference.



Parents and carers

Join an Insights webinar, start a careers conversation at home and sign up for Form the Future newsletters.

Schools and colleges

Work with us to run careers programmes that meet the Gatsby Benchmarks and support every learner.

Employers

Host site visits and project days, offer work experience and internships, share speakers, support teacher CPD and partner with us on programmes that bring careers to life.

Employees and volunteers

Use your experience to inspire the next generation and broaden what young people think is possible. Become an Ambassador or mentor, volunteer your time and share your career story.

Local authorities and strategic partners

Work with us to bring education and employment closer together across the region, so more young people get a fair start. Partner with us on local solutions that open doors and raise aspirations.

LOOKING AHEAD

WHY THIS MATTERS

Reaching young people early can change everything. In a region known for both world-leading innovation and persistent inequality, targeted support in schools can widen access, raise opportunities and improve social mobility.

Over the past year, we've strengthened how we evidence and share our work, including tailored impact statements for every corporate partner and funder. We've also continued our membership of the Institute for Social Value.

Looking ahead, we'll keep improving how we capture, measure and report what changes for young people so we stay aligned with national social value frameworks.

Youth unemployment and NEET levels are high

Nearly 1 in 8 young people aged 16–24 in the UK are not in education, employment or training (NEET), showing the scale of the challenge early outreach can help address. Updated analysis suggests that reaching the lowest NEET rate in the OECD could bring an additional £86 billion in long-term economic benefit (Youth Futures Foundation, 2025).

Employer engagement supports pupil outcomes

Reviews of 60+ studies show activities such as work experience and job shadowing can raise attainment, broaden aspirations, build self-management and deepen understanding of the world of work (Education and Employers).

Disadvantaged young people benefit most

Evidence shows employer engagement and high-quality careers guidance matter most for students who lack networks and access to opportunity (Careers & Enterprise Company).



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**INSTITUTE FOR
SOCIAL VALUE**

