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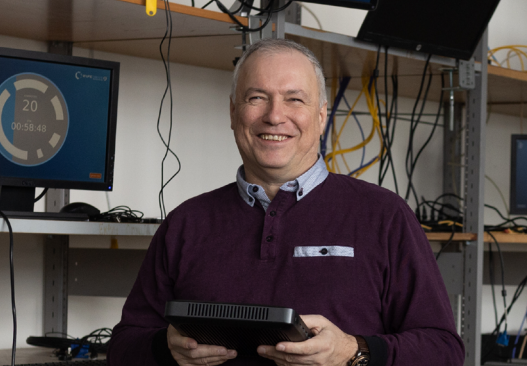
**Building the impact  
economy together**

May 2021

**Interviews with 7  
Social Entrepreneurs**







# Introduction

**Social enterprise is an umbrella term for businesses that make a social impact and give back to society. The realm of social enterprise has seen significant developments over the past few years. Besides going about their business, a growing number of organisations have also embraced social and environmental aspects, giving them pride of place in their business practices. Overall, social enterprise has gained considerable momentum.**

Social enterprise is a dynamic field. In March 2021, 80 public and private sector organisations

in the Netherlands endorsed the Social Enterprise City Deal. The purpose of this City Deal is to strengthen the impact economy. Also, a draft bill has been submitted to Dutch Parliament proposing to assign a special status to social entrepreneurs so as to raise their profile and highlight their efforts.

Deloitte supports and encourages social enterprises, for instance through the Deloitte Impact Foundation, which has been created to promote socially relevant themes in the areas of employment and education, sustainability and an inclusive society. One of the Deloitte Impact Foundation's initiatives is the Scaling Social Enterprises programme. This programme offers social enterprises free access to our knowledge, expertise and networks to achieve growth. To do so, they need to hire more people, and

these people typically come from disadvantaged backgrounds. They tend to have a hard or harder time finding work. Social enterprises hold the key to success by helping them join the workforce. This is how we build a more inclusive society together. Deloitte will continue its initiatives over the coming years and we expect to expand the current programme. We ensure continuity thanks to the WorldClass programme, which has been created to help 35,000 vulnerable people improve their position on the Dutch labour market every year over the next decade. We are pleased that Scaling Social Enterprises is an essential element of this programme.

The road travelled by social enterprises varies from one organisation to the next. The lessons they learn along the way are different too.

The social entrepreneurs we interviewed for this booklet have shared their own personal 'moments that matter' with us as they lived them. Where did they make a difference and what can others learn from their experiences? This booklet is meant to inspire, motivate and encourage other entrepreneurs, whether they run social enterprises or not. It is a way to celebrate the seven social entrepreneurs we interviewed and showcase what they have achieved for society.

**Edwin Jong**

Programmamanager Social Return / Scaling Social Enterprises

**Johan Stuver**

WorldClass Programme Director





Ronald de Bakker, Copiatek

**'Your donated  
equipment helps  
twice'**



**Certified disposal of obsolete IT equipment? Copiatek not only gives old equipment a new lease of life, it also helps people with a distance to the labour market to find a job. 'We're killing two social birds with one stone,' says Ronald de Bakker, who founded Copiatek.**

There is a huge demand for laptops and desktops in the Netherlands, Ronald explains. Families placed under debt management, asylum status-holders, unemployed persons, people with a chronic illness or non-congenital brain damage... they all need devices that can connect to the internet to be able to function in society, whether it is to do their homework, to complete their civic integration process, to look for a job or to keep in touch with their family and friends.

'There's no way they can afford a new laptop for 600 euros,' Ronald said. 'We donate refurbished laptops to them. We fund this by selling refurbished

equipment at thrift stores where we have a shop-in-shop.'

### **Refurbish, Re-use, Recycle**

Copiatek collects obsolete IT equipment from all over the Netherlands, refurbishes what is reusable, and recycles the rest. It donates 25% of its refurbished equipment to food banks, community centres, youth homes, and Leergeld Nederland, a foundation promoting the social inclusion of children. About 20% is unsuitable for the Netherlands and is donated to school projects in Africa.

'We have embraced circularity and sustainability in our work. We never have enough obsolete IT equipment,' Ronald explains. He founded Copiatek when his own rehabilitation process did not lead to an actual job. 'Only later I realised that the company that facilitated my rehabilitation process was only interested in the subsidy and not in helping people return to work.' While that was a real disappointment for Ronald, he managed to give his frustration a positive spin: he started his own business and pledged to hire people from disadvantaged backgrounds.

## Job security

'The people who join Copiatek aren't afraid of losing their job again,' Ronald stresses. 'It's very precious and special to me that I'm keeping 17 people in work. Every single one of them has their own development plan and receives personal job coaching. Our drivers are qualifying for their lorry licence and our process manager is currently studying for his B level Dutch language proficiency test. These are really helpful skills that will be useful for them later on as well,' Ronald says. With 84% of its staff being disadvantaged workers, Copiatek amply meets the criteria of work opportunity certification (in Dutch:

PSO-30+).

This summer, Copiatek will launch a new work development project in collaboration with the City of The Hague. 'We'll be helping 16 people to get reacquainted with work processes to further their development. This means that we'll need more office space and another job coach.' Ronald is still waiting for the City to send him the draft contract. As soon as he gets it, he'll forward it to Edwin Jong of Deloitte Netherlands to ask him whether it's sound and whether it'll work for Copiatek. 'I consult with Edwin before I make any strategic decisions.'

Deloitte has provided advisory services to Copiatek since 2019. 'They gave a presentation at an event that was put on by the City. When they said they would be providing support to social enterprises, I jumped on it right away,' Ronald explains. 'They're helping me make more of an impact with Copiatek by showing me how to increase my revenue so that I can create more jobs, how to structure my financial accounts, and how to go about identifying stakeholders and interacting with them.

I'm currently exploring options for

setting up a hub in Limburg, in the south of the country, where we have many customers. I'm running into a lot of issues, but I can always turn to Deloitte for ideas and advice.'

### Home schooling

The COVID measures have really heated things up for Copiatek. 'Everyone's working from home. If you have two children and only one laptop, you'll have to buy two more laptops. That's an expense that families that have been placed under debt management simply can't afford,' Ronald says. 'Also,






the prices of second-hand laptops have doubled around the world. So we're really relying on donations from businesses now. Luckily, our name is getting around more and more. We make it easy for businesses to contact us via our website. We can also arrange for certified data destruction. By donating their equipment, companies are giving back: they promote the circular economy, they provide underprivileged children with a laptop, and they create job opportunities for disadvantaged workers.'



Sandra Ballij, Ctalents

**‘Inclusion accelerates  
innovation: moving  
beyond window-  
dressing’**



**Ctalents, which was founded by social entrepreneur Sandra Ballij, connects employers with talented job seekers. The difference with other staffing agencies is that Ctalents' talents have poor eyesight or are blind or they are hard of hearing or deaf, or sometimes both. 'We're not a charity,' Sandra says. 'We're a financially sound business, we turn a profit and we're growing. We and our partners believe in the strengths of these people and in their right to meaningful work.'**

Sandra speaks of visual or auditory challenges, rather than impairments. She refuses to accept that these people are labelled as unfit for work. 'By doing that, we're disenfranchising a large group of people while we should be looking at their potential. Our mission is to open the eyes of employers to the potential inherent in hiring a sensory-challenged person and get them hooked on the new perspectives this opens up. I call that inclusion by innovation.'

For Sandra, the social enterprise spark ignited in Paris, where she worked on an M&A deal for ING Bank. She had

heard of a restaurant where guests dined in the dark and where the servers were blind and sensory-challenged. The restaurant made it onto her bucket list. She had dinner there and the experience changed her and her husband Bas de Ruiter's lives forever.

### **Journey to find deeper meaning**

'That's where it all started. I was comfortable at ING Bank, but something was missing. I didn't find any deeper meaning in my job; there was no added value for me. That dinner and the powerful energy the people behind the initiative were exuding left a deep

impression. It triggered me to reflect on what I would be leaving behind when I'm gone. It was time to make a radical change.'

Sandra and Bas brought the concept they had discovered in Paris to Amsterdam in 2007. Ctaste, their dining-in-the-dark restaurant, hosts 20,000 guests every year. But they didn't stop there. They also opened Sign Language Coffee Bars at 23 locations. There Sandra saw how a 50-year-old deaf barista flourished and won a nation-wide barista competition. 'It was the first job she ever had and her first ever certificate! It totally changed her life.'



### Everyone matters

Ctalents, which was established in 2013, was Sandra's next venture. Its staff of 12 have 55 talented people on file that they second to top clients such as ABN AMRO Bank and the Dutch National Police Service. Sandra calls them partners rather than clients: 'We team up to break patterns, come up with new roles, and turn visual and auditory challenges into opportunities to excel. Ctalents offers audio and video specialists, who can add unique value in investigative settings, for instance, or analysts and consultants who are highly detail-oriented.'

Sandra used a simple analogy: 'It's not about sending everyone an invitation to the party just because we feel we have to. What matters is that we make the party fun and enjoyable for everyone and that we appreciate that they came and that they can offer added value. That's the crux of diversity. It's what I enjoy most and what motivates me to do all that I can for our organisation, talents and partners, every single day.' The fact that the Deloitte Impact Foundation has recently become a partner is opening a lot of new doors for Ctalents. 'Our goal is to place our first CEO by 2030 at the latest. We can't

do that unless we have a large network that is committed to our mission.

Our partnership with Deloitte allows us to accelerate and connect with new employers. But we're pragmatic as well. Since we're looking to expand internationally and continue our innovation drive, it's great to have a partner that knows about business models and technology.'

### Take action now

Sandra is ecstatic every time Ctalents manages to place a job seeker who was previously relegated to the sidelines. Through Ctalents, her intrinsic motivation to do meaningful work, which was sparked in Paris, produces heart-warming results on a daily basis. Sandra is proud, but she is not resting on her laurels just yet. Ctalents' dream is to reduce the rate of unemployment among the visually and audibly challenged from 65% to 20%, and to export the concept to other European countries.



'We can't do that unless we make our mission resonate with employers by showing them that they need to move beyond window-dressing and embrace inclusion as an opportunity to accelerate innovation and create engagement. The new generation expects employers to champion inclusion. Employers that want to hire the best talents in the future should be taking action now.'

Renzo Deurloo,  
GreenFox Social Return

**‘Making an  
impact is  
all about  
people’**



**‘Everyone is good at something.’ To Renzo Deurloo of GreenFox Social Return, it is perfectly normal to hire people with a distance to the labour market. His social enterprise seconds disadvantaged workers to large clients, offers them training and coaching, and helps them further their career. ‘We invest in people rather than in maximising profits.’**

Renzo talks a mile a minute and makes keen observations. He is very open about having ADHD and being on the autism spectrum: ‘I’m very energetic and I’m good at numbers, but my attention span is short. That turned out to be the perfect DNA for working as a stockbroker. In fact, being like I am helped me a lot in that job. I did dozens of deals a day, it was busy and people were yelling all the time... For me, things finally felt normal.’

Renzo grew up in a loving home. He has three siblings, who all went to university.



Despite Renzo's moving from school to school in his teenage years and him not going to university, his parents never lost faith in him, unlike other people he knew who thought he would never amount to anything. Until he could afford a car that was nicer than his dad's, because of his job as a stockbroker. Then everyone started to think that he was really special. 'My distance to the labour market became an advantage all of a sudden. It's weird how much other people's opinions of you are coloured by your job. Your job is super-important for your self-assurance, your thought patterns and

your confidence.' Renzo realised that many people do not have the benefit of a happy childhood and the blind faith of their parents, or the opportunity to go to university. That is why he decided, in 2009, to establish GreenFox, a sustainable engineering firm.

### **Advantaged rather than disadvantaged**

GreenFox creates jobs for disadvantaged workers with a distance to the labour market. But Renzo hates the term "disadvantaged". 'It has a negative connotation and it's overused. People who've been unemployed for

just three months are already stuck with this label. It conjures up images of serious impairments rather than of options and opportunities.

Everyone is good at something and bad at something else.' That is why Renzo prefers to use the term "advantaged": 'People who are given a second chance and are probably not an employer's first choice will give it their all and they're more loyal.' Also, it is important to find out what you are really good at: 'A talented accountant is likely to be useless as an artist. That's not a problem, as long they do a good job

keeping the accounts. You wouldn't want your accountant to get overly creative anyway.'

GreenFox is simply a family business that makes choices that favour people and the environment. That is what any business should be expected to do, in Renzo's opinion. GreenFox is not necessarily a social enterprise, because it meets the PSO 30+ work opportunity criteria. In 2016, Renzo established GreenFox Social Return, a secondment services provider. This business fulfils social return requirements for third parties. 'Clients in the Dutch

construction industry, such as Heijmans, Unica or Strukton, truly see the added value in our services. Not a single client has left us to date,' Renzo says with pride.

### **Deloitte knows the score**

The Deloitte Impact Foundation means a lot to Renzo. 'Deloitte gets around. They know all the ins and outs of large public procurement procedures and what the expectations of local authorities are. They share their knowledge and experience with social enterprises to help us make an impact.

For me, it's like being a junior football player who's invited to play a match in the Champions League. What they do is this: first they perform a thorough analysis of your business, they look at opportunities, and they suggest improvements. Then they help you find the perfect clients, in a process that works well for everyone.

In these COVID times, for instance, we're helping local authorities to create jobs in the local construction industry. These projects can take some time to win, but Deloitte knows the score.'



Renzo knows how important it is for people to be given a nudge in the right direction. 'I still get messages from former employees when they have an important life event, for instance when they have a baby, buy a house or finish their studies.

I really enjoy having had a small hand in where they are now. That's what motivates me every day. It's a privilege to be running GreenFox.'

Annelies Goedbloed,  
HaagseZwam

**‘There’s a  
different  
way!’**





**At HaagseZwam, Annelies Goedbloed uses spent coffee grounds to grow oyster mushrooms. She sells her mushrooms locally. At the same time, Annelies creates jobs for people with a distance to the labour market. 'I feel we could do better on a lot of things in the Netherlands. It's about our mindset: people tend to forget how much impact they can have.'**

Annelies made a radical change in her life five years ago, after a gradual process of awareness-building. The first seeds were sown after she attended a lecture by Gunter Pauli about the blue economy in 2012. 'It affected me. I wanted to do something, give back to society. One of Pauli's suggestions is farming mushrooms on coffee grounds. That idea kept playing in my mind when I began exploring how to start a sustainable business.'

## Starting from scratch

Annelies found her first growing location in April 2016. 'Before that, I'd always worked as an interim IT officer. Now I was responsible only for myself and I could focus on what mattered. Where was I going to sell my mushrooms? How was I going to sell myself? I had to start from scratch as a sustainable business woman. To find out how I wanted to go about things, I sat down amidst my mushrooms, looked for silence, read books about interconnected nature, and simply was mindful. I needed that to be able to look at things differently.'

Early on, no one had a clue what she was talking about. Circular and sustainable? 'Now, a year after the start of the COVID-19 pandemic, people are beginning to get it and talk about transitions. They are reflecting on the holistic model and bottlenecks that need resolving. How do we prevent soil erosion? How do we process waste? How do we grow food in cities? And with who? No quick wins to make more easy money, but sustainable partnerships and inclusive projects.'

After her first year, Annelies also started hiring disadvantaged workers. 'I have about 20 people working for me now:

five are on a work placement, five are experts, some have a distance to the labour market, and a few are in sheltered employment... it's a large and mixed group of people. It's really cool! I sometimes wonder why I didn't do this earlier.'

### **A broad perspective**

Annelies believes that the solution to all problems lies in taking a broad perspective and in collaborating. 'You need the local community to make a true impact. You can't do it alone.' HaagseZwam has teamed up with all kinds of sustainable businesses

to close the cycle and grow together. One of these businesses is Hagedis, a restaurant with mushroom dip and pickled oyster mushrooms on the menu. Another is Vet & Lazy, a brewery that uses oyster mushrooms as an ingredient for beer. Annelies came across Deloitte thanks to these partners. 'Now, we're working on the Social Enterprise City Deal together. The City Deal is a partnership between the Dutch government and social entrepreneurs that is designed to eliminate obstacles by working on policies, regulations and access to loans.'

Annelies advocates a holistic approach: 'If we green our roofs with solar panels that were manufactured in China by forced labourers, we're not really helping. You need to look at the full picture and make allowance for every aspect. It's great for a company to create jobs, but what's the carbon footprint of its employees when they drive to and from work? That's the difference between the CSR business model and the impact first business model: focusing on the causal impact and looking at things from a broad perspective. There are a lot of people who want to do something, but they don't know what. The crux is in

connecting with the local community, pinpointing what the local needs are, and fulfilling them.'

### **Knowing your own impact**

'Together, we can make the difference. It all starts with you: individual actions create a ripple effect. Know what you can achieve and use your skill set. Everyone matters, a lot,' Annelies says. She is a hard worker and still spends plenty of time on the workforce, even now that the business has grown. She is most proud of the HaagseZwam's work culture:



'A lot of people come through here and some have baggage. We give them fairness, trust and respect. Those are our three core values. They are reflected in everything we do. This is how we broaden our horizons and tell the world that there's a different way!'



Jasper Kool, Happy Tosti

**‘What makes  
you truly  
happy?’**



**Jasper Kool and his three business partners have set themselves the ambitious goal to create jobs for 2,500 people with an impairment by 2030. 'I don't think that's unrealistic at all,' Jasper says. 'It's not that hard to combine business goals with social impact. The core value is making people happy.'**

In the Netherlands, just over 1.5 million people are on benefits. Most of them have a distance to the labour market. Some have a confirmed occupational impairment such as autism or a physical disability, are visually or audibly challenged, are unlucky in life or have a history of crime or addiction. They offer a vast untapped labour potential, in Jasper's opinion. And that while there is a huge demand for people in operational roles, at catering companies, at bars and restaurants, and in the hospitality industry in general.

## Social and for-profit

This is where Jasper saw a gap in the market. He recently became the proud father of his second child, but his companies are also demanding his attention: seven Happy Tosti branches, Lekker Brood, Milieuwerk Amsterdam and Social Capital, which is the umbrella organisation that provides secondment services. 'Social Capital matches disadvantaged workers with employers. We place our people at our own companies first to find out what makes them happy. What inspires them? What do they enjoy?

Making coffee, serving guests, doing

the dishes, bussing tables... if you enjoy a certain task, you'll start to excel at it. That's the same for everyone. We walk our people through a step-by-step plan and ask for their input on their personal development.'

'The next step is that they are seconded to an external client,' Jasper explains. 'Our job coaches have relevant work experience in the sectors our clients operate in, and they provide on-site individual coaching. We make sure that our people have a soft landing by using job carving, and coaching the company's other employees. Our clients see the added value this brings to the

workfloor: we can make activities such as crowd management or ticketing cost-efficient for them, which frees up their other employees' time for other tasks. This is an example of making a social impact and still turning a profit.'

### **Inclusivity on the labour market**

Running a social enterprise is no mean feat in the Netherlands, in Jasper's view, particularly if a business has multiple branches. Every local authority has its own rules, policies and terminology. This creates a lot of pointless red tape for social enterprises, at least that is how Jasper sees it. 'While it's understandable that local authorities

want to protect underprivileged people, all the required paperwork discourages businesses from wanting to proceed. That's where Social Capital comes in. It takes care of all the formalities, so that companies that want to run a social enterprise can start doing so right away.

They do, of course, have to have the intrinsic motivation. 'If they don't, things will go wrong. Running a social enterprise is not a means to win tenders. There are people involved that need protection and coaching. If you let them go after just two months, you'll have done more harm than good.' Jasper sees it happen all the time: 'A

job facilitated by a local authority that brings no joy to the person working it and doesn't allow for any input from that person. That's a recipe for failure: it's no surprise that people lose their motivation when they're expected to work a job they don't enjoy.'

### **True impact**

The Deloitte Impact Foundation advises on the merger between Happy Tosti Group and Milieuwerk Amsterdam. 'We were the same size and basically did the same thing: using job coaches to

create paid employment for the target group. By combining our businesses, we can operate more cost-effectively and make even more of an impact,' Jasper said. 'A merger is complex; there are many financial and tax aspects involved. Deloitte helps us with those. It provides advice, helps us define our strategy, offers company coaching and provides access to networks and connections to prepare us for achieving our goal of creating 2,500 jobs.' Another point Jasper wants to make is that by creating permanent jobs for this






group of people, we will save huge amounts in taxpayers' money. Benefits, debt management services, the justice system... they will become redundant, because the target group will be self-sufficient and lead happy lives.

'That's a big plus for society,' Jasper concludes. What he is seeing is that companies are increasingly choosing to make a social impact: 'We've recently been awarded some inspiring large projects. Society is changing and social impact is gaining traction. That makes me hopeful and motivates me. I'm sure that we'll be able to create those 2,500 jobs.'



Mireille Geijsen & Michiel  
Dekkers, i-did

**'Take ownership:  
protect human and  
natural resources'**



**Mireille Geijssen and Michiel Dekkers are business partners in i-did, in which they combine social and sustainable engagement. They are looking to make an impact on two fronts: inclusion and sustainability. With their felt factory as an accelerator in a growing network of socially responsible sewing studios, they help to clean up the textile waste mountain and let employees rekindle their dreams.**

Every year, a growing number of chronically unemployed people are given a kick-start at i-did. They are offered a job at one of its two sewing studios to help them discover how enjoyable a job can be. Thanks to intensive on-the-job coaching, more than 70% move on to other jobs.

### **Building connections through work**

Mireille: 'We offer simple production work in a safe and inspiring setting, and we focus on the social and connecting aspect. We work with felt that's made of textile waste. This is how we empower people and clean up the textile waste mountain together.'

i-did has recently started to produce its own raw material in a felt factory below the sewing studio in The Hague. The production process is circular: customers supply their waste textile and buy the felt products that are manufactured from it. Michiel: 'Because we produce our own felt, we have more control of what goes into it and we can customise our products.'

The felt factory is a milestone in the synergy between Michiel and Mireille, who founded i-did in 2009 after having worked as a self-employed graphic designer. 'I have a friend who's from Kurdistan and she kept getting rejected

for jobs.

That's what got me thinking about labour market accessibility and offering people the chance to develop a work routine and to gain confidence. I opened a sewing studio, but it could just as easily have been a bakery. The idea was to start simple and grow.'

While her employees continued to develop, Mireille's business was stagnating. The market for the i-did slow fashion label proved limited. 'You need huge marketing budgets to bring a fashion label to market. I didn't have them, so i-did was in trouble. That's when

I met Michiel, who was looking for a new business and investment project.'

### **Putting a stop to textile waste**

Michiel Dekkers, a successful 3D printing pioneer, went on a sabbatical after he had sold his business. But his entrepreneurial spirit turned out to be irrepressible and he was intrigued by Mireille's business. 'I didn't have any experience with consumer products, so I sat down with Mireille. She suggested that I started thinking about a scalable B2B model that would help prevent the excessive amounts of waste in the textile industry. Thirty percent of all clothing is thrown out before it has even

been worn. That's just unacceptable.' Michiel and Mireille clicked and they decided on a new course. In 2014, i-did changed focus to concentrate on recycled felt. That resulted in a new product offering in 2016: bags, accessories, business gifts and acoustic interior products. The social enterprise, which is a showpiece of the DOEN Foundation and the Rabo Foundation, has managed to create engagement from large companies such as KLM and IKEA. IKEA Sweden gave the green light to a Dutch felt collection.

i-did won a Deloitte Impact Foundation Award in 2018. Mireille: 'The support

package we won was great. Deloitte has helped us become a more professional organisation ever since. We really value our partnership.' Michiel: 'As a business owner, you come across complex issues on a regular basis. We can always count on Deloitte's specialists to resolve them for us. But it's a two-way street. We inspire each other.'

Mireille and Michiel see their new felt factory as a flywheel. Michiel: 'Because we're making our own felt, we can expand our product offering. That creates momentum for the creation of new sewing studios across the country.

We've also teamed up with IKEA and Deloitte to explore opportunities for cross-border franchising.

### Inspiring others

Mireille: 'Customers ask us sometimes why we're insisting on a two-pronged approach, i.e. sustainable felt production and our own socially responsible sewing studios. For us, these two prongs are inextricably linked. It's my goal to inspire others. I want to show them how enjoyable and important having a job can be, and how it can create connections. The fact that the people who work in our





sewing studios help to reduce the waste mountain only makes their work more valuable.'




Michiel: 'I'm an entrepreneur first and foremost. Because of the social dimension Mireille values so much, my outlook on disadvantaged workers has changed. It's a very special feeling to be able to create meaningful employment for them and to help them find their rightful place in society. But I also enjoy working on innovation and the sales side of things. Our products need to be successful for them to have the impact we want to make.'

A man with glasses and a colorful jacket is standing on a balcony, talking on a mobile phone. He is smiling and looking towards the camera. The balcony has a black metal railing. In the background, there is a brick building and a flag with the letters 'ST' on it. A large green circular graphic is overlaid on the right side of the image, containing text.

Bart de Bart,  
Studeren & Werken op Maat

# ‘Making and measuring impact’



**Bart de Bart, the founder and director of SWOM (Studeren & Werken op Maat), recently commissioned a review of the impact of his social enterprise, which matches special young professionals with employers. Not because he has doubts about his services, but because clients tell him that he charges a lot. 'I can't deny that,' he explains, 'but look at the benefits for society.' The independent review confirmed what Bart already knew: SWOM turns students from benefit recipients into active members of the economy.'**

SWOM builds bridges for university-educated young professionals who suffer from a physical or mental impairment, which causes them to have trouble finding a job. Bart refers to them as “special people”. They have had to overcome all kinds of obstacles in their childhood and their school career. Many of them see the step towards “real life” as a leap of faith.

Bart was born prematurely in 1988. Because he was born three months early, he was a weak and sickly infant. He struggled a lot in school and in university. His parents were there for him through it all. Because of their

support, he landed on his feet. Bart: 'If things had been different, I probably would've dropped out. I was lucky. And I realise that others don't have what I had. It really does make a difference what kind of family you're born into.'

To give back, Bart formed an interest group while he was working on his degree in public administration. The goal was to highlight the difficulty for "special people" to transition from between being a student to working in an organisation.

This initiative was welcomed so warmly

that, in 2012, he developed his "end-to-end coaching method" and linked it up with a business model. SWOM has picked up considerable steam over the past few years and its development was accelerated even more by the COVID-19 pandemic.

### **More applications than ever**

'We're always busy, but since the start of the pandemic we've had more applications than ever. Perhaps it's because crisis support services to vulnerable people have increased. A job plays an important part in offering people perspective. And COVID has had

another remarkable effect. Because everyone's working from home, we're all realising what the social impact of a job is.'

Bart, whose parents own a business, sees himself as an entrepreneur. His role? Networking, plotting, and monitoring the course, developing new initiatives. 'That keeps me busy. Over the past 18 months, we've gone from 20 to more than 30 employees. All of them have struggled or seen people close to them struggle at some point in their lives. We have three offices and are working towards nation-wide coverage.

It's our firm belief that everyone has the right to see a career counsellor near where they live, who truly understands their situation.'

### **End-to-end coaching**

SWOM is responsible for more than 200 placements every year. End-to-end coaching involves in-depth mentoring and training of the candidate, targeted help for their environment, and support of the partner organisations that create jobs for SWOM's young professionals. Bart speaks from experience when he says that standard coaching can be too closed-minded; it's not tailored to

the young professionals' high level of intellectual ability. 'We take a radically different approach. We hold up a mirror to our young professionals and focus on their strengths, responsibilities and commitment. It's an intense journey that we're embarking on with them.'

That journey takes at least one year. The destination is always the same: a well-paid entry-level job at one of the partner organisations, which can be a local authority, national government agency or a partner in the corporate sector. "Helping people

achieve sustainable employability," that is what Bart says his core business is. 'We prefer to meet with our young professionals in person, but COVID has not stopped us from continuing our work. We have no patience for stagnation.'

The Deloitte Impact Foundation is one of the partner organisations that helps SWOM coach and place its young professionals. But their teamwork does not stop there. Bart: 'Deloitte has created tools for analysing and measuring the impact of our activities.





It's easy to say that you make an impact, but it's better to prove it. Our organisation is saving the Dutch taxpayer a lot of money, both now and in the future. We help to reduce medical expenses and lower the chance of young people going off the rails.

'I can persuade organisations to join us by showing them inspiring figures. That matters. But what matters a lot more to me personally is seeing that people find their way in life, that they flourish, and that they become dynamic professionals. That's the most essential gain our social enterprise brings.'

# About the Deloitte Impact Foundation

**Through the Deloitte Impact Foundation, Deloitte is committed to bring a positive impact to society. We believe that we can make the most difference by sharing our core competences, knowledge and network in societal initiatives to make an impact in the fields of education & employment, sustainability and inclusive society.**

The Social Scaling Enterprises programme is part of WorldClass, the Deloitte programme that aims to help 35,000 vulnerable people improve their position on the Dutch labour market every year over the next decade.

The WorldClass programme is an important pillar for Deloitte. The Deloitte Impact Foundation

offers growing social enterprises access to expertise, skills and networks at no charge. By doing so, it promotes labour market inclusion for disadvantaged people, which is an all-around gain for everyone.

The Deloitte Impact Foundation supports two types of initiatives:

1. Employee-led initiatives: Deloitte Netherlands has a social engagement platform, which allows everyone at the firm to start their own initiative or join an existing one to create social impact.

They are given the opportunity to spend a portion of their working hours on social

initiatives that are supported by the Board. They are encouraged to become involved in causes that are close to their hearts.

2. Partnership initiatives: The world today is faced with major global and local challenges that affect society, the environment and the economy. We owe it to ourselves and our children to find new sustainable alternatives now.

Deloitte's global network enables us to team up with external partners to help address some of society's most pressing challenges. To focus our efforts, we have chosen specific ecosystems to make a

greater observable and lasting impact.

As a large professional services provider in the Netherlands, Deloitte has both the ability and the responsibility to give back to society and make a positive difference. To create the most impact, all our initiatives revolve around one or more of the themes we have described below.

Through the Deloitte Impact Foundation, Deloitte...

1. ...empowers people for a better future through WorldClass. Deloitte's Global WorldClass program intends to positively impact 50 million futures worldwide by 2030. In the

Netherlands, our WorldClass initiatives focus on education and employment and indirectly also support our Dutch economy in the long term.

2. ....protects our natural world through sustainability initiatives. Through our international sustainability-related initiatives we protect our natural environment by addressing the root causes and effects of global warming and degradation of land, water and air. This focus area aims to support future generations on our planet to live in a healthy and sustainable environment.
3. ...contributes to an inclusive society. This final, broad theme applies only

to our employee-led initiatives to allow our people to start an initiative that is close to their heart or even in their local community. The initiatives provide support for challenges related to the quality of life in the Netherlands such as living conditions, health, loneliness, safety and economic welfare. Initiatives may have a national or local scope, and their tenure may be of a temporary or long-lasting nature.

For more information, please visit [www.deloitteimpactfoundation.nl](http://www.deloitteimpactfoundation.nl). Feel free to send an email to ask a question or share your ideas with the Deloitte Impact Foundation's Programme Management Office to [NLFoundation@deloitte.nl](mailto:NLFoundation@deloitte.nl)

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We would like to thank everyone who contributed to this booklet, particularly the social entrepreneurs who took the time to share their vision with us.

Please send an email to [NLFoundation@deloitte.nl](mailto:NLFoundation@deloitte.nl) if you have any questions about the Deloitte Impact Foundation and our activities.

## Colophon

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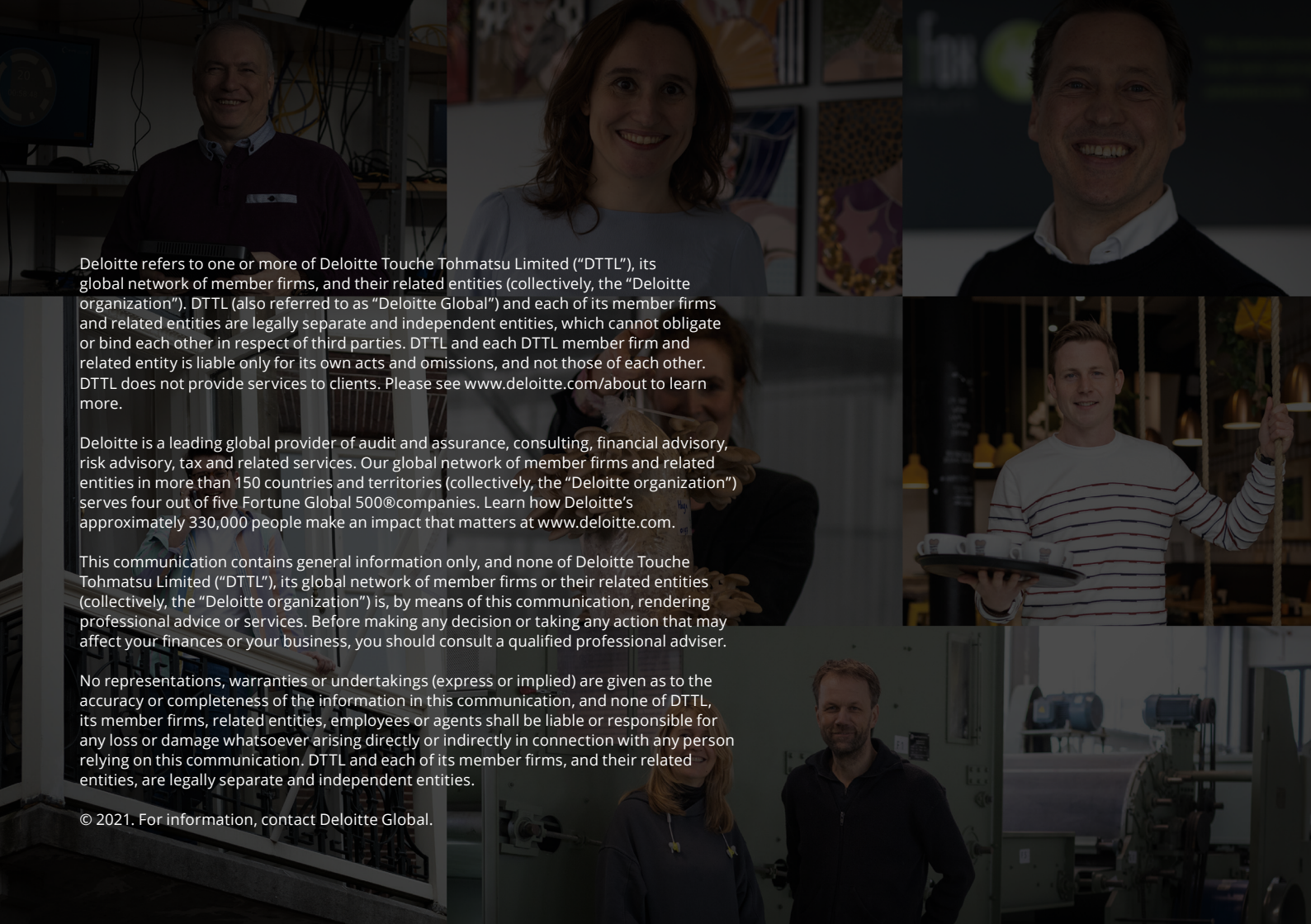
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