



**THREE
HANDS**

BUSINESS : PEOPLE : COMMUNITIES

Impact 2015 =

The power of...

Addressing
business
objectives



Tackling
social
issues



People

Attracting, engaging and developing employees

Developing leaders through immersion in a social issue of relevance



A module of a development programme which saw British Gas leaders experience deep learning about fuel poverty by engaging with affected community members and those working to tackle it. The team was tasked with devising and running a workshop to help Middlesbrough's Affordable Warmth Group members design a strategy for collaborative action.

They provided the Affordable Warmth Group with new impetus, whilst applying and embedding leadership learning and seeing first-hand the reality for customers affected by fuel poverty.

"A truly memorable development experience and a great test of leadership performance in a new environment, facilitated expertly throughout the two days."

Charlotte Snowden, Learning & Development Business Partner, British Gas

A senior team embracing diversity and inclusion



A one-day project to build on Lloyds Banking Group's position as a top LGBT (Lesbian, Gay, Bisexual and Transgender) employer and increase levels of

awareness of LGBT issues amongst senior colleagues.

We designed a day that was part 'strategy retreat' for two LGBT charities and part learning opportunity for the bank. After a briefing from the charities on their most pressing strategic issues, the Lloyds team devised and delivered practical strategy workshops to support them with those challenges. Next, the tables turned and the charities advised the business on LGBT issues, bringing to life everyday situations faced by LGBT people in the workplace.

The Lloyds Banking Group team built their knowledge and understanding of LGBT as part of the wider diversity & inclusion agenda, whilst each charity left with a practical action plan for addressing their strategic issues.

"The experience helped to 'switch the dial' in terms of people's understanding of LGBT issues."

Jo McCann, Senior Manager, Lloyds Banking Group

Talent development and NGO strategy projects



Globally dispersed participants on RSA's Fast Track talent programme spent four months working on strategic projects for community

organisations in the UK, Denmark and Canada.

We selected partners whose work focused on social issues of relevance to RSA's business as an insurer – such as climate change and safety – and developed projects that enabled employees to use their skills in areas including marketing and business planning.

Participants developed behaviours in influencing, stakeholder management and virtual team-working, whilst charity partners benefited from outside perspectives, rigorous research and strategic advice.

"These externally-focused projects helped the participants to embed learning from the programme in a structured way and to develop an appreciation for the issues in society that they will need to understand and embrace as RSA leaders."

Maren Burrowes, Group Talent Consultant, RSA

Graduate development meets community engagement

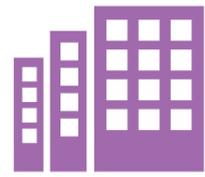


A core component of BNP Paribas' graduate development programme, the new starters take on consultancy assignments with the bank's community partners. In 2015 eight teams worked on challenging projects to help charities address strategic challenges and maximise their social impact.

The projects expose the bank's next generation to community engagement whilst developing the skills necessary to thrive in their new careers – such as team-working, research, stakeholder engagement and tackling complex problems. Meanwhile, their charity partners benefit from new perspectives and insights to help them better market their services and develop new income streams.

"What was fantastic was the degree to which we were really empowered to take ownership of our project. Working in a team is a big part of the business world, but wasn't really a part of my education so I learned a lot from the experience and I loved feeling like we were really making a difference."

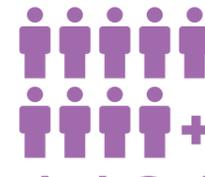
Kanika Premi, Graduate, BNP Paribas



22
businesses



76
community partners



1,191
participants

11,355
hours



1,441
charity beneficiaries

Highlights



More people

- for the first time we worked with over 1,000 participants from business and over 1,000 charity beneficiaries



More hours

- twice as many, in fact, spent by employees on projects and programmes than in 2014



More partners

- over one third more charities, social enterprises and schools than in 2014



More locations

- projects all over the UK, as well as Scandinavia and Canada, and global teams

Citizenship

High impact community investment

Evaluating the impact of a flagship community investment programme

DIAGEO

An evaluation of Diageo's Learning for Life programme in Scotland, which provides coaching and employability skills for young unemployed people. Through focus groups, interviews, and survey data we established the programme's impact to date on the participants, on Diageo and on the wider hospitality industry.

The evaluation has provided Diageo with a strong case for continuing the programme – demonstrating evidence of significant benefits to all three stakeholder groups – as well as useful indicators of the ways in which the programme can be further developed.

"Three Hands have provided us with robust insight that we can now share with key internal and external stakeholders." Corrina Henderson, CSR Programme Manager, Diageo

Devising a toolkit for team sustainability projects



Creation of a comprehensive and engaging guide to help teams in Unilever run their own community partnerships, aligned to

the company's sustainability agenda. Drawing upon the Enterprise and Technology Solutions team's partnership with Foodbanks as an inspiring example – which we had helped to develop – we wrote and designed a toolkit that provided a model for team projects, spelt out the business case, included a step by step guide and pointed out critical success factors.

The toolkit will enable other teams to develop their own partnerships, applying their respective expertise to supporting community partners and tackling social issues.

"The toolkit is a valuable resource that will help us to engage other teams across Unilever in our Sustainable Living Plan, supporting them to devise initiatives that draw on their skills, that are relevant to the business and that have significant social impact." Mallika Kaviratne, Global Partnerships Manager, Unilever

Creating a volunteering model



Development of an easily replicable one-day project led by DLA Piper employees, and delivered in partnership with volunteers from

client or partner organisations. The day sees young people working in teams supported by volunteers, developing their own imaginary legal practice and pitching for business.

The young participants develop their presentation skills and gain an insight into the world of work, in particular in the legal sector. For the volunteers it is a chance to apply coaching skills, an opportunity to strengthen relationships with colleagues and clients, as well as an enjoyable and rewarding experience.

"We are thrilled to have a programme that develops the employability skills of young people in an interactive and real way." Clementine Johnson, Community Engagement Manager, DLA Piper

Innovation

Social insight to improve the way business is done

Tapping into charities' expertise to review an existing product and service



A "critical friends" product review process that drew on insight from charities. As an insurance company Legal & General provides safety nets for 10 million customers – customers whose lives change and are affected by differing vulnerabilities during their time as customers.

As part of an over-50's product review, we designed and facilitated a workshop to hear from charities representing older people and their families. The process unearthed new risks and opportunities, informing Legal & General's development of the product and ensuring that it continues to meet the needs of its customers.

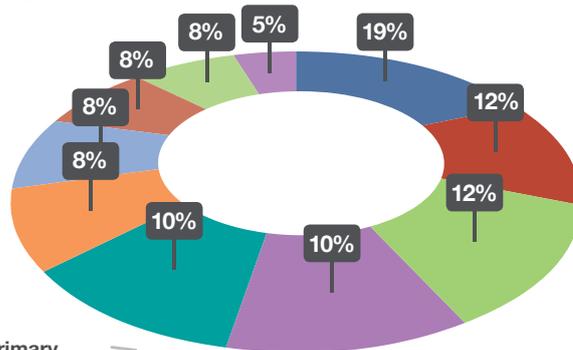
"What business wouldn't want 'critical friends' as part of an innovation process to make sure that its products and services are fit for purpose and wider reaching?" Graham Precey, Head of Corporate Responsibility & Ethics, Legal & General

We believe in creating business value and social value hand in hand.

We do so by creating tailored projects and programmes that take activities rooted in “giving” and making them strategically relevant to the business – from leadership and talent development to community investment and innovation.

Social theme by projects

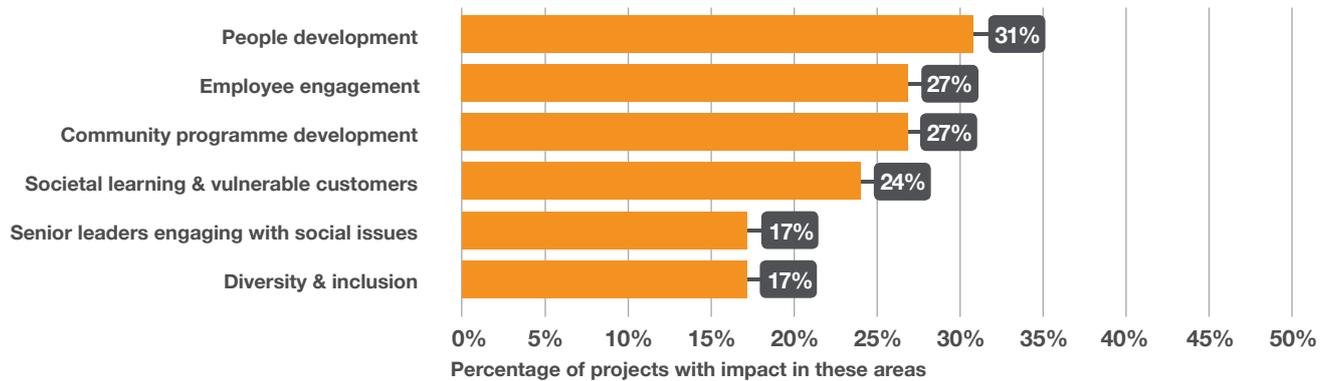
- Employability
- Health / disability
- Children / young people
- Environment
- Community development
- Digital Skills
- Education
- Homelessness
- Older people
- Social exclusion



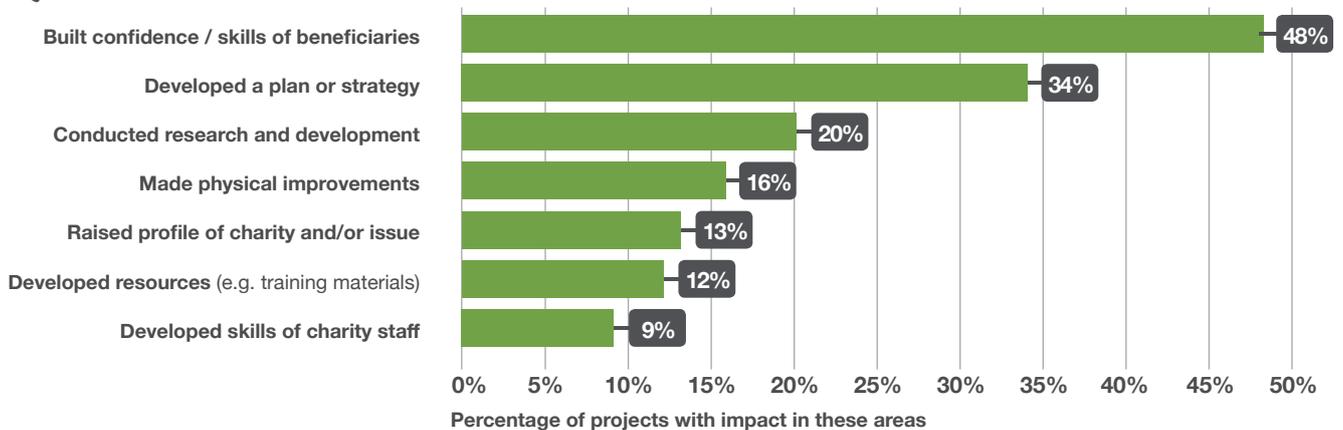
Percentage of programmes with primary social impact in the area listed

- The number of themes reflects the broad range of social issues of relevance to business
- **Employability**, particularly amongst young people, remains a major social issue and is still the topic of greatest interest amongst our clients
- A growing focus on **digital skills for charities** demonstrates the ability of business to support non-profits to become more efficient and effective through technology

Main areas of business impact



Main areas of social impact



www.threehands.co.uk

+44 (0)20 3397 8840 | info@threehands.co.uk | @Three_Hands