

THREEHANDS

Impact Report 2021

Bringing the outside in



Balfour Beatty



BNY MELLON



St James's Place



Business Impact



Business Drivers

Our work was driven by six main strategic priorities for businesses.



Leadership & Talent

24% of our work

Developing **high potentials** and **leaders**

6%

Developing **early** and **emerging talent**



Community Impact

20%

Creating social impact through **strategic programmes**

12%

Engaging employees and communities through high impact **skilled volunteering**



Social Insight

22%

Deepening understanding of and developing solutions for **vulnerable customers**

16%

Gaining insight and creating action plans around **societal issues**

Focus on...

Impact in Leadership & Talent

We develop connected and purposeful leaders through immersive, social impact projects.

Taking on social impact projects as part of leadership & talent programmes helped people to develop in...



... and engaged them in **SOCIAL** and **ENVIRONMENTAL** issues...



96% became more aware of how social/ environmental issues are relevant **to them as leaders**



96% became more aware of how social/ environmental issues are relevant **to their organisations**



89% have been helped to take social / environmental issues into consideration **when making business decisions**

Applying the learning in day to day work

Participants told us what they are doing, or will do, differently as a result of their experience.

% of comments on this theme



Other common comments were...

- Implement new ways of working
- Give and ask for feedback
- Stakeholder engagement and mapping
- Listening
- Focus on diversity & inclusion
- Delegation
- Creative thinking
- Influencing
- Coaching

Focus on...

Impact in Social Insight

We glean insight from charities and 'lived experts' to help businesses improve life for customers.

Across programmes with a number of businesses, covering multiple themes – from customer vulnerabilities to climate change and societal issues such as the gig economy – people said that the experience had helped their business to...

83% Gain valuable and distinctive **insight** on the societal and customer issues in question

92% Gain insight that the business can **act** upon

92% Generate ideas for delivering **existing** products/ services customer experiences in new ways

83% Generate ideas for **new** products/ services/ customer experiences



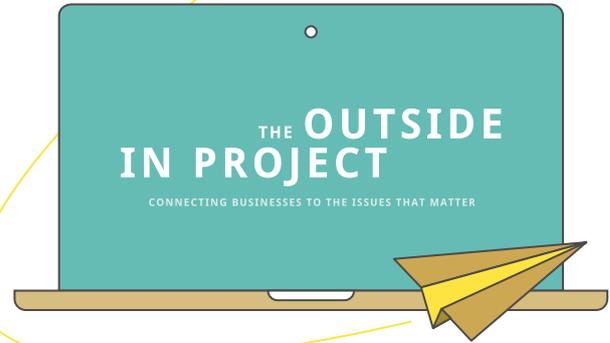
Stories of Creating Impact

Outside In Project 2021

Bringing the outside in, for the benefit of customers, colleagues and communities

Charities and the people they support have huge amounts of expertise of importance to businesses – businesses who increasingly value insight alongside statistical data. This, combined with the potential to bring people together in the online world, led us to launch the Outside In Project.

Over six sessions, 12 member companies learnt from experts at the sharp end of issues including the ageing society, financial vulnerability, health & wellbeing and climate change. Insights and the stories told by a whole range of 'lived experts' led to inspiration and ideas for better supporting customers, colleagues and communities – and participants also benefited from powerful peer networking with colleagues from other like-minded businesses and sectors.



The Outside In Project has been a real catalyst for change in my organisation – it has brought eye-opening, human stories into the commercial world. ”

Kirsty Lieberthal, Customer Experience Strategy Manager, M&G plc

Developing skills and connecting to purpose



Connecting new recruits to their organisation's purpose from the beginning can make them feel more engaged, motivated and appreciative of the role of purpose in business success. That connection was made for Nationwide's Emerging Talent Population through projects with key charity partners, Shelter and St. Mungo's.

Projects lasted three months and, through healthy doses of support and challenge, we helped participants focus on learning objectives such as building relationships, influencing without authority and dealing with ambiguity.

Learning about housing and homelessness and their connection to Nationwide's core values made the projects all the more meaningful.



Three Hands did a fantastic job of coaching our Apprentices and Graduates... The skills they learnt have supported their development goals and career at Nationwide. ”

Treena Noakes, Consultant, Talent & Behavioural Insights Practice



Blending leadership development with diversity & inclusion

Six teams of leaders on a William Hill 'Future Leaders' programme took on projects with diversity & inclusion charities that immersed them in topics such as race, LGBT, cognitive disability and social mobility. Reflecting the possibilities created by virtual learning, participants were based in Europe, the US and Asia, and charities in the UK, US and Poland.

Projects focused on charities' strategic challenges, such as developing new services and flexing for the new digital world. The future leaders reported that the projects helped them to step back and think about leadership, apply new skills, collaborate with their peers and, critically, take newfound awareness of D&I into their own leadership practices.



A well organised, safe environment for you to push your boundaries on leadership and make a real community impact. ”

Emily Morgan, Head of Reward (Programme participant)



Exploring the impact of scams on vulnerable customers

Better serving vulnerable customers is a big priority in financial services, but when those customers have fallen victim to a scam the need for the best support is even greater.

We helped Lloyds Banking Group to understand the experiences of people with a wide range of vulnerabilities – from disabilities and mental health problems to financial vulnerability and digital exclusion – who'd experienced a scam. Through a series of in-depth conversations we ran with 60 'lived experts', as well as key staff from charities, the Lloyds team gained invaluable insights on the realities of life for customers facing difficult circumstances and many ideas for improving the experiences of those who'd been scammed.



Thank you for listening to us. Listening to people like us is essential if banks are going to protect their customers.

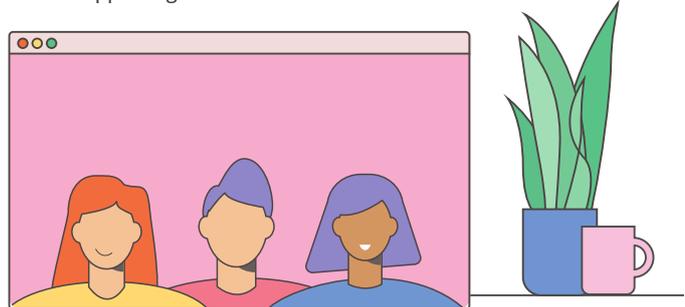
Lived expert

Raising awareness of customer vulnerability, at scale

St James's Place

Immersion sessions and workshops are not the most practical solutions when the objective is to provide insight and knowledge on the most common customer vulnerabilities to over 4,000 financial advisors. So for St. James's Place we created a series of podcasts instead.

The topics were bereavement, mental health, dementia, relationship breakdown, digital capability, economic abuse and caring. For each we talked to an expert from a charity and a 'lived expert' – someone who drew on their own day to day experiences to bring the topic to life and provide advisors with essential hints and tips for understanding and better supporting their clients.



Jan and the team at Three Hands have been brilliant partners; together we have created an impactful and innovative series of thought leading podcasts, raising awareness and better outcomes for clients in vulnerable circumstances.

Edward Grant, Director, Technical Connection, St. James's Place



Getting to grips with bereavement

Death is a tough issue; deeply complex and personal – and we all have some level of experience of it. The brief to devise and run a full-day in-person workshop on the topic for financial advice and investment business Quilter Cheviot was therefore one we approached with much thought and sensitivity – and with the help of two brilliant charities.

Client-facing colleagues and those responsible for customer processes benefited from in-depth discussions with experts from Cruse Bereavement Support and Independent Age, and with a handful of bereaved people they'd supported. Through some very open and at times emotive discussions, they applied the insights to their roles and processes and generated ideas and actions for improving the experiences of bereaved clients or their next of kin.



An excellent workshop which really made me think and change my behaviours on bereavement.

Helen Morrissey, London Sales Director, Quilter Cheviot



Volunteering and its impact on mental wellbeing

Good things come to those who wait – and the London office of global energy business Vitol waited a whole year for their first ever volunteering programme. Delayed by the pandemic, we set up a series of Covid-safe one-day volunteering projects that enabled colleagues to spend time with each other again and, in some cases, meet each other for the first time.

Some teams rolled up their sleeves and made much needed physical improvements to charities' premises, while others applied their business skills to charities' strategic challenges. 100% of the volunteers said that the experience had a positive impact on their sense of wellbeing and helped them to reconnect with colleagues following time working from home, and 90% said that they became more aware of social issues faced by local communities.



Being able to concentrate and focus on something other than work or personal issues for a day and also knowing that we were helping others was fantastic for my own mental wellbeing.

Vitol volunteer

Social Impact

Headlines

89

Number of **partner organisations** – from grass roots community groups to major charities – who benefited from or shared their expertise on our programmes.



107

Number of **lived experts** who contributed their insights and ideas.

£25,975

Amount paid to charities and lived experts to acknowledge their time and expertise.



92%

of charities agreed or strongly agreed that projects **met their expectations**.

Social Themes

The big social themes were:



Financial Vulnerability



Social Exclusion



Diversity & Inclusion



Education & Work



Housing & Homelessness



Climate Change



The Ageing Population

Outcomes & Impact

We stay in touch with community partners to identify the true impact of our work. This is what they told us the projects had achieved for them up to six months after completion. Many projects had more than one impact area.

63%

Raised awareness of our work or improved our communications

48%

Improved relationships with businesses, partners and individual supporters

44%

Enhanced strategic thinking / business planning

30%

Helped improve our services or delivery model

22%

Helped us to create a new product/service to serve our beneficiaries

22%

Improvements to our operations / efficiency

22%

Increased or enhanced skills and capabilities amongst staff at any level



We have loved the partnership between Three Hands, Balfour Beatty and Upbeat Communities. The impact of this project has been significant for us both as individuals and as an organisation and I believe we will see the positive outcomes from this partnership for months and years to come.

Andrew Jackson, CEO, Upbeat Communities