



Guide

Groeituin Social Return



Water. Roads. Works. Rijkswaterstaat.

1 Introduction

Putting people first. Reaching out and connecting with people who have poor employment prospects and partnering with our contractors. That is how Rijkswaterstaat is putting Social Return into practice with its growth hub: **Groeituin Social Return ('Groeituin'). We put candidates first by identifying** where they can best use their talents. We empower contractors by examining – and learning to recognise – how they can leverage that often hidden talent to their advantage. All of this is aimed at creating as much social impact as possible.

We engage in dialogue with contractors in the Groeituin. We don't just ask, we also give. We facilitate by bringing together supply and demand with the help of our network. In doing so, we focus on all available opportunities. If there is no room to place someone, we look at how the contractor can make an impact in other ways, for example by offering training or leveraging their network. This broader perspective leads us to new solutions.

Purpose of this document

In this guide, we outline the frameworks within which contractors, together with the Groeituin, create social impact by delivering customised solutions. The Groeituin is a concept where we experiment and learn. We also organically adapt to developments within the government and the market.



2 Objective of the Groeituin Social Return

Our vision: 'Every person has talent and can develop and use it under the right circumstances to add more value to our society'. Based on this vision, we have formulated the following objectives:

1. To guide candidates towards long-term, well-suited and paid work;
2. To enable contractors to increase their social impact based on their strengths;
3. The Groeituin is creating a snowball effect in which an increasing number of parties are adopting the methodology.

3 Social Return target group

The target group for the Groeituin (also referred to below as the 'candidate' or 'candidates') are people with low to moderate employment prospects.

This concerns candidates from the following target groups:

1. People who have a structurally low wage value* due to a psychological or physical characteristic. This includes:

- The Job Arrangement target group (people with occupational disabilities and other barriers to employment);
- Benefit recipients under the Work and Income (Capacity for Work) Act ('WIA') (previously the Invalidity Insurance Act, 'WAO').

2. People who can achieve a 100% wage value over time in a suitable work and development environment. This includes:**

- People on unemployment benefits;
- People entitled to social assistance;
- People aged 50+;
- Jobseekers not entitled to benefits;
- People from a different linguistic and cultural background, such as asylum permit holders or migrant workers;
- Former prisoners;
- Former elite athletes and professionals in uniform.

3. Students who struggle to transition into practical work environments. This includes:

- Students on the pre-vocational learning pathway ('BOL') and vocational learning pathway ('BBL');
- Students in secondary special education ('VSO') and employment-oriented training;
- Early school leavers.

Whether candidates belong to one of the above target groups is always determined in consultation with the Groeituin.



* Wage value is the value – expressed in euros – of the work that someone can still perform. To calculate the wage value, the employee's current employability is determined in relation to the reference job.

Example: Suppose an employee works a limited number of hours at a normal pace in their own job. If their employment contract is for 32 hours, for example, and the employee works 16 hours, the wage value is 50%. If the employee completes 8 hours of work in these half days, because the pace is slower, the wage value is $8/32 = 25\%$.

** Candidates from target group no. 2 are eligible for social return only if they have been unemployed for at least six months.

4 Process

Once a contract has been definitively awarded to a contractor, a discussion between the Groeituin and the contractor follows first. This way, we jointly determine the desired social impact and define the specifics of Social Return. The process unfolds in four phases.

1. Introduction phase

2. Orientation phase

3. Implementation phase

4. Completion phase

1. Introduction phase

After the contract is awarded, the procurement professional (understood as the buyer, contract and supplier manager and contract management assistant) facilitates the introduction between the contractor and the Groeituin. During this introduction, colleagues from the Groeituin get to know the contractor's contact people, explain the concept of the Groeituin and make arrangements for the next steps.

2. Orientation phase

Within three months of the introductory meeting as described above, the contractor must submit a draft Plan of Action. The Plan of Action must be finalised within six months of the introductory meeting. The Plan of Action outlines how the contractor will fulfil its Social Return obligation, as described in the tendering documents.

The following information is required on the Plan of Action cover page:

CONTRACTOR'S NAME:

DATE:

CONTRACT:

CASE NUMBER:

SECTOR:

HEAD OFFICE ADDRESS:

PRIMARY CONTACT PERSON'S NAME:

EMAIL ADDRESS:

TELEPHONE NUMBER:

SECONDARY CONTACT PERSON'S NAME:

EMAIL ADDRESS:

TELEPHONE NUMBER:

WEBSITE:

The draft Plan of Action must be emailed to groeituin.socialreturn@rws.nl



In coordination with the procurement professional, the Groeituin ultimately approves the plan. After approval, the procurement professional attaches the Plan of Action to the agreement.

3. Implementation phase

The contractor implements the arrangements for Social Return. During the contract period, the contractor keeps track of the delivered Social Return value itself. The Groeituin and the procurement professional monitor this. If the implementation of the Plan of Action does not have the desired effect during the contract period, the Groeituin will engage in discussions with the procurement professional and the contractor to offer support in implementing the interventions.

4. Completion phase

Within six to three months before the end of the contract, the Groeituin, procurement professional and contractor review the extent to which the Social Return obligation has been fulfilled and make final arrangements.

5 Conditions

When implementing the Plan of Action, take the following conditions into account:

- All interventions implemented after the contract has been awarded can be regarded as Social Return. For example: if a traineeship is offered immediately after the contract is awarded, but before the Plan of Action is approved, it can be included as Social Return.
- The contractor conducts a prior baseline measurement to clarify the number of employees from the target group within its own company.
- Social Return must not lead to the displacement of existing jobs, work placements or traineeships.
- Placements of candidates that have been included as Social Return for other clients do not count towards the Groeituin during the contract period.



6 Social impact: what are the options?

The Social Return commitment can be fulfilled using the following four intervention categories, either separately or in combination:

1. Placements

Offering a permanent contract to the candidate for paid work in the contractor's organisation or in the contractor's network. If the Social Return commitment is more than €100,000, at least one placement of a Job Arrangement candidate is mandatory.

2. Knowledge, resources and expertise (Living Lab)

In consultation with, and after obtaining permission from, the Groeituin, the contractor can set up a living lab and implement Social Return in an alternative way. This can involve proposing a conceptual idea with the contractor using its own knowledge and expertise for optimal results. For example, this could include establishing a training or coaching programme for a group of candidates or leveraging the network to facilitate targeted placements.

The expertise, products, and services provided by the contractor must demonstrably lead to a permanent workplace for the candidate or significantly improve their chances of securing a permanent position. Exactly how this will be achieved is set out in the Plan of Action.

Additionally, the contractor can use the 'Wildcard' to further professionalise the Groeituin with knowledge, resources and expertise from the organisation. In doing so, the contractor and the Groeituin optimise the effect of their joint social impact. This is always done in consultation and with mutual approval.

3. Social procurement

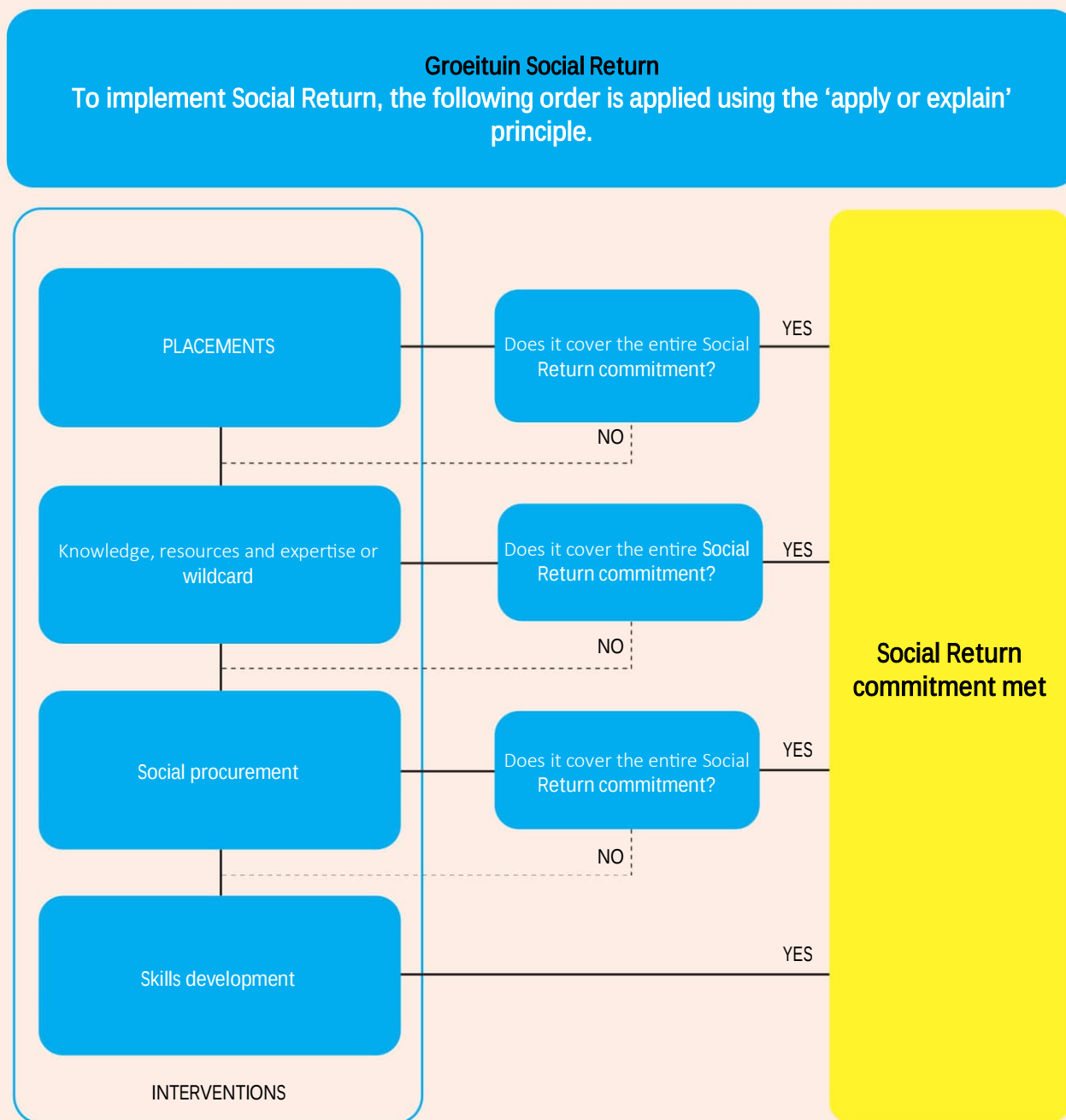
This is a separate intervention that serves only to supplement the above interventions 'Placements' and 'Knowledge, resources and expertise'. It concerns the procurement of products and services from social enterprises. An important condition is that at least 30% of the employees of these enterprises have poor employment prospects. Examples here include sheltered workshops and programmes for disabled or disadvantaged workers.

4. Skills development

This is a separate intervention that serves only to supplement the above interventions 'Placements' and 'Knowledge, resources and expertise'. Using the Skills Development intervention contributes to candidates' motivation, well-being and understanding of their own motives, talents and competencies. New opportunities are created for the candidates and they are prepared for the labour market.

This intervention promotes the self-reliance of the candidates, enabling them to find their own way in the labour market more quickly. This includes traineeships and work placements.

See the annex for examples by intervention category.



7 Evaluation Social Return implementation

We will jointly evaluate the extent to which the completed intervention contributes to the desired social impact. The Social Return value is always determined in consultation with the Groeituin.



In general, the following guidelines apply:

1. For placements, the gross wage value of the placed candidate is multiplied by the multiplication factor. The gross wage value is the amount that the employer pays, as stated on the payslip. This amount excludes any subsidies. The following multiplication factors apply:

Target group 1*

For the first year of employment, the multiplication factor is 2. For extensions after one year the multiplication factor is 3 for each year during the term of a contract.

Target group 2*

For the first year of employment, the multiplication factor is as follows:

- unemployed for more than six months x 1
- unemployed for more than twelve months x 1.5

For extensions after one year the multiplication factor is 2 for each year during the term of a contract.

Target group 3*

Work experience placement	€750	per month
Vocational learning pathway (BBL) apprenticeship	€20,000	per year
Prevocational learning pathway (BOL)/secondary special education (VSO) traineeship	€7,000	per completed traineeship

2. For the other interventions, the invoice value applies if it involves an existing service or product. If it does not involve an existing service or product, the hours spent on the intervention are charged at € 100 per hour.

Hours spent travelling to carry out interventions can be included. Travel costs cannot be specified as Social Return value. Ultimately, the value in question is always finalised in consultation with the Groeituin.

* : See page 2 of this Guide for the description of target groups 1, 2 and 3.

8 Support

Being well-informed and staying updated on the laws and regulations relating to Social Return or on the latest developments in this area requires significant effort from contractors. Within the Groeituin, we are implementing a pilot project that leverages the knowledge and expertise of Social Return agencies. These agencies assist contractors in drafting and implementing their Plan of Action on request.

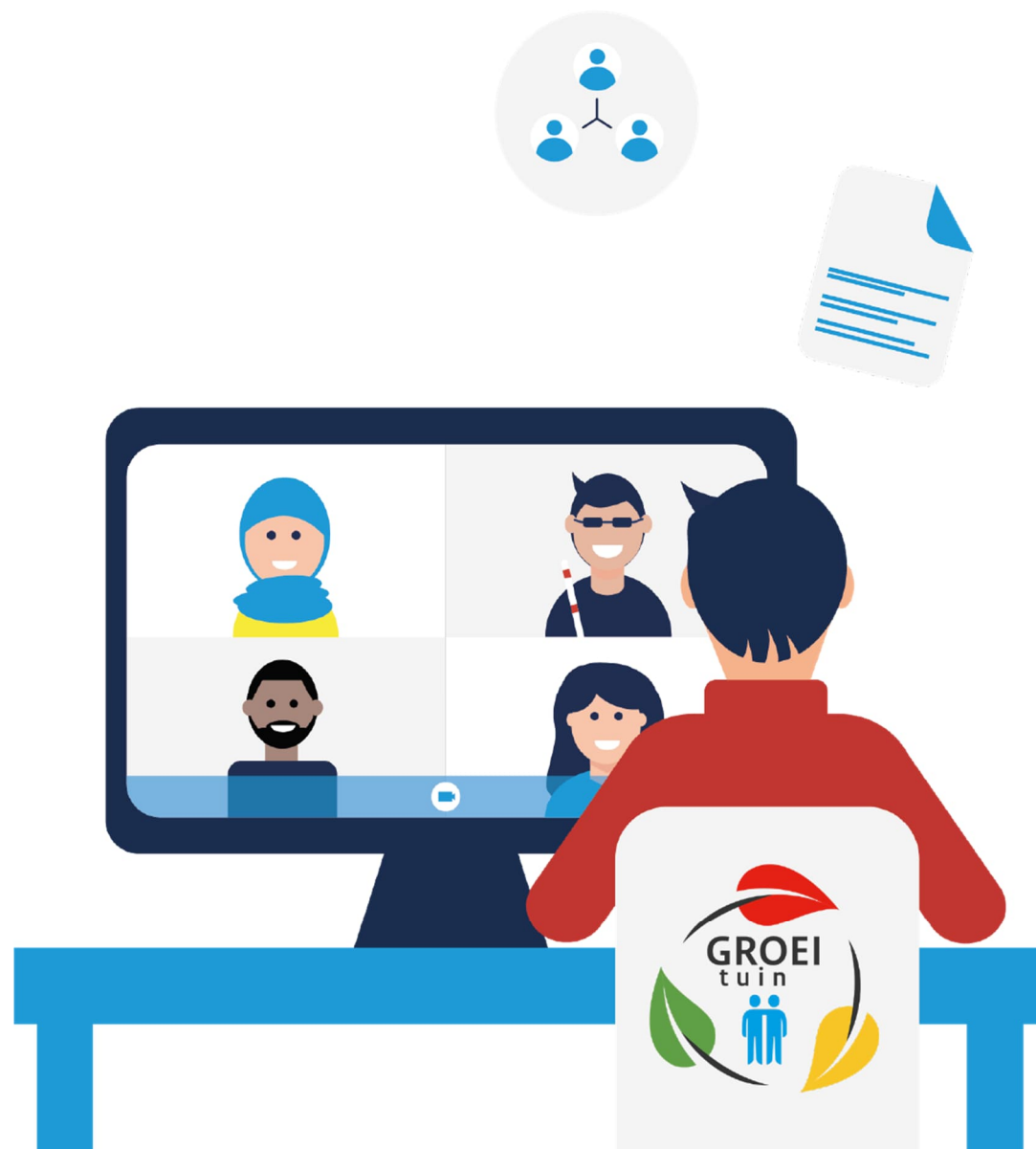
The aim of the pilot project is to develop a working method that stands for fair and transparent cooperation and optimising social impact.

The services offered by the Social Return agencies include:

- expertise (laws and regulations, developments)
- support in drafting a Plan of Action
- recruitment and selection of candidates from the target group
- temporary secondment of candidates
- assistance with social procurement
- coaching and guidance of candidates
- applying for grants for the suppliers

If you do not wish to use the services of a Social Return agency, the Groeituin offers administrative support.

Would you like a list of the participating parties and/or do you have questions?
Contact the Groeituin at groeituin.socialreturn@rws.nl.



Annex

Examples of Social Return intervention options

PLACEMENTS	DESCRIPTION
Permanent vacancy	Open-ended employment contract
Temporary vacancy	Temporary employment contract for a minimum of six months plus one day
Placement elsewhere	Arranging a placement within own network

KNOWLEDGE, RESOURCES AND EXPERTISE	DESCRIPTION
Living Lab	A plan with a range of different activities that demonstrably helps a specific group of candidates obtain permanent employment. The contractor contributes its knowledge, resources, expertise and/or network for this purpose.

Examples include a recruitment and selection campaign for asylum permit holders, who are helped to find a job in engineering with additional Dutch language lessons and a work experience placement, or providing candidates receiving social assistance with a laptop and a coaching, job application and/or retraining programme to help them explore the labour market independently.

SOCIAL PROCUREMENT	DESCRIPTION
Business assets	Ordering products and/or services from a social enterprise (PSO30+). For example: Office equipment (chairs and tables) Corporate clothing Cleaning services Development of apps Web design and content management Data analytics ICT services Christmas and gift packages

SKILLS DEVELOPMENT	DESCRIPTION (examples)
Coaching	Working with a candidate on a development question over a number of sessions.
Training	Providing training to develop specific skills.
Education	Providing a teaching programme to increase knowledge.
Workshop	Providing a programme in which specific skills are used.
Language or other buddy	Informally helping and supporting a candidate in their development.
CV check/boost	Reviewing the candidate's CV and improving it together.
LinkedIn check/boost	Reviewing the candidate's LinkedIn page and improving it together.
Social media presentation	How does the candidate use social media to search for a job?
Job application skills	Teaching job application skills. Providing the candidate with a profile photo for professional use.
Professional photo	Guiding the candidate in developing a personal pitch.
Personal pitching	Conducting interviews to increase networking and skills.
Networking calls	Offering a paid traineeship. Offering a temporary assignment and on-the-job supervision without loss of benefits for at least three months.
Work experience traineeship	Offering language-specific roles within the organisation or network, making them more suitable for a particular target group.
Job crafting	Offering language-specific roles within the organisation or network, making them more suitable for a particular target group.
SpeedMeet job hunting	Job search for specific candidate profiles. Organising or participating in an orientation day.



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General questions:
groeituin.socialreturn@rws.nl

Website: Social Return: Groeituin | Rijkswaterstaat

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