

INKLUSIONSUNTERNEHMEN  
MEHRWIRKUNG

bag if

# MEHRWIRKUNG Impact Study

Showing impact for an  
inclusive future

## Result Report

Brief version  
May 2023



Dear readers,

For more than 20 years, Aktion Mensch has been supporting non-profit inclusive enterprises because we are convinced that their establishment and further development are a very good investment in a sustainable and inclusive labour market. After all, inclusive enterprises employ almost 30,000 people, of whom around 13,600 have a severe disability.

The *MehrWirkung* impact study sends an important signal into society. It shows that impact-oriented reporting based on socially agreed framework goals is possible. It thus provides easily comprehensible and reliable evidence of the social added value of inclusive enterprises. This is an important milestone. Inclusive enterprises now have a framework for measuring their impact and working towards continuous improvement of their services for employees, customers, and society as a whole.

I wish this impact study the attention it deserves and hope that it will inspire many imitators who will find the courage to see themselves as actors in the creation of a common goal - the creation of social value through sustainability and inclusion.

Christina Marx



## Christina Marx

Member of the executive board of Aktion Mensch e.V. responsible for the topic inclusion

Dear readers,

Germany should and wants to become inclusive. In addition, Article 27 of the UN Convention on the Rights of Persons with Disabilities calls for equal participation.

Inclusive enterprises demonstrate on a daily basis that inclusion in working life can work. They are “lighthouses” among commercial enterprises in the general labour market and make an important contribution to the sustainable development to which we as society are committed.

I am therefore particularly pleased that the sustainable and good work of inclusive enterprises can now be proven. For the first time, the *MehrWirkung* impact study provides robust evidence of their added value for society. This includes not only the realisation of inclusion and self-determination for persons with disabilities through independence from social benefits, but to a particular extent inclusive enterprises also contribute to value creation and to relieving the burden on the state and social systems. Hence, the *MehrWirkung* impact study is an important signal to further promote inclusion in working life and thus foster inclusive coexistence in society.

The study has defined the starting point - now we need to move on: Inclusive enterprises should continue to measure their impact to show their progress. With its Impact Compass, this impact study provides a new and exemplary framework for measuring impact, which other companies can also use as a guide.

Yours,  
Jürgen Dusel



**Jürgen Dusel**

Federal Government Commissioner for the  
Interests of Persons with Disabilities



**Ulrich Adlhoch**

1. Chairman of the board of bag if

Dear readers,

I am delighted to present the findings of the *MehrWirkung* impact study. Inclusive enterprises are often confronted with the questions "What do you actually do? Is it even possible to implement 'inclusion' if you want to work economically?" As companies in the general labour market, inclusive enterprises have a special social mission in addition to their regular economic activities. This social mission includes the "employment of severely disabled persons in the general labour market whose participation in other forms of employment ...encounters particular difficulties" (§215 para. (1) SGB IX).

Fulfilling this social mission is the reason for the existence of inclusive enterprises. Therefore, it is crucial that inclusive enterprises can prove how and to what extent they achieve their goals. In the spirit of a self-critical review of their goal achievement, bag if and its member companies commissioned an open scientific evaluation of the social and economic added value of inclusive enterprises in Germany. And the result? This study shows that inclusive enterprises are not only economically successful, but also add value for our society and in particular for persons with disabilities.

At this point, I would like to express my sincere thanks to all participants in the surveys, especially to the inclusive enterprises themselves, their customers and employees, and the integration/inclusion offices. Without your support, the study would not have been possible.

I would like to encourage inclusive enterprises to continue measuring their impact in the future and to use the evidence of impact in their internal and external communication. By demonstrating their impact, they can make a strong case towards funders, increase their attractiveness as an employers, and offer (potential) customers added value in implementing their own sustainability goals. In short: The demonstrated added value of inclusive enterprises is at the same time the added value for inclusive enterprises.

With warm greetings  
Ulrich Adlhoch

# Reports of the *MehrWirkung* impact study

The methodology and results of the *MehrWirkung* impact study are documented in separate reports.



## Result report

This report presents and visualizes the results of the *MehrWirkung* impact study so that they can be easily integrated into the future work and communication of inclusive enterprises. Inclusive enterprises can process selected parts of the result report in their own presentations or applications. The methodological approach is summarised in the results report; detailed information can be found in the methodology report.



## Methodology report

The methodology report describes the procedure and the concept of the *MehrWirkung* impact study. This creates transparency about the developed impact model, the common understanding of impact as well as the applied instruments of impact measurement and thus promotes comprehensibility and validity.

In future, the measurement of impact in inclusive enterprises shall be carried out in a uniform methodology. The methodology report provides a clear, structured and replicable approach that can be used again in the future. Continuous application of the developed indicators for impact measurement enables comparisons and control within and between different inclusive enterprises. In the methodology report, interested inclusive enterprises can also find information on how to report on impact.

# Contents of the result report

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# **CHAPTER 01**

Methodological approach and  
Impact Compass

**Inclusive enterprises are based on a unique business model that ensures the inclusive and equal participation of people with disabilities in working life.**

# What are inclusive enterprises?



## Market-oriented economic activity with an inclusive core

Inclusive enterprises are enterprises of the general labour market and have to face competition with other enterprises.



## 975 Inclusive enterprises Germany-wide

Inclusive enterprises are represented in a wide variety of sectors: from industrial manufacturing to services, trade, crafts, hotels to restaurants, multimedia and IT companies.



## 30 – 50 % workplaces for severely disabled persons

A total of around 30,000 employees work in German inclusive enterprises, of which around 13,600 are severely disabled (as of 2020<sup>1</sup>).

<sup>1</sup>source: Bundesarbeitsgemeinschaft Inklusionsfirmen (as of 2020)

# The United Nations' 17 Sustainable Development Goals define the new impact.

Impact is a positive or desirable change of social conditions. The framework is set by the 17 Sustainable Development Goals (SDG) of the United Nations.

The SDG focus on the most pressing social, environmental and economic challenges that impact our society.

Inclusion, and thus the work of inclusive enterprises, has a positive impact on the Sustainable Development Goals.

What do we mean by impact in the context of the *MehrWirkung* impact study?



# Why is measuring impact important for inclusive enterprises?

## Evidence of effect is increasingly required by law.

There is already an EU regulation (EU Taxonomy) on environmental sustainability that requires companies to disclose non-financial key indicators. Investors can use these indicators to determine whether a company is operating in an environmentally sustainable manner. In the future, funding and investments for companies could also be made conditional on socially sustainable management (EU social taxonomy). A group of EU experts ("Platform on Sustainable Finance" ) has submitted a final report with proposals to serve as a basis for the legislator to decide on the introduction of a classification system for socially sustainable management (social taxonomy). In this final report, the expert group defines three overarching objectives. If companies can demonstrate that they contribute to these objectives, access to socially sustainable-oriented funding could become possible in the future:



1. Social objective:  
**Decent work**

2. Social objective :  
**Meaningful customer relationships\***

3. Social objective :  
**Inlusive and sustainable society**

\*The original name for the second objective of social taxonomy is ‚Adequate living standards and wellbeing for end-users‘. For the purposes of this study, the second objective of the social taxonomy was defined as ‚meaningful customer relationships‘. Inclusive enterprises not only contribute to the wellbeing of customers with their products and services, but also offer customers the opportunity to assume social responsibility through the business relationship.

# What do we want to achieve by measuring impact?

## We want to achieve more together, with evidence of the social value of inclusive enterprises!

1. Make the value of inclusive work visible.
2. Strengthen the motivation of employees to work in inclusive enterprises.
3. Increase the attractiveness as an employer.
4. Harness and reinforce the social responsibility of customers.
5. Support the acquisition of new customers.
6. Demonstrate the benefits of supporting inclusive enterprises and secure long-term funding.
7. Strengthen internal and external communication.
8. Create inclusive cooperation.



# The Impact Compass comprehensively maps the social impact of inclusive enterprises on just one page.

In line with the three objectives proposed by the European Union's social taxonomy, and in alignment with the 17 Sustainable Development Goals of the United Nations, 10 impact fields have been defined in which the social impact of inclusive enterprises manifests itself. For each field, concrete added value is identified and examined in the study. The Impact Compass is an innovative and unique approach to social impact analysis.

## What is the impact of inclusive enterprises?

Decent work		Meaningful customer relationships		Inclusive and sustainable society	
<b>Good health and wellbeing</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Health promotion</li> <li><input checked="" type="checkbox"/> Mental health</li> <li><input checked="" type="checkbox"/> Motivating activity</li> <li><input checked="" type="checkbox"/> Social inclusion</li> </ul> 		<b>Acting for the common good</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Non-profit legal form</li> <li><input checked="" type="checkbox"/> Statutory purposes-dedicated profits</li> </ul> 		<b>Self-determination &amp; independence</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Independence from social services</li> <li><input checked="" type="checkbox"/> Independent living</li> <li><input checked="" type="checkbox"/> Social security</li> </ul> 	
<b>Quality education</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Apprenticeships</li> <li><input checked="" type="checkbox"/> Educational offers</li> <li><input checked="" type="checkbox"/> Development opportunities</li> <li><input checked="" type="checkbox"/> Leaders with inclusion competence</li> </ul> 		<b>Social responsibility</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Commitment to a good cause</li> <li><input checked="" type="checkbox"/> Role model inclusion</li> <li><input checked="" type="checkbox"/> Social learning</li> </ul> 		<b>Economic benefit</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Contribution to value creation</li> <li><input checked="" type="checkbox"/> Relief of state and social systems</li> </ul> 	
<b>Good working conditions</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Job security</li> <li><input checked="" type="checkbox"/> Income with market wage</li> <li><input checked="" type="checkbox"/> Long job tenure</li> <li><input checked="" type="checkbox"/> High employee satisfaction</li> <li><input checked="" type="checkbox"/> Workplace support</li> </ul> 		<b>Create benefit</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Meeting basic needs</li> <li><input checked="" type="checkbox"/> High customer satisfaction</li> <li><input checked="" type="checkbox"/> Long-term customer relationships</li> </ul> 		<b>Realisation of Inclusion</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Social Commitment</li> <li><input checked="" type="checkbox"/> Participation</li> <li><input checked="" type="checkbox"/> Accessibility</li> <li><input checked="" type="checkbox"/> Destigmatisation</li> </ul> 	
<b>Reduced inequalities</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> High diversity</li> <li><input checked="" type="checkbox"/> Wage justice</li> <li><input checked="" type="checkbox"/> Incidents of discrimination</li> <li><input checked="" type="checkbox"/> Equal opportunities</li> </ul> 					

More information can be found in the methodology report!



Behind each area of impact are indicators that capture the impact and make it visible.

How can impact be measured?

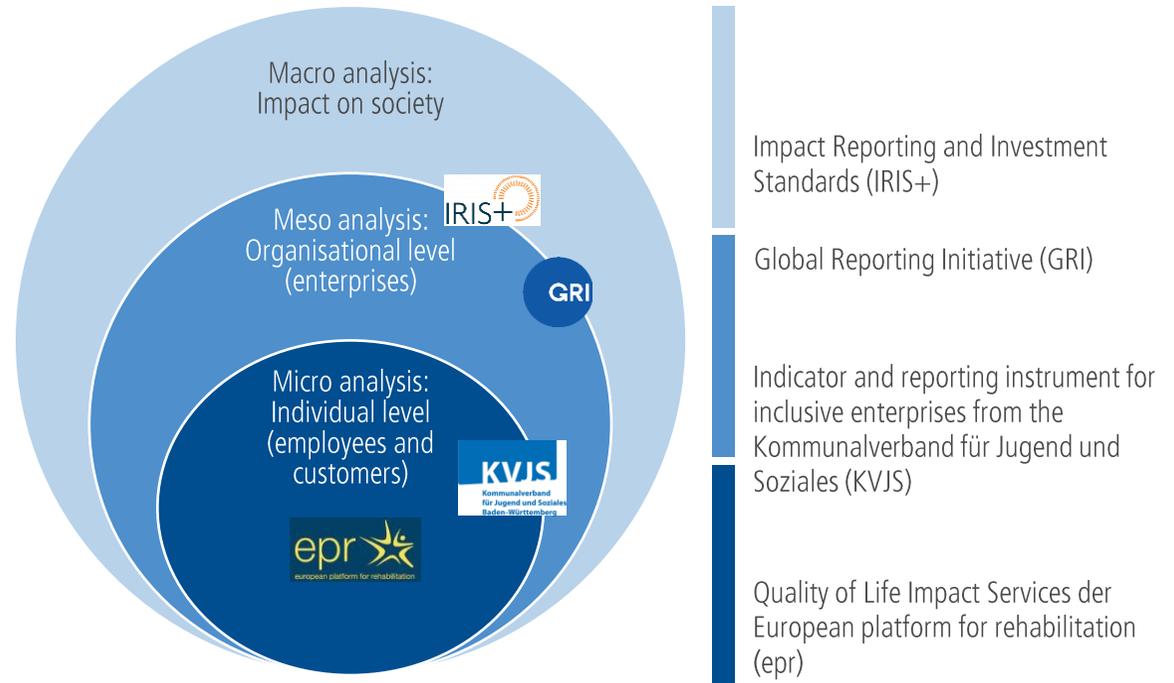
Decent work	Meaningful customer relationships	Inclusive and sustainable society
<p><b>Good health and wellbeing</b> <span>3</span></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Health promotion</li> <li><input checked="" type="checkbox"/> Mental health</li> <li><input checked="" type="checkbox"/> Motivating activity</li> <li><input checked="" type="checkbox"/> Social inclusion</li> </ul>	<p><b>Meaningful customer relationships</b></p> <p>e.g. Average number of days absent due to illness</p>	<p><b>Determination &amp; independence</b> <span>1</span></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Independence from social services</li> <li><input checked="" type="checkbox"/> Independent living</li> <li><input checked="" type="checkbox"/> Social security</li> </ul>
<p><b>Quality education</b> <span>4</span></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Apprenticeships</li> <li><input checked="" type="checkbox"/> Educational offers</li> <li><input checked="" type="checkbox"/> Development opportunities</li> <li><input checked="" type="checkbox"/> Leaders with inclusion competence</li> </ul>	<p><b>Social responsibility</b> <span>12</span></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Commitment to a good cause</li> <li><input checked="" type="checkbox"/> Role model inclusion</li> <li><input checked="" type="checkbox"/> Social learning</li> </ul>	<p><b>Economic benefit</b> <span>8</span></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Contribution to value creation</li> <li><input checked="" type="checkbox"/> Relief of state and social systems</li> </ul>
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More information can be found in the methodology report!



Established and proven measurement tools were considered in the development and compilation of the impact indicators.

# Which instruments were used for the impact measurement?

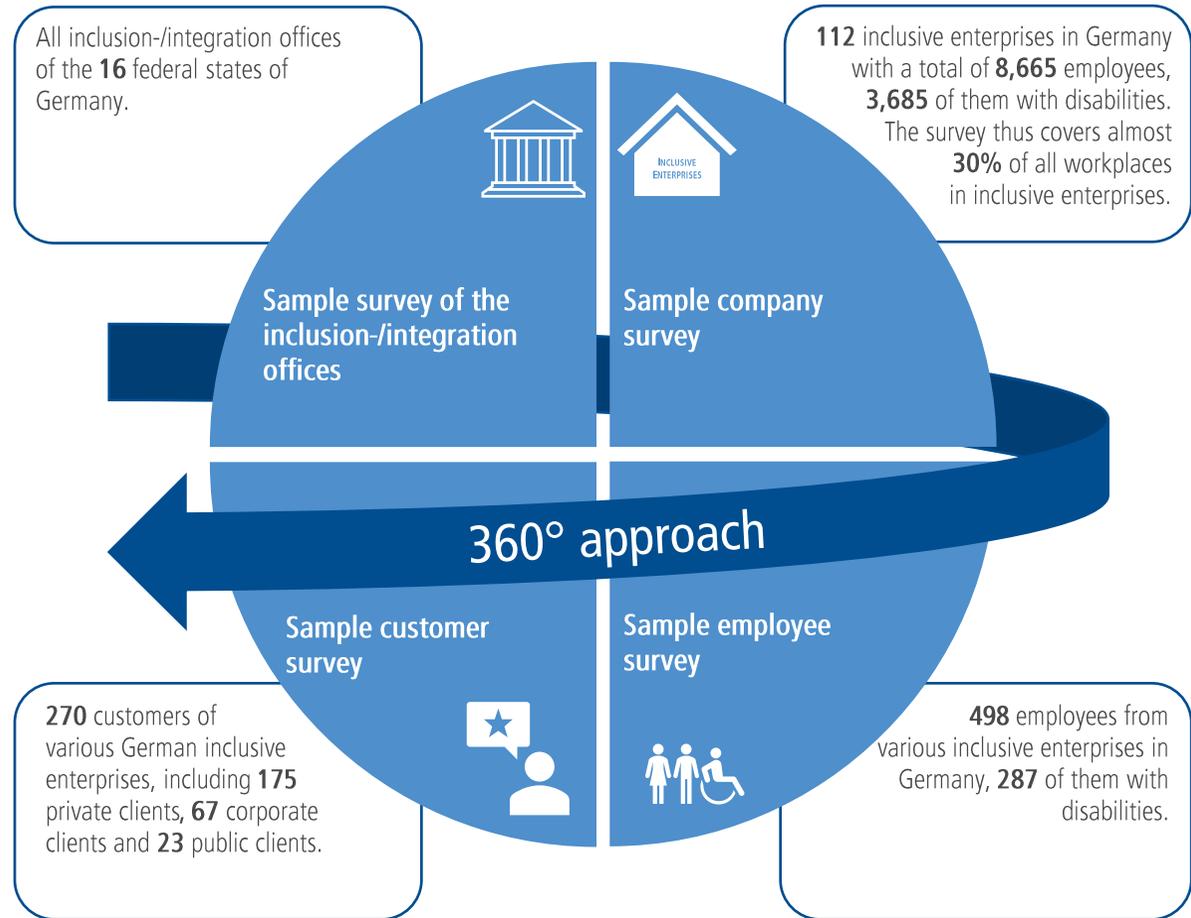


More information can be found in the methodology report!



Different data bases are needed for the proof of impact. For this purpose, the most important stakeholders were consulted.

# How were relevant data collected?



All surveys were conducted online in the period from November 2022 to March 2023. The reporting year 2021 was taken into account for the survey of the inclusive enterprises and the associated collection of key indicators.

Reference values are used and results of the defined interest groups (companies, employees, customers, offices) for the same impact field are compared.

## How can impact be evaluated?

Impact field	Impact indicators inclusive enterprises	Reference	Description Reference	Impact indicators employees (EE), customers (CUST) or inclusion-/integration offices (IO)
Health and wellbeing	Average number of days of sick leave per employee	10,6 Days	Sickness-related days of absence per year per AOK insured person in 2021	„The work contributes to the improvement of my health.“ (EE)
High quality education	Average number of hours of training per employee	6 Hours	Time spent per employee on training courses in 2020 in companies with 50 -249 employees	„The company promotes my professional development by offering training and development opportunities.“ (EE)
Economic benefit	Reflux rate	Not available	./.	“The employment of persons with disabilities in inclusive enterprises relieves the social system financially.“ (IA)

More information can be found in the methodology report!



# How can the quality of the measurement be assessed?

## Various measures were implemented to ensure high-quality results.

### Quality criteria

The scientifically recognised quality criteria of objectivity, reliability and validity were applied in the development and implementation of the measurement instruments and survey procedures. In addition to measurement quality, comparability, replicability and practical relevance were also taken into account.

### Measures

The following steps were taken to ensure the high quality of the measurement:

1. Development of an impact model based on recognised frameworks
2. Operationalisation based on already proven measurement tools
3. Use of quantitative measurement methods
4. Comprehensive survey of inclusive enterprises and inclusion/integration offices
5. Plausibility check of results based on available benchmarks and reference values

### Limitations

The following effects can be identified based on the data analysis:

- Self-selection effect due to increased participation of larger inclusive enterprises leads mainly to slightly above average financial indicators
- Influence of the reference year 2021, which is affected by the Covid 19 pandemic, primarily on employment figures and more limited education and health services.

# **CHAPTER 02**

Results of the impact study

## Decent Work

### Good health and well-being

- Health promotion
- Mental health
- Motivating activity
- Social inclusion



### Quality education

- Apprenticeships
- Educational offers
- Development opportunities
- Leaders with inclusion competence



### Decent working conditions

- Job security
- Income with market wage
- Long job tenure
- High employee satisfaction
- Workplace support



### Reduced inequalities

- High diversity
- Wage justice
- Incidents of discrimination
- Equal opportunities



## Meaningful customer relationships

### Acting for the common good

- Non-profit legal form
- Statutory purposes-dedicated profits



### Social responsibility

- Commitment to a good cause
- Role model inclusion
- Social learning



### Create benefit

- Meeting basic needs
- High customer satisfaction
- Long-term customer relationships



## Inclusive and sustainable society

### Self-determination & independence

- Independence from social services
- Independent living
- Social security



### Economic benefit

- Contribution to value creation
- Relief of state and social systems



### Realisation of inclusion

- Social engagement
- Participation
- Accessibility
- Destigmatisation



# Good health and well-being

## Key results

### Health promotion

Inclusive enterprises offer their employees various health-promoting measures. The majority of employees state that their work contributes to improving their health. Finally, employees in inclusive enterprises are absent due to illness on average 12.2 days per year. (PWD: 14.1; PWOD: 10.1).

### Mental health

The majority of employees are more satisfied in life and have more self-confidence as a result of working in inclusive enterprises.

### Motivating activity

The majority of employees find their work in the inclusive enterprise motivating and receive recognition from others.

### Social inclusion

According to the majority of employees, working in inclusive enterprises helps them to make new contacts inside and outside the company and improves their communication skills.



**3** GOOD HEALTH  
AND WELL-BEING



# Quality education

## Key results

### Apprenticeships

44 % of the surveyed inclusive enterprises provide training and thus contribute to the professional development of (disabled) persons. 3 % of jobs with social security benefits are filled by trainees, of which 48 % have a disability or rehab status.

### Educational offers

The majority of employees report that they acquire new skills as part of their job. In addition, inclusive enterprises implement training and development programs.

### Development opportunities

The majority of employees receive a performance review once a year. The focus of personnel development is on broadening the scope of work and improving qualifications.

### Leaders with inclusion competence

Half of the managers and trainers are explicitly trained for the inclusive context, thus contributing to target group-oriented leadership.

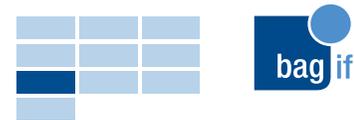


**4** QUALITY  
EDUCATION



# Good working conditions

## Key results



### Job security

74% of socially insured employees have a permanent and therefore long-term secure job.

### Long job tenure

On average, employees have been employed in the inclusive enterprise for more than 6 years. Employees with disabilities have been with the company for almost 1 year longer than employees without disabilities.

### Income with market wage

Employees with and without disabilities earned more than 20 % more on average in 2021 compared to the minimum wage.

### High employee satisfaction

Inclusive enterprises achieve an 'employee Net Promoter Score®' of 7, with more employees recommending their inclusive enterprise as an employer than actively discouraging it.

### Workplace support

Inclusive enterprises implement a variety of different measures for work-based support.



**8** DECENT WORK AND  
ECONOMIC GROWTH



# Reduced inequalities

## Key results

### High diversity

40 % of employees in inclusive enterprises are women, of whom 37 % have a disability. Overall, 42 % of employees have a disability, with the majority having a physical disability (36 %), followed by employees with a mental disability (23 %), a cognitive disability (27 %) and other disabilities (12 %).

### Wage justice

According to the majority of inclusion/integration offices, persons without disabilities earn the same amount for the same activities. Without taking into account differences in tasks, persons with disabilities earn on average 79 % of the average wage of employees without disabilities.

### Incidents of discrimination

Discrimination incidents are registered in inclusive workplaces. In 2021, the complaint rate was less than 1 %.

### Equal opportunities

The majority of employees say that they are treated fairly in the company and that employees with and without disabilities have the same opportunities.



**10** REDUCED INEQUALITIES



# Meaningful customer relationships

**Decent work**

**Good health and wellbeing**

- Health promotion
- Mental health
- Motivating activity
- Social inclusion

**Quality education**

- Apprenticeships
- Educational offers
- Development opportunities
- Leaders with inclusion competence

**Good working conditions**

- Job security
- Income with market wage
- Long job tenure
- High employee satisfaction
- Workplace support

**Reduced inequalities**

- High diversity
- Wage justice
- Incidents of discrimination
- Equal opportunities

**Meaningful customer relationships**

**Acting for the common good**

- Non-profit legal form
- Statutory purposes-dedicated profits

**Social responsibility**

- Commitment to a good cause
- Role model inclusion
- Social learning

**Create benefit**

- Meeting basic needs
- High customer satisfaction
- Long-term customer relationships

**Inclusive and sustainable society**

**Self-determination & independence**

- Independence from social services
- Independent living
- Social security

**Economic benefit**

- Contribution to value creation
- Relief of state and social systems

**Realisation of Inclusion**

- Social Commitment
- Participation
- Accessibility
- Destigmatisation

# Acting for the common good

## Key results

### Non-profit legal form

Inclusive enterprises are predominantly non-profit enterprises, e.g. registered associations (e.V.) or non-profit limited liability companies (gGmbH). As such, they use the profits they generate for a statutory purpose in the public interest. In this way, existing jobs can be secured and new ones created.

### Statutory purposes-dedicated profits

In 2021, the non-profit inclusive enterprises generated an average profit of around 109,700 euros, which they allocated to the statutory purpose. They thus achieved a return on sales of 3 %.



**8** DECENT WORK AND  
ECONOMIC GROWTH



# Social responsibility

## Key results

### Commitment to a good cause

For more than 90 % of the customers, the aspects 'employment of people with disabilities' and 'making a social contribution' are a decisive motivation when buying products or services of the inclusive enterprises.

### Role model inclusion

Inclusive enterprises are seen as "lighthouses" that show that an inclusive working world can work. For many customers, they are a role model in dealing with people with disabilities.

### Social learning

The experience with inclusive enterprises has a strong positive impact on many customers:

- Improved understanding of disability and inclusion
- Increased contact with people with disabilities
- Increased commitment to inclusion in their own environment
- Increased openness to the employment of people with disabilities
- More positive image of the capabilities of people with disabilities



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



# Create benefit

## Key results



### Meeting basic needs

Inclusive enterprises offer products and services to meet the basic needs of the 'simple and good life' and thus make an active contribution to the common good.

### High customer satisfaction

The inclusive enterprises achieve a Net Promoter Score® of 70. This excellent score indicates a very high level of customer satisfaction and suggests that a significant number of customers recommend the products and services of inclusive enterprises to others.

### Long-term customer relationships

More than 60 % of the customers are returning regular customers and the business relationships have existed for more than 7 years on average.



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



# Inclusive and sustainable society

<b>Decent work</b>	
<b>Good health and well-being</b> <ul style="list-style-type: none"> <li>Health promotion</li> <li>Mental health</li> <li>Motivating activity</li> <li>Social inclusion</li> </ul>	
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<b>Meaningful customer relationships</b>	
<b>Acting for the common good</b> <ul style="list-style-type: none"> <li>Non-profit legal form</li> <li>Statutory purposes-dedicated profits</li> </ul>	
<b>Social responsibility</b> <ul style="list-style-type: none"> <li>Commitment to a good cause</li> <li>Role model inclusion</li> <li>Social learning</li> </ul>	
<b>Create benefit</b> <ul style="list-style-type: none"> <li>Meeting basic needs</li> <li>High customer satisfaction</li> <li>Long-term customer relationships</li> </ul>	

**Inclusive and sustainable society**

**Self-determination & independence**

- Independence from social services
- Independent living
- Social security



**Economic benefit**

- Contribution to value creation
- Relief of state and social systems



**Realisation of inclusion**

- Social engagement
- Participation
- Accessibility
- Destigmatisation



# Self-determination & independence

## Key results

### Independence from social services

According to the majority of employees, working in inclusive enterprises improves their financial situation and strengthens their independence from social services.

### Independent living

The work gives the majority of employees more confidence to manage everyday tasks independently.

### Social security

85 % of employees in inclusive enterprises are covered by social security. Social security protects employees against the financial consequences of illness, accident, unemployment, reduced earning capacity, old age and the need for long-term care, thus contributing to social protection and the fight against poverty.



**1** NO  
POVERTY



# Economic benefit

## Key Results

### Contribution to value creation

The vast majority of inclusive enterprises achieve positive operating results. On average, 1.05 euros of gross profit are generated for every euro of personnel costs. The share of public compensation and funding in turnover corresponds to 12 %. With an average value creation contribution of 1,876,000 euros in 2021, inclusive enterprises contribute to value creation in Germany.

### Relief of state and social systems

Inclusive enterprises employ a large number of people with disabilities in the general labour market who would otherwise be unemployed or employed in a sheltered workshop. The majority of employees with disabilities are employed with social security. Inclusive enterprises therefore also reduce the financial burden on the state and social systems. For every euro invested in personnel cost support, 1.86 euros are returned to the social security systems and the treasury.

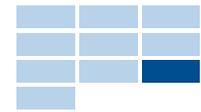


**8** DECENT WORK AND  
ECONOMIC GROWTH



# Realisation of inclusion

## Key results



### Social engagement

From the perspective of customers and inclusion/integration offices, inclusive enterprises contribute to the common good in cities and communities and to social inclusion.

### Participation

Inclusive enterprises enable the employment of people with disabilities through their inclusive working environment and measures of workplace support. In 2020, approximately 13,600 people with severe disabilities were employed in inclusive enterprises in Germany.

### Accessibility

The majority of employees believe that inclusive enterprises are considerate of personal limits and offer both technical and personal assistance when needed. The premises of 62 % of inclusive enterprises are completely or almost completely accessible.

### Destigmatisation

Through working in inclusive enterprises, the disability is less prominent for the majority of the employees affected.



**11** SUSTAINABLE CITIES AND COMMUNITIES



# Chapter 03

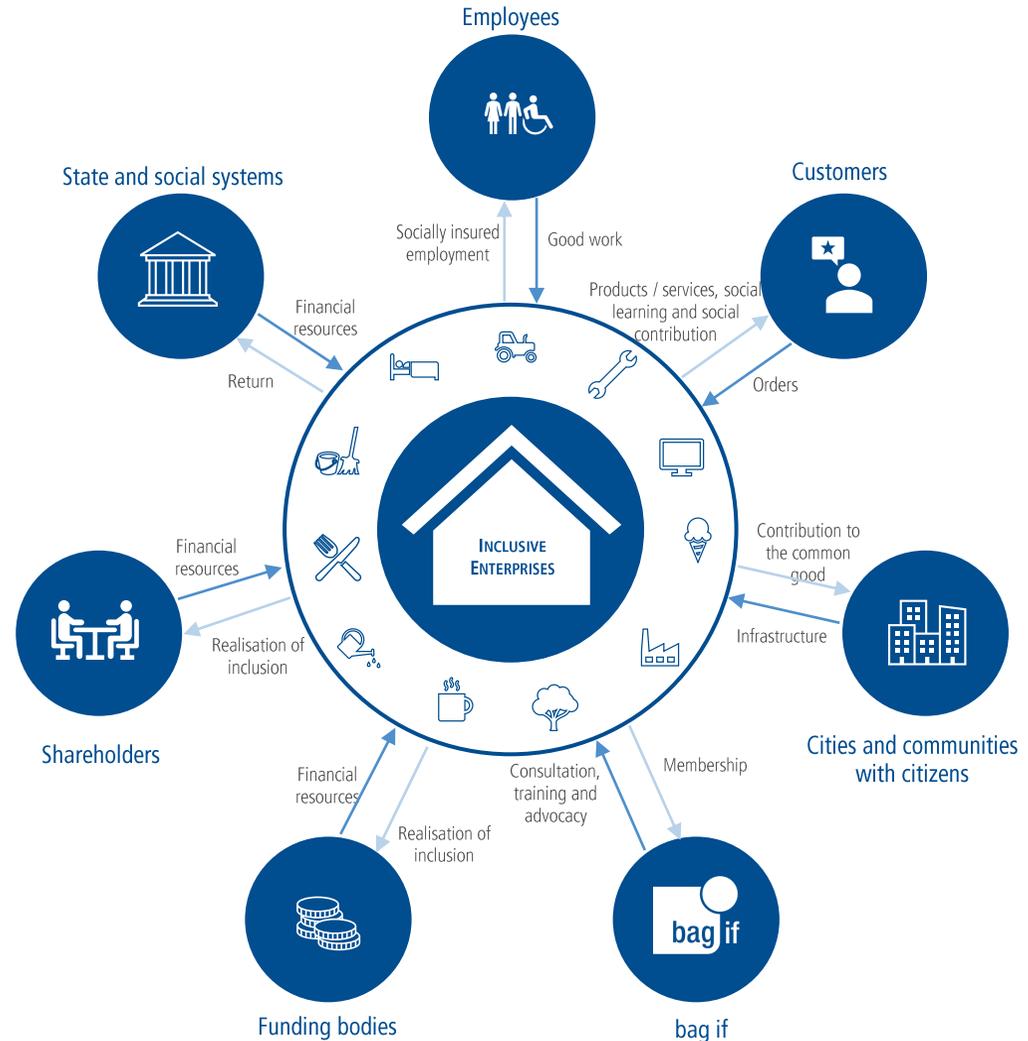
Summary and recommendations for action

# Ecosystem inclusive enterprises

## Together more impact is achieved

Inclusive enterprises make an impact! And they do so because they operate in an impressive ecosystem in which different players work together and everyone benefits.

Why inclusive enterprises make an impact!



# The impact of inclusive enterprises

## Overview of the most important results



Decent work	Meaningful customer relationships	Inclusive and sustainable society
<p><b>Good health and well-being</b></p> <ul style="list-style-type: none"> <li>➤ Subjective health improvement perceived by over 60 % of all employees in IE</li> <li>➤ Absenteeism slightly above average: 12.2 to 10.6 days</li> </ul> 	<p><b>Acting for the common good</b></p> <ul style="list-style-type: none"> <li>➤ 85 % non-profit IE, i.e. profits are largely invested in jobs</li> <li>➤ IE economically viable with 3 % return on sales, i.e. no profit focus*</li> </ul> 	<p><b>Self-determination &amp; independence</b></p> <ul style="list-style-type: none"> <li>➤ More independence in everyday tasks perceived by 78 % of PWD</li> <li>➤ Social security coverage rate above average: 85 % to 75 %</li> </ul> 
<p><b>Quality education</b></p> <ul style="list-style-type: none"> <li>➤ Apprenticeship rate only slightly below average: 3 % to 4.8 %.</li> <li>➤ High proportion of PWD among apprentices at 48 %</li> </ul> 	<p><b>Social responsibility</b></p> <ul style="list-style-type: none"> <li>➤ Improved understanding of disability and inclusion perceived by 74 % of CUST</li> <li>➤ More positive perceptions of the abilities of people with disabilities among 76 % of CUST</li> </ul> 	<p><b>Economic benefit</b></p> <ul style="list-style-type: none"> <li>➤ IE with positive operating result: 83</li> <li>➤ Financial relief for the state and social systems with a return ratio of 1.86 euros</li> </ul> 
<p><b>Good working conditions</b></p> <ul style="list-style-type: none"> <li>➤ PWD with longer tenure in the company in comparison to PWOD : 7 versus 6 years</li> <li>➤ Permanent employment rate below average: 74 % to 89 %</li> </ul> 	<p><b>Create benefit</b></p> <ul style="list-style-type: none"> <li>➤ Excellent Net Promotor Score® of 70</li> <li>➤ On average, the majority are repeat customers with long-term business relationships: 61 % and 7 years</li> </ul> 	<p><b>Realisation of Inclusion</b></p> <ul style="list-style-type: none"> <li>➤ IE with almost completely barrier-free premises: 62 %</li> <li>➤ Feeling that the disability is less prominent due to the work perceived by 76 % of PWD</li> </ul> 
<p><b>Reduced inequalities</b></p> <ul style="list-style-type: none"> <li>➤ Rate of severely disabled persons significantly above average: 42 % to 4.6 %</li> <li>➤ Fair treatment perceived by over 88 % of all employees in IE</li> </ul> 		

\*This should be seen in the light of the fact that inclusive enterprises have at least 30-50% of their jobs filled by people with disabilities on a permanent basis and subject to social security contributions.

PWD = persons with disabilities; PWOD = persons without disabilities; IE = inclusive enterprises; CUST = customers

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## Summary



### The key findings of the impact study at a glance:

1. The **Impact Compass** for inclusion, developed based on the Sustainable Development Goals (SDGs) and the proposed EU Social Taxonomy, has proven to be an effective conceptual framework.
2. The impact of inclusive enterprises has been successfully portrayed using a **360-degree approach** from the perspective of various stakeholder groups.
3. For the first time, a **comprehensive impact analysis** has been carried out, setting new standards in terms of sample size.
4. The **impact of inclusive enterprises** has been transparently demonstrated for all fields of the Impact Compass for inclusion.
5. It has been shown that inclusive enterprises fulfill their social mission (§§ 215 et seq. SGB IX), act economically successfully, and, in particular, **drive the implementation of the Agenda 2030 and the UN Convention on the Rights of Persons with Disabilities.**
6. Through their work on an equal footing and the promotion of interactions between people with and without disabilities, inclusive enterprises **contribute to destigmatisation and foster inclusive coexistence in society.**
7. Inclusive enterprises **provide financial relief for the government and social systems.**
8. Overall, a **first-time, replicable overview** has been created for participants and decision-makers.



## RECOMMENDATIONS FOR ACTION Inclusive enterprises

### Improve impact through targeted measures

- Improve access to healthcare and training and further education opportunities.
- Enable more opportunities for promotion.
- Utilise and strengthen the social responsibility of customers.
- Remove barriers in premises.

### Measure and manage impact

- Measure and manage impact along the Impact Compass.
- Use study results as benchmarks.

### Communicate the impact internally and externally

- Use the Impact Compass as a template for communicating impact.
- Incorporate evidence of impact on career pages and in promotional brochures to strengthen the brand image to potential employees and customers.
- Integrate evidence of impact in funding applications to differentiate and positively stand out from competitors.
- Use evidence of impact as a basis for sustainability reports.



## RECOMMENDATIONS FOR ACTION bag if

### Promote impact measurement of inclusive enterprises

- Collaborate with FAF gGmbH to explore options for training and consulting services on the topic of impact measurement.
- Provide tools (e.g. template questionnaires) for inclusive enterprises to assess their impact.
- Provide resources for communicating the impact of inclusive enterprises (e.g. template Impact Compass for inclusive enterprises).
- Repeat the *MehrWirkung* impact study to demonstrate longitudinal developments.

### Use the evidence of impact in own work

- Discuss the results with state working groups and develop a concept for using the results in communication.
- Utilise evidence of impact in lobbying efforts within the political sphere, during negotiations with funders and decision-making bodies, as well as in legislative processes to improve the funding situation and legal framework.
- Include evidence of impact on the homepage under the theme "12 Good Reasons to Start a Business" to convince future inclusive entrepreneurs.

### Communicate the impact externally

- Launch a campaign to make the impact of inclusive enterprises visible and promote inclusive coexistence (including social media presence, podcasts, website, etc.).



## RECOMMENDATIONS FOR ACTION

### Politics and funding bodies

#### Promote the establishment of inclusive enterprises

- Use the evidence of impact, especially the positive return rate, to incentivise the creation of new inclusive enterprises.
- Understand the evidence of impact as confirmation of the effectiveness of investments in inclusive enterprises.
- Raise awareness among the public and funding bodies about the importance and impact of inclusive enterprises in the social transformation process towards a sustainable and inclusive society.
- Provide funding to enable more inclusive enterprise creation.

#### Create a supportive environment

- Recognise and use the inclusion competence of inclusive enterprises to enable and promote more transitions from sheltered workshops to inclusive enterprises.
- Create incentives for further training and education measures in inclusive enterprises.

#### Enhance impact measurement in inclusive enterprises

- Provide funding to support impact measurement in inclusive enterprises and repeat the *MehrWirkung* impact study.
- Promote impact plausibility by closing gaps in reference values (e.g. trainees with disabilities or discrimination cases) through statistical surveys (e.g. by the Federal Employment Agency or the Federal Anti-Discrimination Agency).

#### Promote knowledge transfer

- Transfer and use the expertise of inclusive enterprises to adapt work to accommodate people with disabilities in other areas of inclusion or integration, such as education and migration.

# Chapter 04

## Appendix

# Project participants

## Consulting and scientific support



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# Imprint

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## **Publisher**

Ulrich Adlhoch (1<sup>st</sup> Chairman),  
Bertram Sellner (2<sup>nd</sup> Chairman)

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Bundesarbeitsgemeinschaft  
Inklusionsfirmen e.V.

The logo for 'Inklusionsunternehmen Mehrwirkung' is a dark blue speech bubble shape with a green tail pointing downwards and to the left. Inside the bubble, the text 'INKLUSIONSUNTERNEHMEN' is written in white uppercase letters on the top line, and 'MEHRWIRKUNG' is written in white uppercase letters on the bottom line.

INKLUSIONSUNTERNEHMEN  
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