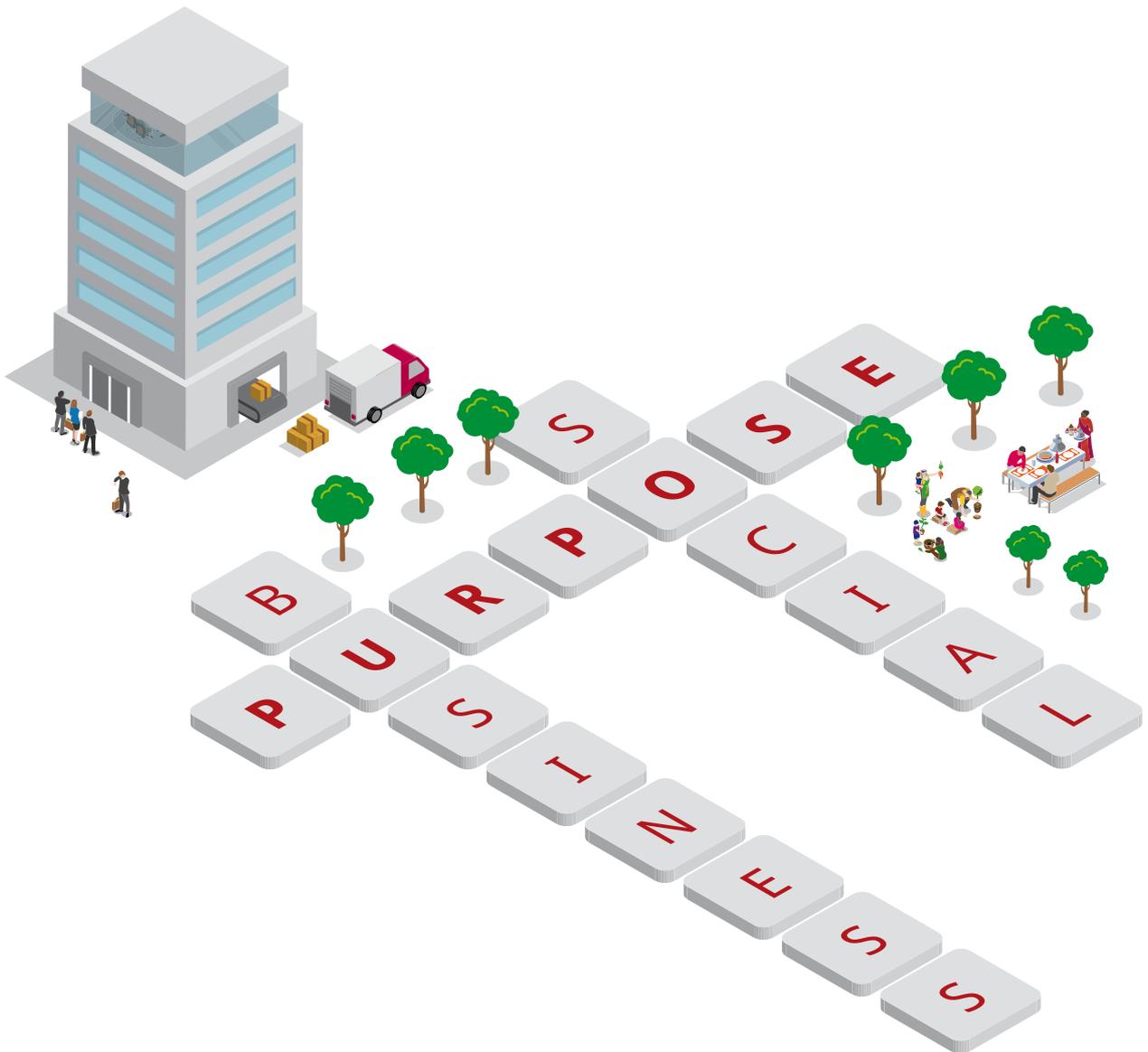


IMPACT REPORT 2017



BUSINESS IMPACT

HERE'S WHAT WAS DRIVING OUR WORK IN 2017



PEOPLE

Developing, engaging and attracting employees

Balfour Beatty

DEVELOPING PURPOSE-DRIVEN LEADERS

Twenty-four talented managers, a high potentials programme, four charities and one internal sustainability project – the ingredients for a challenging and engaging learning experience for the next generation of leaders at Balfour Beatty.

Charity partners, such as community cohesion charity Groundwork in the north-east and education charity Ignite in Nottingham, were geographically spread to reflect Balfour Beatty's representation across the country. Each brought a pressing strategic issue or opportunity to the table, such as improving operational efficiencies and engaging more young people in the STEM agenda.

Over a period of five months, each team worked closely with the senior leadership of their charity partner to understand the root of the issue, make recommendations for improvement and build the capacity of key stakeholders, whilst a fifth team worked on a pressing internal sustainability related challenge.

The projects enabled the cohort to apply and embed leadership skills, whilst building a level of 'societal awareness' that is arguably needed amongst all business leaders.

"Our project looked at operational efficiencies, staffing structures and competencies, and process and systems. We have been extremely pleased with the team's work and don't think this project could have been more effective."

Vicky Cuthbertson, Groundwork North East & Cumbria

Bank of America Merrill Lynch

MOBILISING INTERNS FOR SOCIAL INNOVATION

Bank of America were searching for an engaging and challenging opportunity for their interns to develop business critical skills, so we devised a programme for them to take on real-life projects for four charity partners.

Over a six week period, 200 interns competed in teams of ten to develop the most innovative solution for their charity partner. Each team researched their brief, explored possible solutions and shared their final strategy with their charity partner.

At the end of the six weeks, four winning teams were invited to present their solutions to the bank's senior staff at a finale event. The winning solutions included a new digital measurement tool for employment charity Street League to be able to gather real time data on young people's attendance at their sports programmes.

We supported the teams through the learning experience, focusing on developing their work-based skills through personal development objectives. As well as learning about the charity world, the interns were provided with a fantastic opportunity for networking with others from across the bank.

"The best part was interacting with nine new people and building a team with them. This helped me a lot to develop my social skills and I am sure it will be useful for my career."

BAML Intern



SOCIAL INSIGHT

Innovation driven by expertise from non-profits



MAKING BANKING WORK FOR OLDER CUSTOMERS

Combine an ageing population with the digital revolution and drop in the fact that older people often represent an affluent customer base – and solutions are needed to ensure older customers are not being left behind by technology.

This was the challenge set by the innovation team at Santander, who used our social insight process to delve into older people's banking preferences, with a particular focus on digital banking. Working closely with Open Age, a charity that runs activities for hundreds of older people in London, we set up a fun and lively programme, with a debate, a drama session and an IT skills workshop.

This gave the Santander team deep insight on levels of trust in online banking amongst older people, the value of human contact at a branch, the views of carers and the situations of house-bound older people.

We helped them turn that insight into ideas, and those ideas into three well developed prototypes for new ways of working with older customers – as well as new mindsets about this all-important customer group.

"This was a truly insightful session and one that not only resulted in new ideas but that has also made us think about the older people's market in new ways."

Sigga Sigurdardottir, Chief Customer & Innovation Officer, Santander UK



UNDERSTANDING THE CHANGING WORLD OF CANCER

The life and critical illness product team at Royal London was aware of the changing landscape of the cancer world, but wanted to learn directly from people affected with a view to reviewing and developing their product range and enhancing customer experiences.

We set up a social insight programme in partnership with cancer support charity Maggie's. It was a three-day process starting with 'immersion'; a day of frank and sometimes hard-hitting conversations with a group of inspiring Maggie's beneficiaries who provided insight on a host of topics, from the 'hierarchy of needs' on diagnosis to the weekly financial implications of having cancer.

We continued with 'ideation' – generating ideas for new products and approaches to service inspired by the insights from the immersion phase – and finished with 'prototyping', which saw the team develop the top three ideas in detail.

Product, Insight, Research, Marketing and Corporate Responsibility people from Royal London took part. They are now applying the insights towards the ultimate goal of creating better experiences for customers with cancer and those caring for them.

"This was one of the best insight gathering workshops I've ever participated in."

Alice Sweet, Head of Consumer Proposition, Royal London



CITIZENSHIP

Support for high impact community investment



IMPROVING THE WORKPLACE FOR PEOPLE WITH AUTISM

There is a sweet spot when businesses and charities can apply their respective expertise and learn from one another.

That's the principle we had in mind when designing a bespoke volunteering project for David Oldfield, Group Director of Commercial Banking at Lloyds Banking Group, and a team of executive leaders. Their combined decades of business expertise would support specialist autism and dyslexia charities with key challenges through short, sharp strategy workshops.

That is exactly what happened, but the benefits flowed both ways. The charities gave David – also the Group's Executive Sponsor for Disability – invaluable insight on autism and dyslexia, with a focus on how these issues affect young people looking to gain employment and employees whose line managers may or may not have an appreciation for their challenges.

So while the charities walked away with defined action plans for tackling strategic issues, the bank gained new knowledge on autism and dyslexia to apply to its Group Disability Programme.

"The session provided an invaluable opportunity to increase my own knowledge and understanding of autism and dyslexia, something that I can now use to better support our Retail Business Banking customers and colleagues."

Jo Harris, Managing Director of Retail Business Banking, Lloyds Banking Group



TACKLING LONELINESS AMONGST YOUNG PEOPLE

Question: What do you get if you combine millennials' concern for social and environmental issues with the potential to make the world a better place through technology?

Answer: The TCS Spark Challenge, a national competition for university students challenging them to make one-minute videos on how they would use technology to tackle the growing epidemic of loneliness amongst young people.

We convened the project for Tata Consultancy Services in partnership with the Dame Kelly Holmes Trust, whose research had identified that seven out of ten young people had recently experienced some form of loneliness. Students from all over the country entered the competition and the winners – whose ideas included a platform to connect young people based on their personality types and an app to remove the 'friction' from social media – received exciting tech prizes, an insight day at TCS and employability support.

The programme was part of TCS' IT Futures campaign, which aims to harness young people's innate enthusiasm for technology.

"This competition trained my presentation skills and ability to respond to questions in a logical and confident manner. I also had amazing opportunities to communicate with TCS consultants and partners."

Majunyang Xiao, Finalist from UCL

SOCIAL IMPACT

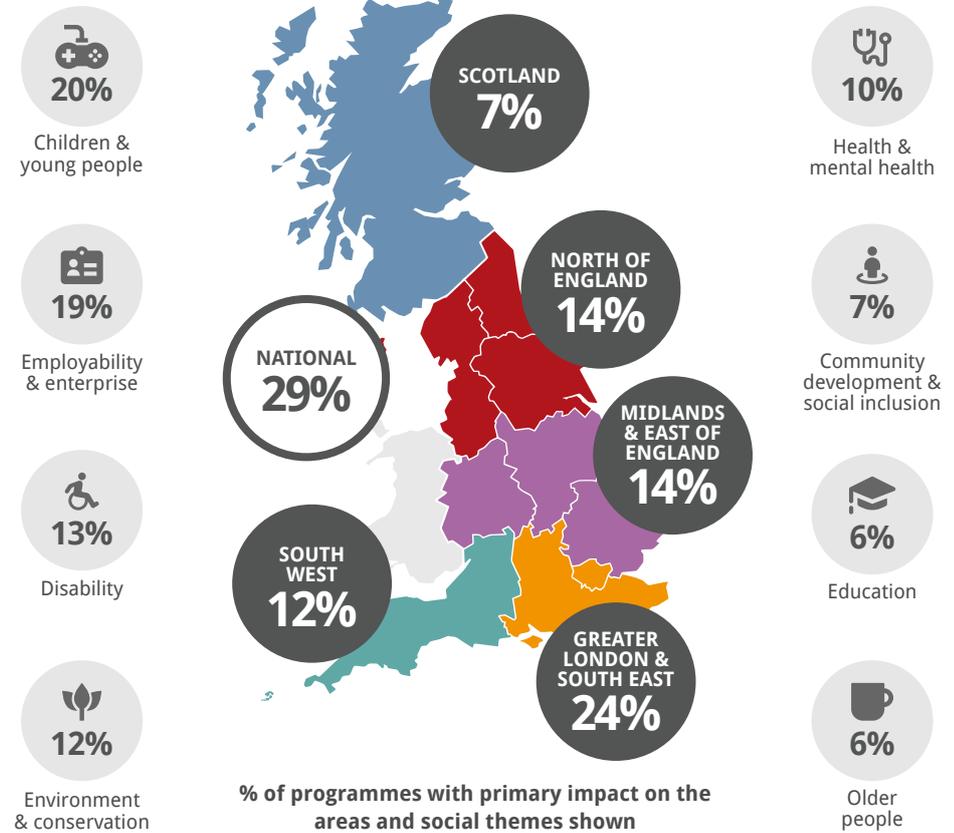
INPUTS & OUTPUTS

In 2017 our work involved...



AREAS & SOCIAL THEMES

And these are the social issues we focused on and the regions we worked in:



OUTCOMES & IMPACT

True impact takes time to bed in. This is what partners told us projects had achieved for them 3-6 months after completion:

