



PAI
Community

**Transforming
futures**



The ability of a group of people to do remarkable things hinges on how well those people can pull together

Simon Sinek





2012

creation of the endowment fund

€4.5m

donated since creation

25

projects supported since 2012

7

countries

32

volunteers

About PAI Community

Born in 2012, PAI Community was founded by some of the members of the PAI team who were already involved in charitable work at a personal level. As the idea was to leverage the professional experience at PAI Partners, we decided to concentrate the mandate around charities that promote social inclusion for people on the fringes of society. PAI Community does this by investing in and supporting projects that create employment and economic activity.

The charities and social enterprises we sponsor have the common goal of providing support to those in need of employment. Their beneficiaries may be suffering from extreme poverty, social exclusion, mental illness, or may simply be from tough neighbourhoods. But one thing connects them all; they are out of work.

The associations we support all have a life-changing impact on the people they reach out to and accompany on their journey towards employment.

PAI Community not only provides funds but also encourages PAI staff to contribute their skills, taking time out from their working week to help projects by providing pro bono advice and encouragement in areas such as budgeting, reporting, fundraising and mentoring initiatives.

How we work together

2020 and 2021 have been periods of transition and transformation for PAI Community. Among other things, we have restructured our governance, implemented more intense communication campaigns, and expanded our portfolio of charities internationally.

One of the goals that we have set for ourselves is to build bridges between our portfolio companies and the charities and social enterprises which we support. We are discussing how our portfolio companies can offer internships, job placements and mentoring, as well as supplies that will be useful to our charities.

We hope you will enjoy learning more about our Community throughout this booklet.

Taking PAI Community to the next destination

PAI Partner Ivan Massonnat took over as Chairman of PAI Community in 2017. He describes the journey so far.



What is the story behind PAI Community, and what is its focus?

We first launched the initiative in 2012 to bring together what a number of employees at PAI Partners were already doing as individuals. The idea was to give some structure to their philanthropy and make it more effective.

From inception, we focused on using work and training to help reintegrate vulnerable and disadvantaged people back into society. This reflects our values at PAI Partners – we see business as a positive force for transforming society.

Everywhere you look, you can see the limits of the welfare state, with mass unemployment and social and economic inequality. Our goal is to help young people, people from depressed areas, ex-convicts, those with mental health challenges, disabilities or drug addiction, fully participate in society through training and employment.

How and why did you get involved with the initiative?

I was a proponent of the initiative from the very beginning. I have always felt that, in addition to the work PAI Community does with our partners, the initiative is important for what it means to our people and how it embodies our values. At PAI, we aim to be a good corporate citizen, and PAI Community gives us a chance to make a difference as individual citizens as well. It shows

that we're about more than just creating the next euro of value.

I was also very keen, as a Partner at PAI, to do something that brings together the members of the firm through something that isn't business related, particularly more junior members. We've now got almost a third of the Firm directly involved in the initiative; I'm very proud of that.

What differentiates the approach taken by PAI Community?

We've always taken the view that we don't add very much by merely being one of 20 big corporate donors. Of course, we donate money, but we want each of our relationships with our partners to involve something unique – whether it's our time, our advice, or work on a specific project.

What is different about PAI is our people. They bring a private equity mindset, looking to leverage every euro or dollar invested for the greatest possible impact.

I also think that the charities that we work with are different, as well. We look for social entrepreneurs who are trying to be disruptive with the models that they use. For example, Les Plombiers du Numérique has a very 'asset-light' model for professional training: they've therefore been able to roll out their model very quickly throughout France. Beam in the UK is similar, using crowdfunding to provide employment training.

What are your measures of success?

That's part of the journey we're on. At the moment, it's very bespoke, partnership by partnership. But we're working with an adviser to develop the right metrics for assessing our overall impact. As an investment firm, measuring outcome is a critical part of our work – there's no reason we shouldn't also apply it to PAI Community.

What have you found most challenging about PAI Community?

Perhaps the hardest thing has been bringing portfolio companies with us. Working with them sounds obvious and intuitive, and there are lots of synergies, but you have to remember that when we acquire companies, we create value by helping to transform them. Their managers are already fighting a hundred battles – and we're bringing them another one! But we're making progress, such as with our initiatives with Atos on Covid-related medical supplies, with Albéa and Ares, and with Homeboy and our food, beverage and travel retail business, Areas.

What are your near-term goals for PAI Community, and where do you see the initiative in five years' time?

Our immediate objectives are to do more of the same: supporting more people, involving the wider team at PAI, increasing cooperation with our portfolio companies. We want to complete

our geographic expansion by finding a partner in Scandinavia, launch our impact measurement tool, and improve our communications around our partnerships. To date, much of the work has gone under the radar; we want to talk about it more.

As for five years' time, that might involve creating our own direct initiative. We've got lots of ideas, and lots of enthusiasm. That could well be the next destination.



At PAI, we strive to be a good corporate citizen, and PAI Community gives us a chance to make a difference as individual citizens as well.



Our charities

PAI Community is sharing its journey with 11 non-profits across Europe and beyond.





NEW




100 Black Men of London aims to help members of the Black community become the best version of themselves and show them that they have the power to change their life's narrative. It works mostly with black boys aged 10 to 18, providing constructive mentoring, with the end goal of getting each mentee into employment, university or business ownership.




Ares specialises in preparing disadvantaged people for their entry into or return to professional life. It has 30 years' experience helping the homeless, disabled people and young people without qualifications, using a range of programmes to combine social support and real-world work experience.

Beam is a London-based online platform which crowdfunds money for employment training for disadvantaged people. It creates a bespoke employment plan for each homeless person it helps, and supports them through training, into work and beyond. It is a social impact business which raises funding from local authorities and foundations as well as individual funders.



NEW






Digital Inclusion helps disadvantaged people and refugees in Luxembourg get access to information technology and computing skills. Its programme provides computer and smartphone literacy, language learning and personal coaching services. It has developed a Women's computer café to help women develop their computer skills.






Fleurs de Cocagne was the first organic horticultural farm established in the Ile-de-France region. It employs people in need of social and professional integration, especially women. The farm produces flowers and vegetables which its members then sell through a local distribution network. It also teaches its beneficiaries how to make bouquets.

Homeboy Industries is a gang intervention, rehabilitation and social re-entry programme based in Los Angeles, California. It transforms the lives of previously incarcerated and gang-involved people through a range of social services, job-training and social enterprises. Its programmes include mental health counselling, legal services, tattoo removal, education classes and employment services.

Les Plombiers du Numérique helps young adults who have left school without qualifications to gain employment or reemployment, focusing on industries where there is a clear labour shortage, such as fibre-optics, electrical, plumbing and IT services. Intensive, hands-on internships provide students with skills and know-how to enable them to start working after three to four months of class.

Lulu Dans Ma Rue is a platform offering local services such as gardening, housekeeping and odd jobs from kiosks throughout Paris. It enables people who've been out of the job market to rebuild their professional experience. The social enterprise plans to launch a school to provide training for tradespeople, support entrepreneurship among its beneficiaries, and offer activities for specific groups, such as refugees and people with disabilities.





MicroLab supports young potential entrepreneurs through mentoring and training activities across 14 cities in Italy. It runs a network of volunteer mentors who support the creation and development of microenterprises, promote self-employment of its beneficiaries, and provide professional advice for high school students.

NEW




The Spain-based Prodis Foundation helps people with learning disabilities with training and support to help them access the jobs market. It provides a range of programmes, including pre-university, undergraduate and master's degree courses, as well as support for beneficiaries and their families as they enter the labour market.

Studienkompass is the largest private student support programme in Germany. It helps young students from non-academic backgrounds reach their full potential. It offers support for participants in their last two years of school and their first year of further education. As well as its mentor and funding programmes, it has developed an app which provides academic, training and employment information.

Meet our two new charities



FUNDACIÓN prodís - a helping hand



Prodis is one of the newest relationships that PAI Community has forged. This charity was proposed by Raúl Cánovas, Principal in PAI's Spain team. Prodis was established in 2000 to support individuals with learning disabilities, helping them meet their full potential and develop the skills needed to enter the labour market. It currently supports more than 450 young people and their families in Madrid.

“Every individual can make an invaluable contribution to the firm that they work for,” says Raúl, on why he suggested PAI Community partner with Prodis. “I have always wanted to collaborate to help provide quality education and inspiring long-term job opportunities to people with mental disabilities.”

“I truly believe all candidates provide an immeasurable set of values to every firm they work for, such as honesty, respect, dedication, accountability, humbleness, team spirit and a strong feeling of belonging.”

The charity runs a business that employs people with learning disabilities, offering marketing, packaging, document management and educational services. It also runs a training programme that helps young learning-disabled people into work.

PAI's initial donation will help support Prodis's four-stage training programme. The first stage

combines class-based teaching and practical experience, such as university visits, to help young people understand the options available to them. The second stage is a two-year university programme, developed with the Universidad Autónoma de Madrid, tailored to the learning disabled.

The third stage is a master's degree in Business Service Provision, which combines theoretical training with work placements. Finally, a fourth stage involves a team of employment mediators who help graduates integrate into employment, providing support to the young people and their families. More than 90% of youths who have completed the programme are in work.

As well as the financial donation, PAI Community plans to help Prodis in running training programmes and workshops, placing beneficiaries in portfolio companies, helping Prodis expand its network of collaborators, and by ordering PAI goodies.

“I'd like to see Prodis expand its work to all levels of education, perhaps running workshops for kids under 12,” says Raúl. He also sees potential for PAI Community to help Prodis increase the number of degrees it offers, the number of universities it works with, and expand across Spain. “I see a marvellous opportunity for partnership,” he says.



Every individual can make an invaluable contribution to the firm that they work for.



100 BLACK MEN of London

Leading by example



What they see is what they'll be.

For Ruth Pilcher, executive assistant at PAI, becoming a stepmother to two black boys, aged four and ten, opened her eyes to the extent of the discrimination faced by people from ethnic minorities, and the poorer life chances that flow from the challenges that so many routinely face.

“There is a vicious cycle going on – black people do not get the opportunities white people do, whether in education, extracurricular activities or, most obviously, in employment,” she says. “It’s vital that black children get as much, if not more, support compared with their white peers to help them choose the right path.”

That experience led Ruth to propose that PAI Community partner with 100 Black Men of London (BMOL). The charity aims to help members of the black community become the best version of themselves, mostly through mentoring boys of 10 to 18 to help them take control of their lives with the goal of getting each mentee into employment, university or business ownership.

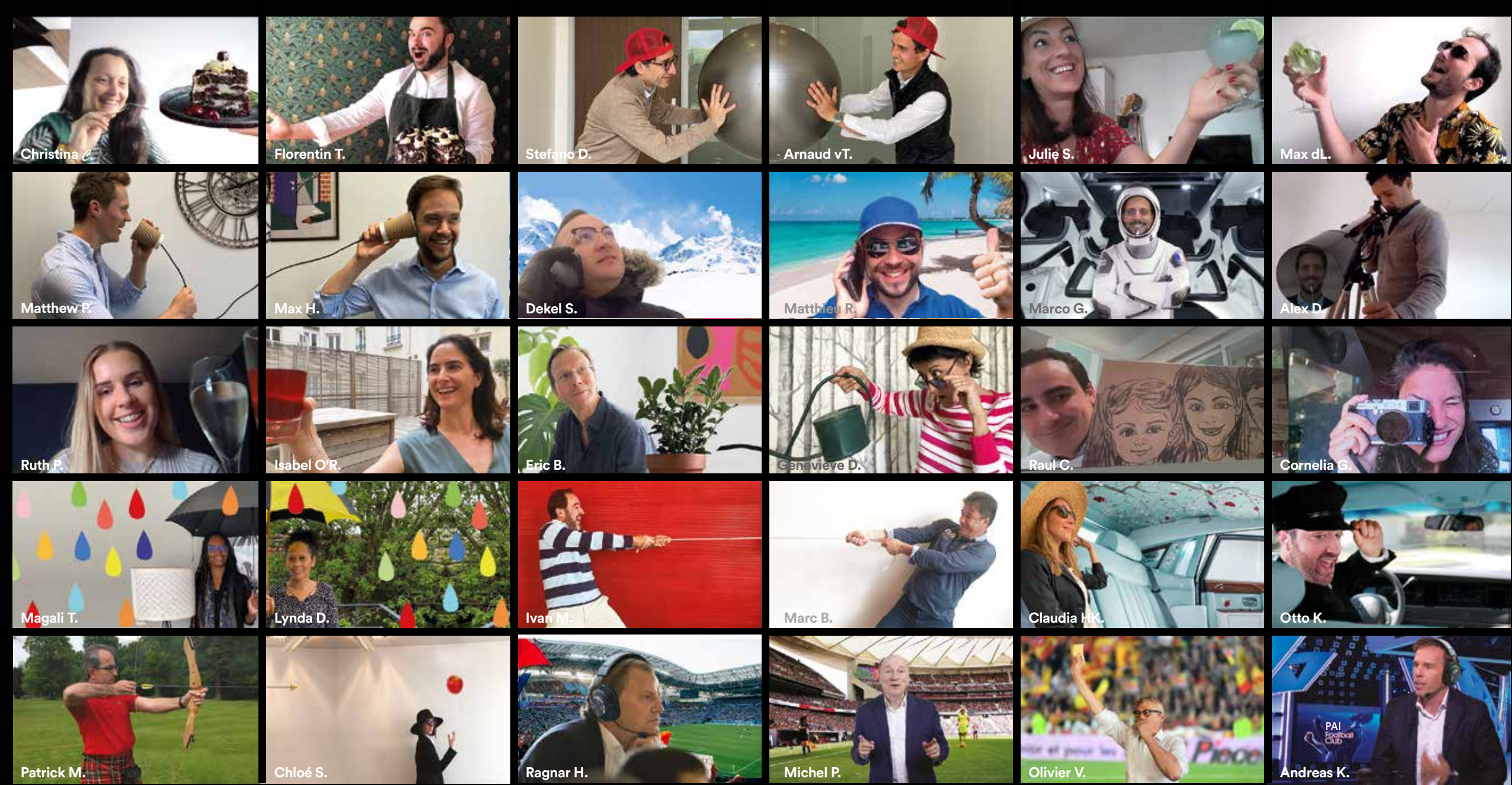
“I cannot even begin to describe how passionate I am that charities

like 100 BMOL get the recognition and help they deserve,” she says.

The group’s motto is “What they see is what they’ll be”, which underlines the importance of leading by example, helping their mentees develop positive self-esteem and the ability to resist peer pressure, and focus on their future career path.

Parent organisation Black Men of America was founded in 1963, with its London offshoot following in 2001. BMOL currently boasts 107 volunteers, 47 mentors – and not a penny of government funding. PAI’s support will help 100 BMOL recruit more mentors and provide more services under its other three pillars: education; health and wellness; and economic empowerment.

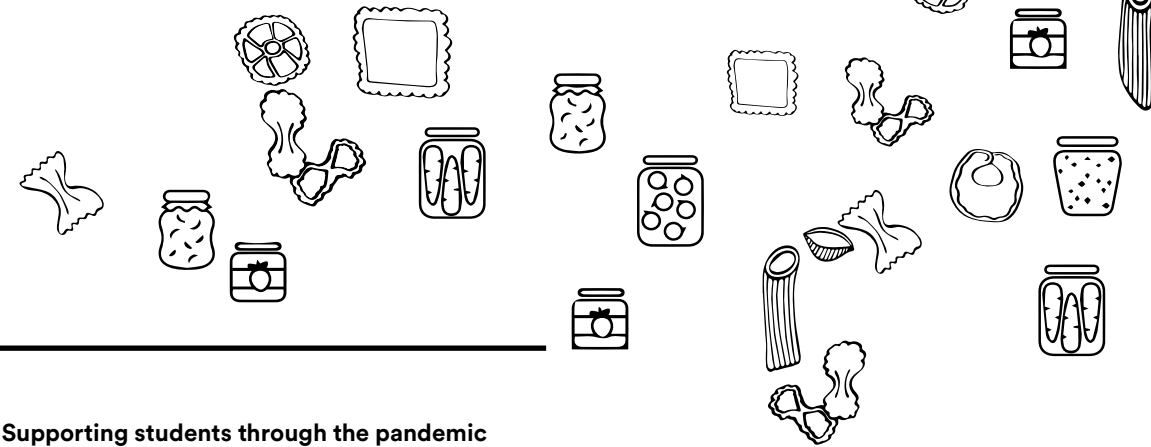
But we can go further. An opportunity exists for BMOL to extend the work it does to France – we are ready to give the charity the help it needs to launch a chapter in Paris. We all agree when Ruth says: “It’s vital that black boys have the opportunity to get all the education they need and the confidence to know they can do anything, and that the colour of their skin doesn’t need to define them.”



Meet our community

Unmute Start Video Participants 31 Chat Share Screen Record Reactions [Join](#)

Stepping up to the challenges posed by Covid



In a year turned upside down by Covid, charitable organisations have been affected more than most. Much of their fundraising has ground to a halt. Volunteers have been unable to work and beneficiaries have been harder to reach out to and support.

PAI Community stepped up in these complicated times. We participated in three initiatives in 2020 to help our non-profit partners and to support hospitals and vulnerable people manage the impacts of the pandemic. In 2021, we launched a fourth initiative to assist students.

■ Supplying PPE to our charities

The need to protect volunteers, staff and beneficiaries from Covid-19 has increased the costs faced by our non-profits. We donated €54,000 to purchase personal protective equipment (face masks, shields, gloves and hand sanitiser), which we provided to Ares, Aurore, Beam, Emmaüs, and Fleurs de Cocagne to help keep them working safely during the pandemic.

■ Albéa-Ares toiletry kit co-operation

Ares' SocialCOBizz programme, which helps set up social businesses, has been working with PAI portfolio company Albéa to produce eco-friendly toiletry kits, made by recycling unsold products. These kits were then distributed to non-profit organisations supporting vulnerable people who had been impacted by the Covid pandemic.

■ Working with Atos on Covid

In cooperation with Atos, another PAI portfolio company, PAI Partners is helping to fund the supply of 141,000 filters adapted to help protect patients and staff from infection. The filters were supplied to hospitals in Belgium, France, Italy, Spain, the United Kingdom and the United States which have been hit hard by Covid.

■ Supporting students through the pandemic

For young people taking their first steps into the wider world, the Covid pandemic has put their dreams on hold. Many have had their education disrupted, their ability to work much reduced, and the beginnings of their careers delayed.

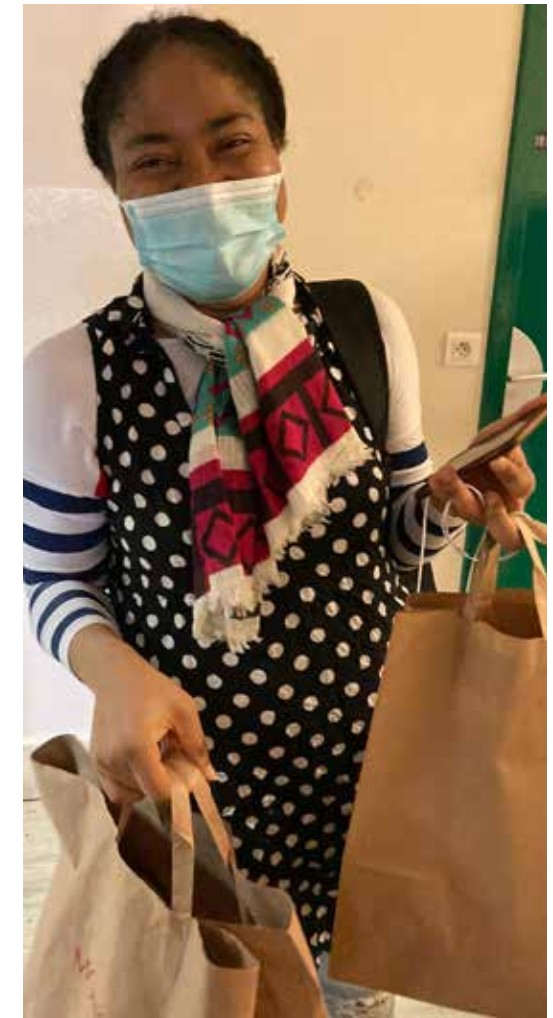
At PAI Community, we decided to launch a specific initiative in response, assisting the work of the Fondation Dauphine. Established in 2008, it supports students at the University of Paris Dauphine through a range of programmes directed at its three areas of focus: creativity, international development and social responsibility.

In response to the Covid pandemic, the foundation created an emergency solidarity fund to support students facing financial and mental health challenges. It has helped 203 students since April 2020 with financial assistance to allow them to continue their studies, as well as providing access to clinical psychologists for those facing mental health challenges.

PAI Community has stepped up to support the fund with a €30,000 donation, becoming the majority donor to its mental health programme. It will help between 60 and 80 students, identifying those in early stages of psychological distress and providing treatment.

Through this initiative we also felt the need to invest some of our personal time to these students. We therefore organised a food drive at the PAI Paris office to supplement the Dauphine foundations food distribution which brings basic necessities to students in need every Thursday. We collected and delivered several boxes of food, drink and personal hygiene products. The biggest reward was receiving photos and texts of thanks from smiling students, who know they have not been forgotten.

Dauphine
FONDATION



BYOC : giving our people a voice



€10,000
funding

Introducing ACTA VISTA: our first ever BYOC winner

At PAI Community, we strive to involve as many of the PAI family as possible. It is important for us that everyone feels welcome in our community, and free to propose any project or idea that they feel passionate about.

While brainstorming about how to spark people’s interest, we thought, what if they brought their own charity, a cause close to their heart? What if we organise a competition to inspire more enthusiasm within the firm?

That’s how our Bring Your Own Charity (BYOC) scheme came about. How does it work? Twice a year, sponsors fill in an application providing details about their charity and what makes their choice a unique one. The whole firm then gets to vote for their favourite charitable project, and the winner receives €10,000 in funding, as well as access to the PAI Community support network, with a runner-up receiving a €2,500 donation.

Because we place emphasis on providing more than just funding to our charities, the patron of the winning charity stays involved and acts as that charity’s champion within the firm, helping to encourage PAI involvement in projects, as well as giving guidance and working with the charity to improve fundraising efforts long-term.

For this first edition, we are happy to have received no less than 11 applications, making it a big success. Following a two-week voting period and a very close result, Acta Vista, who’s story you will find out more about later, is our winning charity.

“Awake the stones, reveal the men.” These are the words that ACTA VISTA lives by. Since 2002, the charity, located in sunny Marseille, has focused on the professional reinsertion of people from vulnerable backgrounds through the restoration of historical and cultural landmarks.

The upkeep of France’s cultural heritage, combined with ACTA VISTA’s vision of professional and social insertion, were determining factors in Maximiliano de Ligny and Julie Sarfati choosing it as their BYOC charity.

As of early 2021, ACTA VISTA has renovated over 30 sites, beginning with the restoration of the magnificent Saint Nicolas fort in Marseille. Its team of 26 employees helps more than 500 people a year – with 90% achieving a professional qualification and two-thirds of them finding a job. The charity is also working hard to increase gender diversity in the construction sector, making a specific effort to support and place female workers.



ACTA VISTA's 3 pillars – employment, training, and socio-professional support – were crucial in helping it receive the “Pionnier French Impact” label.

Maximiliano and Julie, along with other PAI employees who want to be involved in this project, are planning to organise a workshop day for ACTA VISTA’s beneficiaries on job-seeking skills. We are all very excited to help a group of 12 ACTA VISTA beneficiaries over the coming year, and we hope our donation and support will encourage them in attaining their ultimate goal, finding a job!

 **Awake the stones, reveal the men.**





**Get to know
some of our
charities**



Forging a path away from gangs

Founded by Father Gregory Boyle, Homeboy Industries is the largest gang intervention, rehabilitation and work re-entry programme in the world. Based in Los Angeles, it runs an 18-month programme that, in 2018, worked with more than 400 former gang members to provide work-readiness skills and help them rebuild their lives. It offers a number of services (gang-tattoo removal, help with addiction, etc.) but more importantly gives them a job through the seven social enterprises it manages, which range from electronics recycling to operating a bakery and a café.

leveraging its procurement platform to the benefit of Homeboy, and working together with mentoring, training and, potentially, hiring. Since 2020, PAI Community has worked alongside Areas and Homeboy Industries on the FeedHope Project, which consists of providing produce, then packing and home-delivering meals to vulnerable seniors in LA County. Not only is it our first ever US initiative but it is also a case study of how PAI Community can work alongside our portfolio companies on social ventures and hopefully have a greater impact on the community.

We are proud of our portfolio company Areas which has been operating the Homeboy Café in Los Angeles airport (LAX) since 2013 – the license from Homeboys was instrumental in Areas winning the concession. PAI Community is delighted to have joined this already successful partnership becoming our first ever US initiative. Areas plans to deepen the relationship, including by



It's been a great partnership and a great collaboration," says Carlos Bernal, CEO of Areas USA. "Not only is it the right thing to do, but it's also the right thing to do for our business, as well. It gives us better connectivity with the community in Los Angeles."



José's journey to becoming a Homie

We had the privilege of hearing from José Arellano, who was a gang member from the age of 12 and spent much of his teens and twenties in prison. José has come a long way from his tough beginnings to become the organisation's co-director of case management. José spoke to the entire PAI Partners team about his journey, through Homeboy Industries, out of gangland. "I grew up in an environment that was gang-infested, there was alcoholism, drug abuse, physical abuse ... a lot of mental illness."

Gang membership offered a sense of belonging that was otherwise missing from José's life. "Now I look back, it wasn't that they cared about me. We were all broken, and we had formed this broken bond with one another."

After his last stay in prison, he realised he needed to turn his life around. He had heard about Homeboy Industries, and called the office, only to be offered a job. "What, I said, 'are you serious, homie?' He says, 'I'm serious. Can you come down here today?'" This was the beginning of an inspiring transformational story.

"I remember walking up to this place, and seeing the energy, seeing gang members everywhere hugging each other ... I had never experienced anything like it."

José says that Homeboy Industries is about much more than the training and resources it offers – it ensures that everyone involved in the community feels valued and loved. This life-changing experience also helped José to attain one of the most important goals for him, that is providing a quality of life for his own children where he knows they will thrive.

"It's a community that chooses to see people as if they're seeing them for the very first time," he says. "Human beings are yearning for that." The psychological healing that Homeboy focuses on, and the relationships that it helps former gang members build, is as important as the formal training and support, José says.

"It's the privilege of my life to be a part of everything that happens here," he says, summing up his experience.





Sowing the seeds of success

We have been working alongside Fleurs de Cocagne since its very inception. The charity, an organic horticultural farm in Avrainville, Ile de France, was established in 2014 to help excluded and vulnerable individuals, primarily women, rebuild confidence and self-esteem through worthy and rewarding work.

Fleurs de Cocagne redeveloped an abandoned farm just south of Paris, first growing flowers and providing high quality bouquets which its employees sell locally and to businesses. In 2019, it expanded into organic vegetables, and it now employs the equivalent of 16 full-time workers, offering training and, where necessary, support with health, housing and addiction.

PAI Community supports Fleurs de Cocagne with yearly donations and fundraising events – including two sponsored races, raising more than €20,000 each time. But it also supports the charity as if it were a portfolio company – advising, mentoring and helping it make connections that will further its mission.

Its performance would make any portfolio manager proud. Over the last five years, Fleur de Cocagne’s turnover has grown 10-fold. In 2020, despite the pandemic, it increased turnover by 26%.

We have also helped Fleurs de Cocagne in a transformative transaction with the acquisition of the site on which it sits. The land has been bought by a number of supportive individuals; Fleurs de Cocagne will repay them over time, eventually acquiring the site. This will give the charity sole control over the land and the ability to invest in developing the property.

What’s more, we’re also making connections between Fleurs de Cocagne and PAI’s portfolio companies. MyFlower, the owner of the Interflora brand, is in discussions to help acquire lower-cost supplies, while insulation materials company Armacell is advising the charity on plans to insulate its main building.





Crowdfunding opportunity

Beam raises funds to help disadvantaged people back into work. We spoke to its founder Alex Stephany about this groundbreaking initiative.



What inspired you to start Beam?

The idea for Beam started when I became friends with a homeless man outside my local tube station. I would see him every day on my way home from work, and we began talking. He had been out of work for years and, over time, his condition became worse and worse. One day, after I hadn't seen him for several weeks, I learned that he had suffered a heart attack.

At this point, I realised that what he needed wasn't another coffee or pair of socks, but an opportunity for him to permanently turn his life around. It made me wonder, if I was willing to invest in him, would others, and what if we all chipped in a little? This led me to the idea of crowdfunding investment for people in need, which is exactly how Beam works today.

How is Beam's approach to workplace reinsertion different to traditional models, and what impact has it delivered?

First, we help people secure great jobs with great prospects, including at companies like Ocado, Bupa, Royal Mail and the National Health Service. Second, we offer a real choice of career path to each individual, allowing them to pursue something that will truly motivate them. Third, we provide a high level of ongoing support, with each individual assigned a Beam case worker, and access to a community of hundreds of people looking to offer their support through our crowdfunding platform. Finally, and perhaps most importantly, we remove every financial barrier – from tools and training to childcare – which would otherwise prevent individuals from progressing into work.



With each successful crowdfunding campaign on Beam, we not only help to build the individual and their family's confidence, network and self-worth, but we are also creating a broader economic benefit to society by supporting someone away from welfare dependency.

Since we first partnered with you in 2019, what have you found most valuable from the relationship with PAI Community?

It goes without saying that the financial contributions that have been made by PAI Community have been a key part of growing to where we are today, particularly in helping to build our case worker team. But for me, what is most valuable is being able to work with a company and a team that have real commercial expertise, especially when it comes to understanding what it takes for an organisation to scale.

We have benefited from PAI's input in our business planning and forecasting process, its insights around people and talent recruitment, as well as being offered support through its relationships with PR and communications agencies.

How do you expect Beam to grow over the next few years, and what are your longer-term ambitions for the venture?

The Beam story started by supporting people in homeless shelters and women's refuges in London. As we look forward, we think about our growth in two ways. The first is geographic expansion, supporting people through our service in cities throughout the UK and ultimately internationally. Our second ambition is to serve other disadvantaged groups, including those with mental and physical disabilities, those who have left prison, refugees and many others. As we grow, we also want to generate more opportunities within our own team for people who have lived with experiences of social challenges and people living in economically deprived areas. In the end, our goal is to create equality of opportunity globally, and the scalability of the Beam model and digital platform is what supports this ambition.

To learn more about Beam, visit www.beam.org





100BMOL



Beam



StudienKompass



Homeboy Industries



Microlab



Lulu Dans Ma Rue



Ares



Acta Vista



Prodis



Les Plombiers du Numérique



Digital Inclusion



Fleurs de Cognac

A huge thank you to all those featured, namely José Arellano, Carlos Bernal, Alex Stephany and the entire PAI Community Team.

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Photographic credits

Charities pictures

100 Black Men of London - Dunstan Creavalle photos

ACTA VISTA - JC Verchere

Ares

Beam

Dauphine Fondation

Digital Inclusion

Fleurs de Cocagne

Homeboy Industries (Cover)

Les Plombiers du Numérique

Lulu dans ma rue

MicroLab

Prodis

StudienKompass

Virginie Ribaut

and Getty Images

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