

THREEHANDS

IMPACT REPORT

2019 - 2020



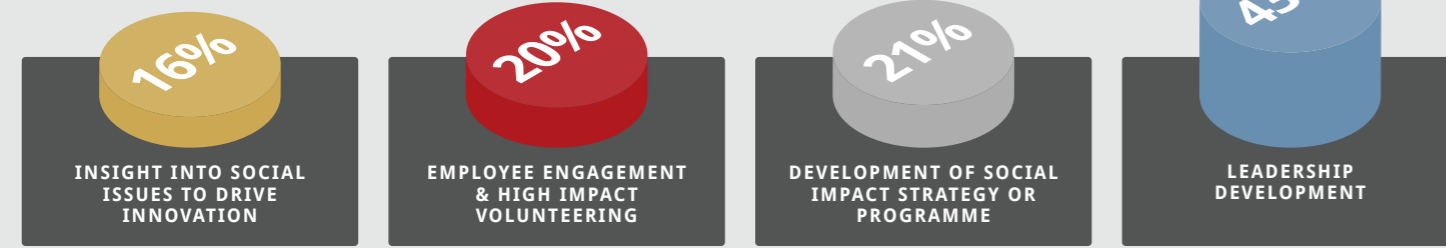
Connected Leaders model © Three Hands 2020

CONNECTED LEADERS



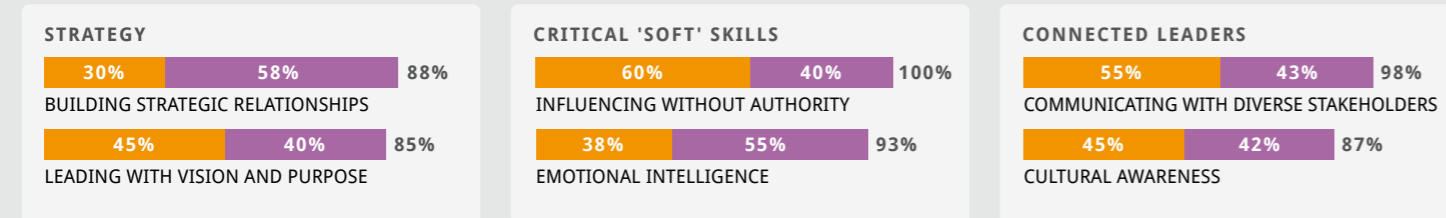
BUSINESS IMPACT

STRATEGIC BUSINESS DRIVERS These themes were driving our work:



IMPACT IN LEADERSHIP & TALENT

We develop 'connected leaders' through immersive, social impact projects. The biggest learning and development outcomes were in...



Resulting in behaviour changes back in the workplace...

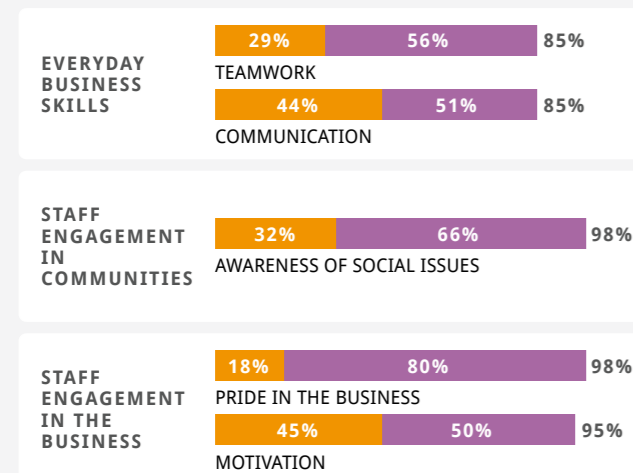


The most common behaviour change outcomes as reported by participants

IMPACT IN CITIZENSHIP

We devise strategic social impact projects and programmes that align with business purpose and increase levels of colleague engagement.

The biggest areas of impact were in...

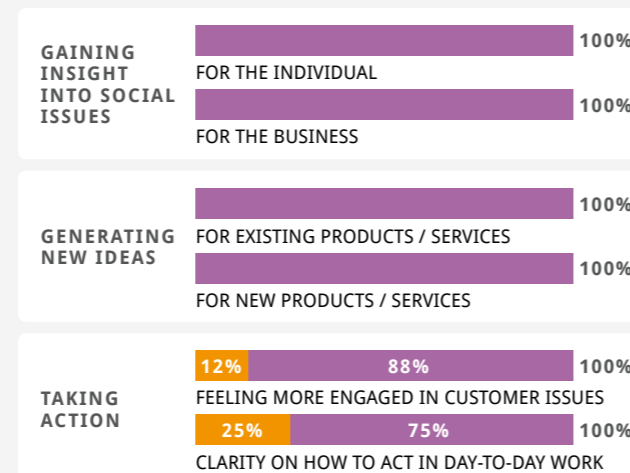


Participants agreed | Participants strongly agreed

IMPACT IN INSIGHT & INNOVATION

We help businesses glean 'social insight' from charities and their beneficiaries, and to use that insight to innovate with products, services and customer experiences.

The biggest areas of impact were in...



LEADERSHIP & TALENT

BRINGING PURPOSE TO LIFE FOR FUTURE LEADERS

We supported 10 high potential leaders on a mission – to consider how their organisation's newly articulated purpose could be brought to life, using this as a vehicle for leadership development.

We helped the cohort identify the societal issues of most relevance to the business, learning from homelessness and mental health charities. We supported their leadership learning with facilitated action learning sessions and reflection. The future leaders developed their emotional intelligence, learned to deal with ambiguity and to influence upwards.

"Three Hands helped make traditional leadership development project work more meaningful and more challenging for the delegates. They provide problems and challenges that truly stretch leadership intellect, skill and behaviour."

Nasser Zabbar, Learning and Development Manager, BNP Paribas Real Estate



CONNECTED LEADERSHIP IN THE BETTING INDUSTRY

Four teams of William Hill's 'Rising Stars' took on strategic challenges faced by gambling support charities; stretching their leadership skills while aligning to William Hill's 'Nobody Harmed' by gambling vision.

Greater collaboration, engaging with external stakeholders, influencing outside usual spheres and self-awareness were the top behaviour changes achieved from the project work. Participants came face-to-face with ex-gambling addicts and gained a deeper understanding of gambling-related harm, which will be invaluable as they become leaders in their business and their industry.

"Our ambition is to develop our talent to equip them to lead in the 'new world'... the charity projects became the undercurrent and a 'glue' to the talent programme. Leaders took part in a fully immersive learning experience like no other."

Paul Iredale, Group Head of Talent & Leadership Development, William Hill



CITIZENSHIP

A COMMUNITY DAY WITH A DIFFERENCE

British Land's annual Community Day involves 300 of their staff on 30 volunteering projects with charities based around their property assets.

Three Hands designs each project, addressing the genuine needs of the third sector partners and their beneficiaries. British Land staff not only make a real difference, but connect with the community and develop their skills too. The business consistently reports greater staff motivation and pride in the company as a result of the day, while charities see development of their beneficiaries, better relationships with supporters and physical improvements.

"For eight years, we've worked with Three Hands to deliver our annual Community Day. Experts at business-community relations, they design bespoke projects that deliver on our objectives and create maximum value for the community partners we support."

Cressida Curtis, Head of Corporate Affairs & Sustainability, British Land



CREATING A NEW FLAGSHIP COMMUNITY PROGRAMME

Our remit was to develop a new flagship community programme, linked to Royal London's strategic social impact themes.

A key moment in the process was the 'immersion day' when – working closely with non-profits such as Money A+E and Fair Money Advice – we brought senior stakeholders from Royal London together with people who have experienced financial vulnerability. The stakeholders used valuable insights from this experience to directly shape programme ambitions, concepts and focus areas.

"Three Hands worked with us to bring expert social insight, knowledge and challenge to land on a theme that has resonated across the business. One of the hallmarks of their approach is tenacity and strategic focus; enabling us to make a real, targeted difference is paramount."

Nadia Al Yafai, Group Head of Social Impact and Responsibility, Royal London



INSIGHT & INNOVATION

FROM LIVED EXPERIENCE TO CUSTOMER STRATEGY

"Money became my god because it allowed me to gamble" – explained one former gambling addict as we began two days of immersive innovation with Santander.

The challenge was to identify what the bank's role should be with customers at risk of, or experiencing, gambling-related harm. The programme we devised brought into the room two leading gambling support charities and beneficiaries with lived experience. The Santander participants, who were from across the company, used the insights gleaned to create a strategy and action plan for identifying and supporting customers with gambling-related vulnerabilities.

"This allowed us to tap into the knowledge of people who have been personally and financially affected, which has helped us to better understand the potential solutions for protecting and supporting our customers."

Elisa Moscolin, Head of Sustainability & CSR, Santander UK



CUSTOMER VULNERABILITIES AND PENSION DECISIONS

Pensions – in the "boring but important" category? Not so, when you delve into the behaviours and vulnerabilities behind people's pension decisions...

The challenge put to us by M&G was to help them understand what vulnerabilities drive people's decisions to cash in their pensions at the age of 55. We designed a tailored insight and innovation process, tapping into the expertise of staff, volunteers and clients at Citizens Advice Edinburgh. The M&G team, from various business areas, walked away with deep insight on the challenges many customers face, and an illustrated prototype for a vulnerable customer user journey.

"The work with Three Hands and Citizens Advice Edinburgh has been enlightening for the business; there is nothing more powerful than engaging with customers and charities to understand their needs."

Giulia Ajello, Head of Customer Office, M&G



SOCIAL IMPACT

OUR WORK BENEFITTED



SOCIAL THEMES

THE MAIN SOCIAL THEMES WE WORKED ON WERE:



EDUCATION & EMPLOYABILITY



GAMBLING-RELATED HARM



FINANCIAL VULNERABILITY



ENVIRONMENT & CONSERVATION



OLDER PEOPLE



CARING

OTHER PROJECTS WE WORKED ON COVERED THESE THEMES:



SOCIAL EXCLUSION



MENTAL HEALTH



HOUSING & HOMELESSNESS



ARTS



DISABILITY



LGBTQI+

OUTCOMES & IMPACT

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

72% Of community partners **strongly agreed** that their project objectives were met, with 100% agreeing overall

63% Said that the project **exceeded their expectations**, with 98% saying expectations were met overall

INCREASED CONFIDENCE, WELLBEING OR SKILLS OF SERVICE-USERS



IMPROVEMENTS TO OUR OPERATIONS, EFFICIENCY OR STRATEGY



BETTER RELATIONSHIPS WITH BUSINESSES, PARTNERS AND INDIVIDUAL SUPPORTERS



RAISED AWARENESS OF OUR WORK OR IMPROVED OUR COMMUNICATIONS



HELPED IMPROVE OUR SERVICES OR DELIVERY MODEL



HELPED US MAKE PHYSICAL IMPROVEMENTS



BUILT OUR IMPACT MEASUREMENT CAPABILITIES



RAISED FUNDS FOR US, OR HELPED US DEVELOP A SUSTAINABLE FUNDING PLAN



"It has been a pleasure working with the staff from M&G to produce an engagement strategy for the Octavia Foundation. We couldn't have wished for a more dedicated, knowledgeable, hard-working group of senior managers to support us and I'm looking forward to continuing this strong relationship with them as we implement the strategy over the coming year."

Liz Shipsey, Employability and Volunteering Programme Manager, Octavia Foundation