

THREEHANDS

Impact Report 2022

The Power of Lived Experience



centrica



experian.

**HARGREAVES
LANSDOWN**



**M
&G**

Nationwide
Building Society

NatWest Group



**Osborne
Clarke**



Quilter

**ROYAL
LONDON**

Santander

SELFRIDGES & CO

**St
James's
Place**



Weil

Wessex Water
YTL GROUP

The Power of Lived Experience

Our purpose at Three Hands is to create business value and social value hand in hand. We make meaningful, immersive connections between business and society, across three strands of work – Social Insight, Leadership & Talent Development and Community Impact. This is the story of how we did that in 2022.

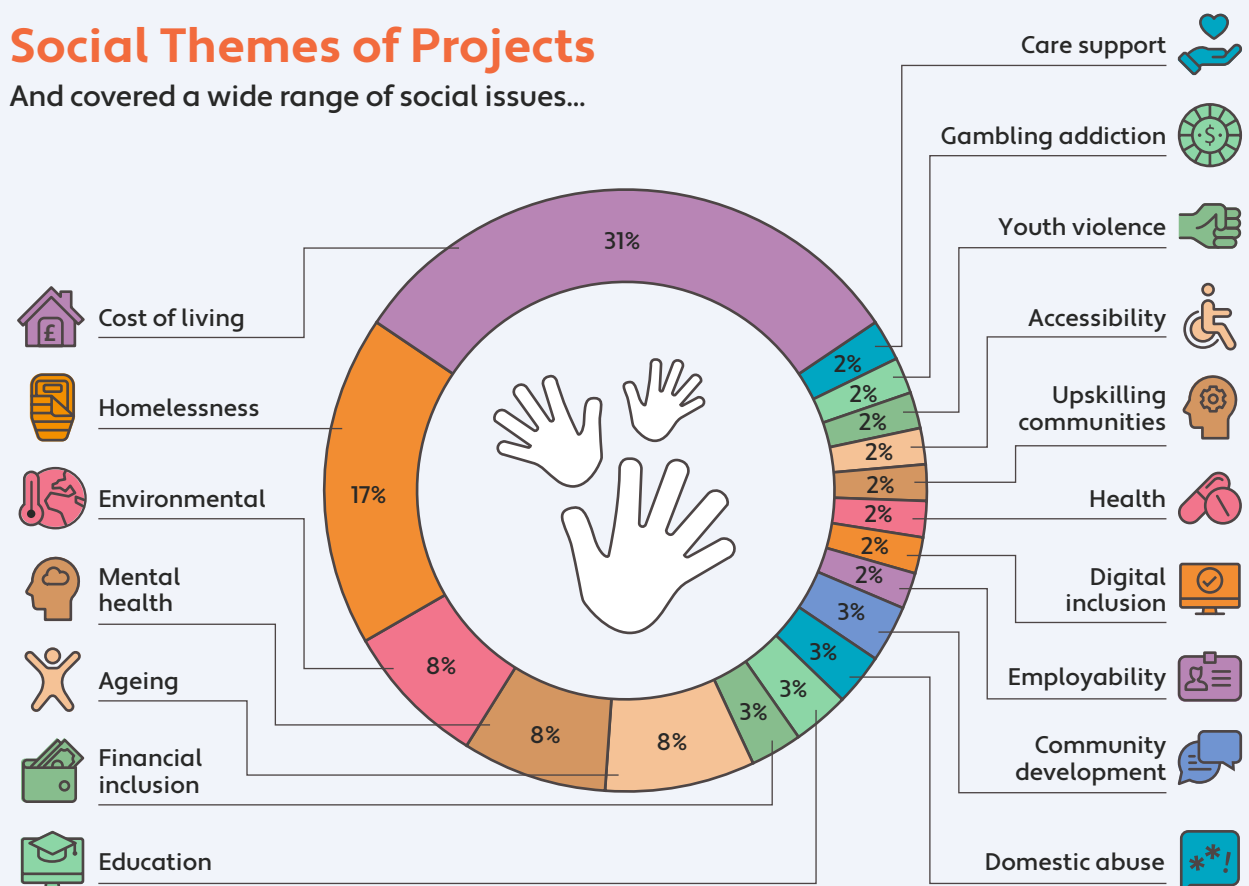
Strategic Business Drivers

Our work was driven by a number of business needs and priorities...



Social Themes of Projects

And covered a wide range of social issues...



Impact in Business

Social Insight

Our social insight work is powered by the voices of charities and our community of lived experts, and designed to help businesses improve life for vulnerable and underserved customers.



NatWest Group

NatWest Inclusive Design Panel

Inclusive design at the heart of products and services

An inclusive approach to design is recognised as being essential for creating good outcomes for a wide range of customers, but how much inclusive design is there behind what banks do?

At NatWest Group, there's more and more. We've developed the Inclusive Design Panel to critique the bank's products, propositions, services and communications. It's made up of 'critical friends' from charities and lived experts who view the products through the lenses of their own vulnerabilities, providing a level of detail and scrutiny that enlightens product owners on the needs of customers who often feel underserved.

The panel meets monthly and the charities and lived experts are paid for their expertise, meaning that not only is the bank receiving essential insights and feedback on a regular basis, but also new income streams are being created for charities and the people they support.

“The panel has been invaluable for ensuring that the new propositions we create are designed to be more accessible, more inclusive and meet the needs of customers from various backgrounds and capabilities.”

Hannah Jones, Strategy Manager – Customers in Vulnerable Circumstances, Natwest Group

With the product in mind, product owners felt that bringing their product to the panel has helped or will help them to...

Make changes/improvements to the product to benefit the customer:



Generate ideas for enhancing and evolving the product to benefit the customer:



Gain valuable, distinctive and relevant insight that they can act upon:



“It's an incredibly powerful tool to get design feedback that will specifically address issues for vulnerable customers but will likely work for all.”

Natwest Product Owner



Insights from Vulnerable Customers

Conversations on big societal issues

A series of ongoing conversations between 'lived experts' at the sharp end of issues that life can throw at you, and people in a variety of roles at Lloyds Banking Group, sheds light on the realities of life for vulnerable customers.

We gather 60 lived experts from our community to discuss societal issues such as the cost-of-living crisis and digital exclusion, and the interplay between these topics and their own circumstances – including low financial resilience, mental health challenges and physical disability.

We produce a video summing up the conversation so that the learning can be spread far and wide within the bank.

Lived experts have their voices heard, whilst the bank gains powerful, first-hand insight and compelling ideas for new approaches and services that will benefit all customers, not just those who are vulnerable.

“It has helped me to continue to build an inclusive mindset.”

Programme participant, Lloyds Banking Group

Participants felt that undertaking this experience has helped or will help their business to...



Generate insights on social issues that can be acted upon:



Generate insight that can be acted upon as a business:



Generate ideas for delivering existing services in new ways:



Generate ideas for new services:



The Outside In Project 2022

First-hand insight on the big social and environmental issues

Back for its second year, the Outside In Project brought lived experience and charity expertise to over 150 people in 12 members businesses.

We learnt that improving someone's digital capability "is not at all like riding a bike" but takes ongoing support. We explored climate justice and how "there is a social angle to every low carbon commitment made by a business". And we heard stark experiences of how the cost-of-living crisis is impacting new groups of people who have never been financially vulnerable before.

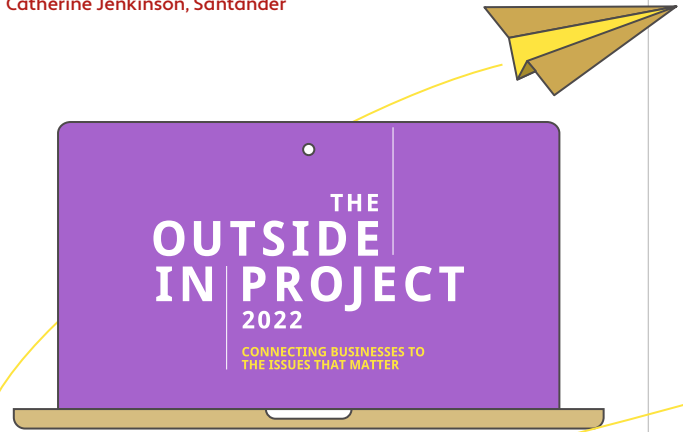
Alongside insight, each session provided space for reflection, ideas and connecting with peers working on the same issues in very different sectors.

“ We have been talking about this for a while but it's clear that collaboration and inclusion, rather than competition, are constructive to achieving the change we need. ”

Mary Lavin, Osborne Clark

“ Our biggest takeaway was the opportunity to incorporate the learning into how we think, plan and challenge regulation/decision making... The opportunity around helping our people understand more. ”

Catherine Jenkinson, Santander



Leadership & Talent Development

We develop leaders and talent populations through an experiential approach that connects participants with non-profit partners and key societal issues, allowing them to develop key skills and behaviours in the process.

Participants strongly agreed or agreed that taking part in social impact projects as part of leadership & talent programmes helped them to...

Make a valuable contribution to their career development



Become more engaged in the social or environment issues which affect their communities, customers and/or employees



Take social/environmental issues into consideration in their personal lives



Develop problem solving skills



Building relationships within and outside of the business



Deal with ambiguity



Resilience



Influence without authority



AGREED OR STRONGLY AGREED



Pfizer Early Careers Social Impact Programme

Combining early careers development and social impact

The mission was to create an innovative new learning programme for the talented early careers cohort that would make a meaningful contribution to the business's social impact agenda.

Cue six challenging projects with charities and social enterprises working to improve health outcomes in society, with structured sessions and coaching calls to support and stretch the teams every step of the way.

Over four months, alongside their day jobs, the teams developed a new model for measuring impact, a volunteer recruitment strategy and a social enterprise business plan.

“Three Hands helped me develop skills that I didn't know I had, and this experience has changed my perspective on my work and the environmental and social issues that impact those around me.”

Chloe, Pfizer participant

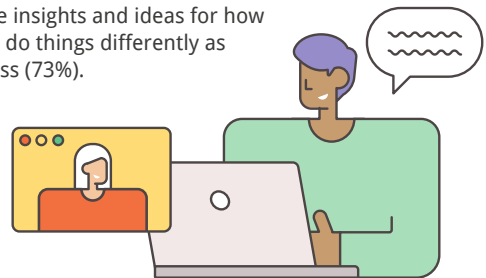
97% of the Pfizer participants agreed that the programme was a valuable contribution to their career development, with teamwork, giving feedback, dealing with ambiguity and resilience amongst the top skills they had developed.

“The work that the team has done has been spot on... the outputs are just immensely useful to us and exactly what was set out in the brief. I couldn't be happier about it.”

Helen, RideWise charity partner

Pfizer's participants agreed the experience helped them to...

- ✔ Become more engaged in the social/environmental issues which affect their communities, customers and/or employees (93%).
- ✔ Take social/environmental issues into consideration in their work (69%).
- ✔ Generate insights and ideas for how they can do things differently as a business (73%).



Community Impact

The community projects and programmes that we develop and run are tailored, strategically relevant, highly engaging for employees – many of whom are senior – and create significant impact for partner organisations.



Centrica Senior Leader Volunteering

Bringing senior leaders closer to the cost-of-living crisis

In the thick of the 'cost of living crisis' the Centrica CEO set a challenge for his eighty-strong senior leadership team to all volunteer with frontline organisations.

The objectives were twofold: to bring the leaders closer to how rising energy bills were impacting real people and to use their experience and skills to support increasingly stretched charities.



On one project, leaders from British Gas joined an energy workshop with charity service-users and shadowed the charity's 1-2-1 advice sessions, hearing people's chastening experiences of the energy crisis. They then ran a bespoke communications workshop for the energy advisers, who rarely benefit from external training.

The teams gained a deeper understanding of the energy challenges that millions of people were facing and identified a range of ways they could continue to support the charities going forward.

“The British Gas leadership team and I had an amazing and insightful day. We learned a lot from witnessing first-hand the experiences of energy customers in debt and then we felt privileged to have the chance to give something back.”

Catherine O'Kelly, Managing Director, British Gas Energy

“It was very worthwhile spending time with Zinthiya Trust. It helped me to better understand what our customers might be going through and the ways in which Centrica can support both customers and the charity.”

Tanya Wahid, CEO Office Manager

Centrica's participants felt that the volunteering helped them to...

- ✔ Become more knowledgeable about the cost-of-living crisis and its impact on colleagues/customers (82% strongly agreed, 18% agreed).
- ✔ Gain insight on the cost-of-living crisis that can be acted on by the business (80% strongly agreed, 20% agreed).

Impact in Society

Social Impact

Our work involved...

102
Charities and social enterprises




50
Projects




192
Lived Experts



We created new revenue streams for charities and made thank you payments to lived experts...



£82,950
Charity Partners



£8,860
Lived experts

84% of charity partners strongly agreed or agreed their project objectives were met.

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

Outcomes	Number of outcomes
Enhanced strategic thinking/business planning	18
Raised awareness of their work or improved communications	14
Raised funds or increased ability to raise funds	11
Helped improve services or delivery model	10
Improvements to operations/efficiency	6
Improved relationships with businesses, partners and individual supporters	6
Helped build impact measurement capabilities	5
Helped to create a new product/service to serve our beneficiaries	5
Increased confidence, wellbeing or skills of clients/beneficiaries/service users	5
Increased or enhanced skills and capabilities amongst staff at any level	4
Helped to develop a sustainable funding plan	2

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

“The session was extremely useful and worthwhile and has helped develop our middle management team’s skills and abilities and general thinking and understanding of their roles.”
Jayashri Lowe, Money Advice Manager at Citizens Advice Staffordshire North & Stoke-on-Trent

“Working on this project has enabled Buglife to develop a suite of evidence and tools that can be used to make a major difference for conservation. Without this scheme it is very unlikely we would have been able to develop this material.”
Paul Hetherington, Director of Fundraising and Communications at Buglife

“This project has really given us the boost that we needed to grow our donation plans and to stabilise our charity. The team exceeded all our expectations and the final recommendations were sensitive, well considered and perfectly aligned with our charity.”
Helen Hemstock, Chief Executive of RideWise

Lived experts appreciated having a voice in business...

“It is very encouraging to know your voice is being heard.”
Lynda, Lived Expert

“I do really enjoy these sessions and it can make me feel valued for once.”
Sue, Lived Expert

“I am happy to be heard to be honest.”
Zeinab, Lived Expert

“I found it a fascinating experience with respectful, helpful and constructive questions and the feeling that the feedback was really listened to and taken on board.”
Anonymous Lived Expert