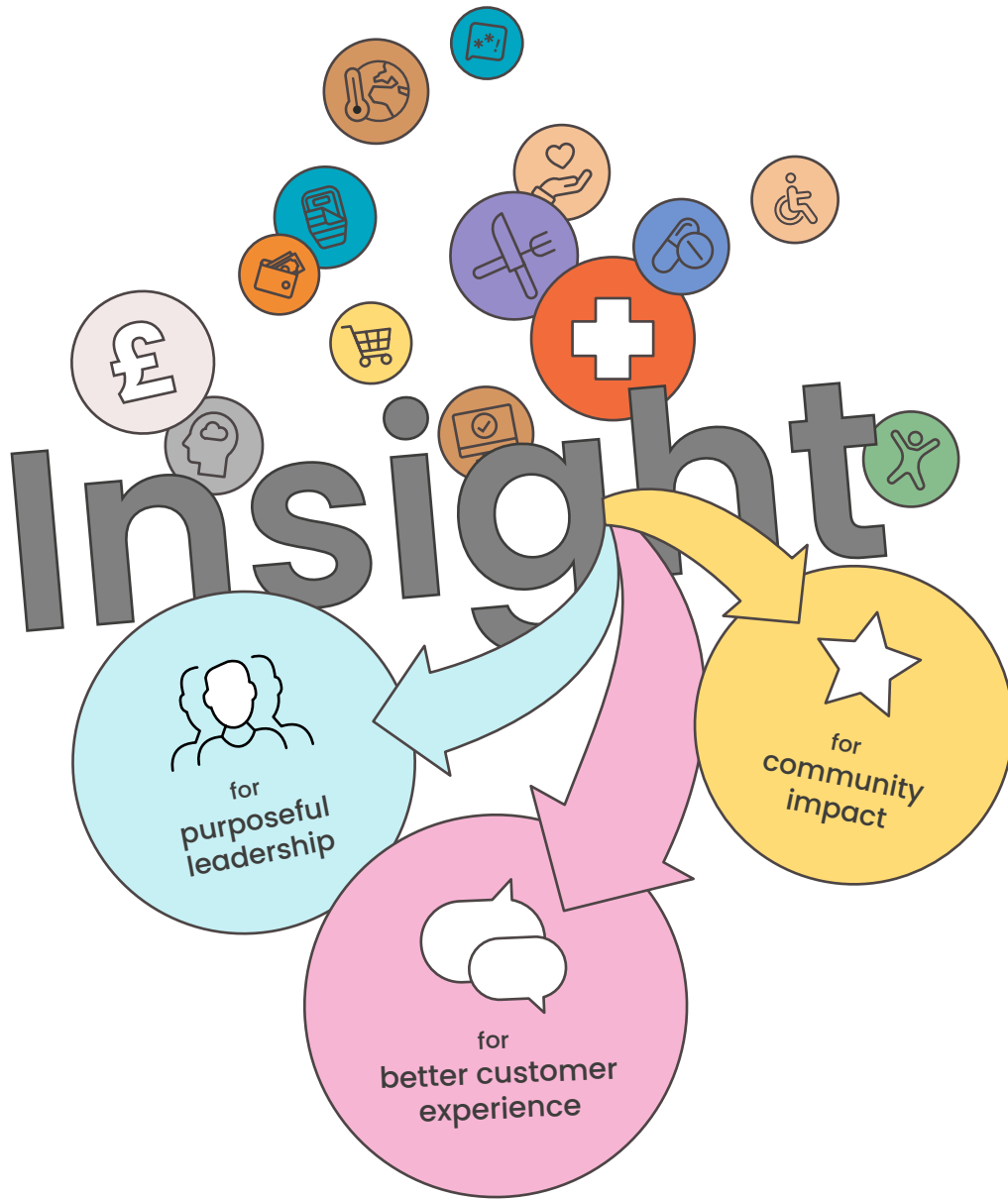


Impact Report 2023

Insights on issues that matter



At Three Hands, our purpose is to create business value and social value, hand in hand.

We create meaningful and immersive connections between business and society through three core areas of activity: Social Insight, Leadership & Talent Development, and Community Impact. This report captures our impact in these areas throughout 2023.

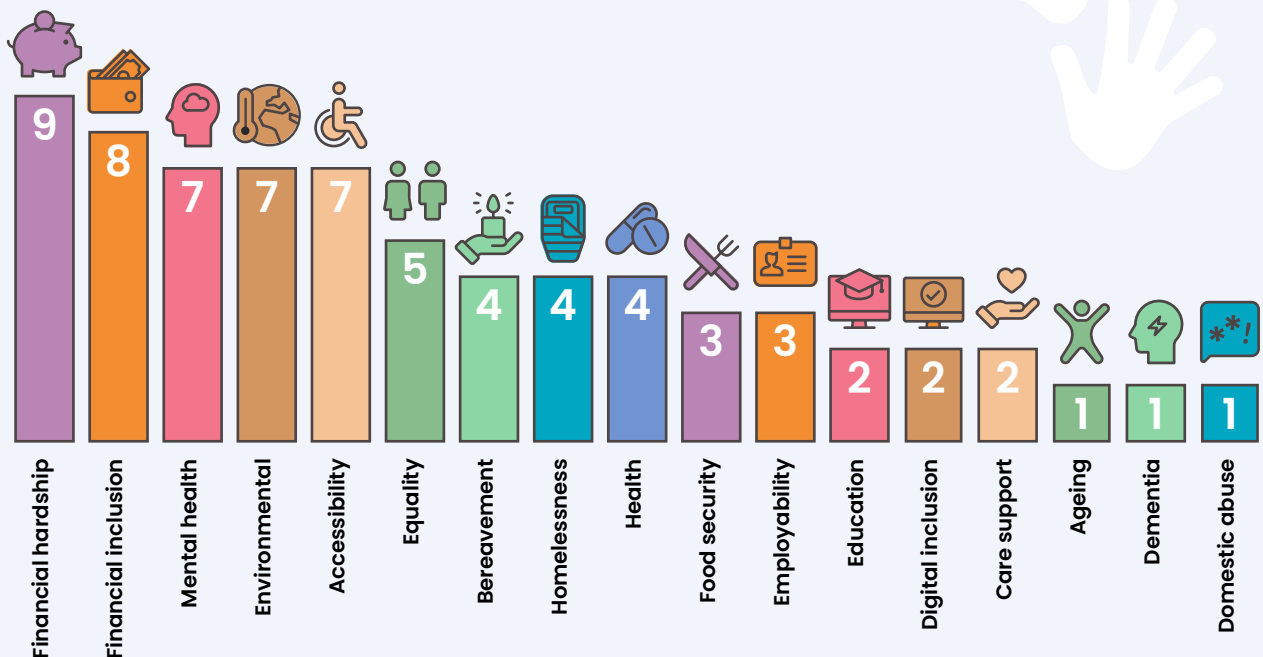
Strategic Business Drivers

Over the course of the year we worked with 19 businesses, who were driven by a variety of business needs and priorities...



Social Themes of Projects

Projects covered a wide range of social issues...



Impact in Business

Social Insight

In 2023, much of our social insight work drew upon the voices of charities and lived experts to improve experiences for vulnerable and underserved customers.

Business participants agreed or strongly agreed that taking part in their social insight project...

Has helped or will help their business to gain valuable and distinctive insight on the topic of focus.



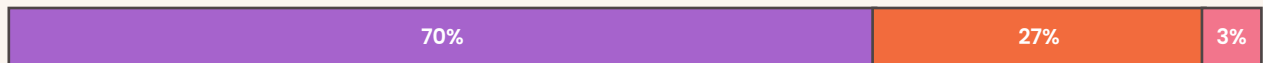
Has helped or will help their business to generate ideas for delivering products, services or customer experiences in new ways.



Has personally helped them to gain clear ideas to act on in their day to day work.



Has personally helped them to feel more engaged and committed to acting on the issues in their day to day work.



Has personally helped them to become more knowledgeable about customers in vulnerable circumstances.



0% 50% 100%

■ = % participants strongly agreed ■ = % participants agreed ■ = % participants did not agree

This data represents survey responses from 86 business participants across 6 social insight projects.

Case study



Testing back-up power solutions for those most in need

When the lights go out, most people’s lives are not threatened. For some, though, the consequences of a power cut could be critical.

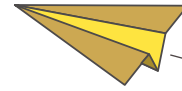
That’s why the Centre for Energy Equality wanted to test a range of solutions for people who rely on electrical equipment for their medical needs.

We convened a panel of lived experts who depend on devices such as large electric wheelchairs, mechanised beds, and fridges to keep essential medication at the right temperature. Through online panel discussions we gathered their views on emergency energy supply solutions, before asking them to test the solutions in their own homes.

The result was real clarity on the pros and cons of various back-up energy options, helping energy distribution companies to shape solutions for some of their most vulnerable customers.

“ We have gained invaluable insights into the needs of those most vulnerable during power outages – insights that are critical in shaping future service design.”

Andrew Ross, Founder and Director, Centre for Energy Equality



Quilter

Improving the bereavement journey

Insight 1: When someone dies, the person dealing with their finances has to contact over 20 providers to close accounts and, in some cases, start a complex journey of releasing funds.

Insight 2: That person is often a family member who is grieving – and grief can have many emotional and physical consequences.

These are just two of many insights surfaced during a programme for Quilter designed to help them improve experiences for the loved ones of deceased customers.

We first gathered lived experts – people who'd been through it themselves – and 'critical friends' from expert partner organisations Cruse Bereavement Support and Setld, to immerse the Quilter team in the realities of bereavement, grief and dealing with death administration. The team then used the resulting insights to devise a whole range of improvements, from re-writing customer letters, to streamlining and simplifying the overall process.

“Highly engaging, smartly run. It made a solemn subject fun and gave the review process a real pulse.”

Correspondence Analyst, Quilter

Consumer Duty Outside In Project 2023 Implementing the Consumer Duty

High quality customer insight is essential to meet the demanding new requirements from the financial services regulator.

Over three immersive sessions, people from six different businesses – covering banking, pensions, savings, investments and financial advice – engaged directly with over 30 lived experts in vulnerable circumstances.

The insight was real, raw and practical. We heard about how some digital solutions can shut people out and about the importance of simple and visual communications to meet different needs. The lived experts also critiqued real communications, including a digital assistant, a letter sent following a bereavement and a brochure explaining investment risk.

From these immersion sessions we distilled 11 key insights. The business participants came together for a final session focused on how to apply these to their day-to-day work.

“Excellent sessions, well facilitated and loved the engagement with lived experts. I even cried hearing one person's story, so moving.”

Maria Randall, Product & Propositions Manager, Santander



Achieving impact at scale – updates on two of our core programmes

NatWest Group

We've continued to run NatWest Group's monthly [Inclusive Design Panel](#) and we're delighted that the learning is now having an impact on thousands of colleagues.

- An online portal has been established, sharing all insights and feedback from the panel, for anyone in the bank to access
- The bank has developed an Inclusive Design Learning Module, for use by 14,000 colleagues working in relevant areas across the organisation, drawing upon the insights and themes from panel sessions

“It was incredibly beneficial to actually hear directly from our vulnerable customers about what would and wouldn't work for them. It gave us a unique opportunity to better understand different areas of vulnerability.”

NatWest Product Owner

Lloyds Banking Group

We have continued to work with Lloyds Banking Group to bring them insights from lived experts on a wide variety of topics. Insights from the digital inclusion conversations were so powerful that they featured heavily in the bank's Consumer Digital Index, the leading research piece on digital engagement in the UK.

Leadership and Talent

We cultivate purposeful leadership within businesses by engaging participants on leadership and talent development programmes with strategic challenges faced by non-profit partners.

Business participants strongly agreed or agreed that taking part in social impact projects as part of leadership & talent programmes helped them to develop skills, behaviours and/or a mindset in...

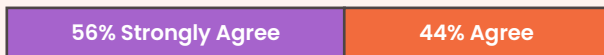
Working with multiple stakeholders and adopting a collaborative approach



Leading a project



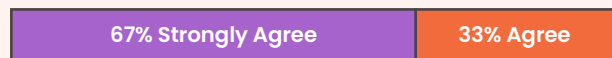
Dealing with ambiguity



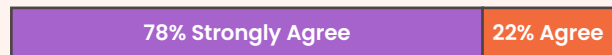
Interacting with people who have different social styles



Increasing their resilience



Influencing without authority



Case study

Balfour Beatty

Developing leaders through strategic social impact projects

Balfour Beatty's Future Leaders Programme aims to develop leadership skills amongst senior people on a range of topics, including performance, values and dealing with complex challenges.

We ran charity projects as part of the programme which gave the participants an opportunity to practise and apply these leadership skills in unfamiliar environments. Four teams worked closely with employability charities, supporting their leaders with strategic issues or opportunities.

At Suited for Success, a Birmingham-based charity that empowers unemployed men and women with job interview skills and clothing, the team supported the launch of their Employability Bus initiative through project planning, marketing and insight on social value. At Minstead Trust, a charity providing training and support for people with learning disabilities to find meaningful employment, the team produced a framework to help the charity develop its employer network.

Over the eight-month period, participants applied and developed leadership skills and experience to deliver targeted support and achieve important outcomes for the charities.

“ The FLP has been a game changer, we've moved from being a grant funded charity to a self-funding sustainable community business. We knew what we were trying to achieve, but needed help in understanding how to deliver the opportunity - thank you!

Brian Dawe, CEO of Safe Regeneration

Case study



Fostering leadership skills through year-long charity projects

For a number of years we have been working on Network Rail's Emerging Leaders Programme, running year-long projects with charities focused on the shared themes of strategy, performance and service users. Supported by regular coaching sessions, the teams are stretched and challenged to deliver great outcomes for their charities and develop their leadership skills in the process.

Here's a video capturing the impact it had on some of the emerging leaders...

★ Community Impact

We design and implement community impact projects and programmes that are aligned to business strategy, focused on results, and deeply collaborative among employee teams – to produce substantial impact for partner organisations.

Case study



Transforming a Community Day into a Community Week



Since 2015, Three Hands and British Land have collaborated on the Community Day Programme to benefit communities and charities in London. This year, it expanded into a Community Week, involving 426 employees in 50+ projects across the UK and contributing over 2,800 hours.

The initiative offered diverse volunteering opportunities and addressed genuine community needs. Activities ranged from building furniture for a special school, providing young people with employability skills, and developing marketing materials for a minority community charity. Using the 'Lead Volunteer Model', British Land team members managed project logistics, enhancing their leadership skills and community partnership working.

The inaugural Community Week exceeded expectations, supporting more organisations and engaging a record number of British Land team members.

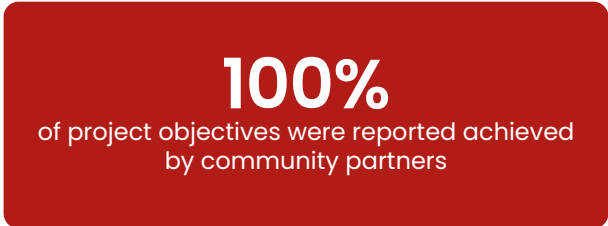
Not only did community partners report that 100% of project objectives were achieved, but the volunteers also reported improved wellbeing and pride in the company.

“By analysing their data we’ve given them the tools to prove the value of their work to their supporters and hopefully helped provide evidence for them to be able to expand their much-needed services across the country. It means a lot to me that British Land are supporting their critical work.”

Participant, British Land

“I had great day volunteering. I met others from different departments at British land which has helped broaden my knowledge of the internal teams.”

Participant, British Land



British Land participants agreed or strongly agreed that taking part had a positive impact on their...

Sense of wellbeing/happiness



Pride in the company



British Land participants agreed or strongly agreed that taking part...

Helped them to develop skills in leadership



Helped them to develop skills in problem solving



■ = % participants strongly agreed ■ = % participants agreed ■ = % participants did not agree

Impact in Society

Social Impact

Our work involved...



49 Projects




156 occasions charities and social enterprises contributed to or benefited from our projects




488 occasions lived experts contributed to projects

We created unrestricted revenue streams for charities and paid our lived experts for their expertise...



£131,838
Charity Partners
↑ up by 59% from 2022



£28,475
Lived experts
↑ up by 221% from 2022

For our Leadership & Talent and Community Impact work...

98% of charity partners strongly agreed or agreed their project objectives were met.

90% of charity partners agreed or strongly agreed the business participants/volunteers brought additional skills that benefited them.

The immediate outcomes of projects for organisations and/or service users were...

Outcomes for partners and/or service-users	Number of outcomes
Increased confidence, wellbeing or skills of clients/beneficiaries/service users	21
Raised awareness of their work or improved communications	19
Helped improve services or delivery model	16
Improvements to operations/efficiency	13
Improved relationships with businesses, partners and individual supporters	11
Enhanced strategic thinking/business planning	10
Raised funds or increased ability to raise funds	8
Helped build impact measurement capabilities	6
Helped to develop a sustainable funding plan	5
Increased or enhanced skills and capabilities amongst staff at any level	1
Helped to create a new product/service to serve our beneficiaries	1

Community partners commented on the impact that projects had on their organisation...

“The programme was expertly delivered, with a passionate group of volunteers and created outcomes that will materially impact ourselves and those who we serve in a positive way.”

James Adeleke, CEO at Generation Success

“Working with a talented group of young professionals opened our eyes to a different approach that we may not have made on our own. There was clear engagement from all members of the group and their enthusiasm and energy led to great proposals that we are already actioning.”

Jo Pike, Head of Programmes at YMCA Fairthorne Manor

“The programme has been a game changer. We’ve moved from being a grant-funded charity to a self-funding sustainable community business. We knew what we needed to achieve, we just needed help in understanding how to deliver the opportunity.”

Brian Dawe, CEO at Safe Regeneration

Lived experts appreciated having a voice in business

“Thank you for giving me the opportunity to share my experiences, both positive and negative. I didn’t feel overwhelmed or pressured at any point.”

Fiona, Lived Expert

“Working with Three Hands on ‘Social insight’ projects benefits all concerned; it is gratifying to see how much the businesses do really appreciate the input from charity partners and lived experts and they never, ever seem to leave without taking a fresh perspective with them.”

Audrey Laing, COO at Money Matters

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