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Vanguard Laundry Evaluation Report: 2022

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ABOUT THE REPORT

This is the sixth and final report in a series of evaluation reports about Vanguard Laundry, produced as part of a multi-year evaluation project with the Centre for Social Impact Swinburne.

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1.0 EXECUTIVE SUMMARY

Vanguard Laundry is a social enterprise that employs people with and without experience of employment disadvantage and aims to support their transition staff to move into other paid work or career pathways. This executive summary outlines key findings from the evaluation of Vanguard Laundry conducted by CSI Swinburne - with a focus on 2022, and longitudinal data where possible.

1.1 Participant profile for 2022

1.1.1 Age

The median age of the 24 evaluation participants in 2022 was 35, and participants were typically aged between 26 and 50.

1.1.2 Gender

Fifteen people (62.5%) identified as women or female, while 9 (37.5%) identified as men or male.

Like 2021, the proportion of women in 2022 was higher than in previous years of the evaluation, when most transition staff (61% in 2020) were male.

1.1.3 Cultural identity

All participants reported their cultural identity. Most participants (62.5%) identified as Australian or Anglo-Australian, a similar finding to 2021. However, evaluation participants in 2022 and 2021 were more diverse than in 2020, when 86% of participants identified as Australian or Anglo-Australian. In 2022:

- 4.2% of evaluation participants identified as Aboriginal
- 4.2% identified as Congolese
- 4.2% identified as Eritrean-Australian
- 12.5% identified as Ezidi
- 4.2% identified as Flemish
- 4.2% identified as Hazara
- 4.2% identified as Iranian-Australian, and
- 4.2% identified as Macedonian.

In total:

- A third of Vanguard participants in 2022 (8/24 or 33.3%) were born overseas
- Seven participants (29.2%) had come to Australia as an asylum-seeker or refugee
- Outside of Australia, the most reported country of birth in 2022 was Iraq (4/24 or 16.7%) - other countries of birth included Afghanistan, Belgium, Congo and Eritrea.

Of participants who had had migrated to Australia, most (5/8) were still within their first five years of living in Australia - including one participant who had lived in Australia for less than one year. Two people had been in Australia for 6-9 years, and one had lived in Australia for ten or more years.

In addition to changing demographics within Vanguard, some of the changes since the 2020 evaluation may be attributed to the purposeful selection of a diverse/representative group of

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Vanguard transition staff for interview, and the fact that from 2021, interpreting services were arranged to support participation for interviewees whose preferred language was not English.

1.1.4 Education

Of all 24 participants who reported their education level:

- 45.8% had a highest education level of a TAFE Diploma or Certificate
- 29.2% had Year 11 or below as their highest education level
- 20.8% had Year 12 as their highest qualification
- Finally, 4.2% listed “other” (work rather than training) as their highest education level.

These findings were reasonably consistent with previous years of the evaluation, where most participants listed either TAFE qualifications, or Year 11 or below as their highest education level.

The most commonly reported training and qualification fields included Retail (16.7%) and Individual/disability or aged care support work (12.5%); followed by Real Estate, Business, Childcare, Nursing, Construction, Automotive, and Hospitality (each reported by 4.2% of 2022 participants).

1.1.5 Health

Of the 23 evaluation participants in 2022 who answered a question about whether they had a long-term health condition/s or disability:

- Over half (56.5%) said they did not have any long-term health condition or disability
- Eight out of 23 (34.8%) reported having one or more mental health conditions, and
- Four of the 23 (17.4%) reported having one or more physical health conditions.

This is quite different to 2021, when:

- Most transition staff (60%) reported having one or more mental health conditions, and
- 40% reported having one or more physical health conditions.

1.1.6 Sexuality

Participants were asked how they identified in terms of their sexuality (with the option not to answer this question if preferred). Similar to 2021 findings, most participants (66.7%) reported being straight or heterosexual, while 8.3% reported being bisexual or pansexual (attracted to both people with similar, and different genders than themselves; or attracted to people regardless of their sex or gender). Another 25% of participants preferred not to answer this question.

1.1.7 Employment history

Prior to their involvement with Vanguard, the majority of 2022 participants (62.5%) had been unemployed for a year or more. This finding aligns with previous years of the evaluation and indicates that most Vanguard participants have experienced long-term unemployment prior to working at Vanguard.

In 2022, 20.8% (about a fifth) of participants had not had any paid employment before starting at Vanguard, while 16.7% of participants reported being unemployed for between 1-11 months prior to starting at Vanguard.

1.2 Participant profile for longitudinal findings 2017-2022

Over the six years of the Vanguard Laundry evaluation, there were 36 transition staff participants with more than one year of survey data, and 51 transition staff for whom at least their year one data and post-year one employment status was available. Throughout the report, longitudinal data is reported for 51 participants unless stated otherwise. For these 51 transition staff who were part of the longitudinal data:

- The median age was 42 (with participants typically aged between 31-48)
- 66.7% identified as male, 31.4% identified as female, and 2% identified as non-binary
- 78.5% identified as Australian or Anglo-Australian
- 7.9% identified as Aboriginal, Torres Strait Islander or as an Indigenous person (one participant specifically noted that being part of a stolen generation had significantly impacted their identity and connection to family and culture)
- 4% identified as Australian-New Zealander or Kiwi
- A further 2% each identified as African, Sudanese, Malay-Australian, Tibetan, and Tamil Sri-Lankan
- Most participants reported having either one or more mental health conditions (43.1%) or having both mental and physical health conditions (41.2%), with a further 5.9% reporting a physical health condition only. Just 9.8% of longitudinal participants reported having no long-term health conditions.
- The most reported primary mental health conditions between 2017-2021 were Depression (reported by 29.4%), and Schizophrenia (reported by 19.6%).

1.3 Changing contexts – 2020 to 2022

Following the disruptions to tourism and other local industries caused by the impacts of COVID-19, many of Vanguard's transition staff were stood down for a period in 2020. Multiple staff reported that they were able to return to work later in 2020, but 2021 interviews indicated that reduced shifts and working hours for transition staff had continued for some time, in response to ongoing impacts of COVID-19 on Vanguard's business customers affecting demand for Vanguard's services. In 2022, fewer staff reported concerns about underemployment compared with 2021, and information from Vanguard's General Manager of Social Enterprise and Operations suggested that increased laundry volume towards the end of 2022 had improved the availability of work hours for transition staff.

1.4 Headline findings

1.4.1 Employment

Of the 24 transition staff who participated in the 2022 evaluation, all were employed at Vanguard.

The median length of time that 2022 participants had been involved with Vanguard for was 34 weeks (around 18 months); with half of all staff having been at Vanguard for between around six months to just over two years.

For longitudinal evaluation participants, the median time employed at Vanguard was 18 months.

Staff spoke positively about how an employment opportunity with Vanguard had impacted their life:

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“Yeah, working with Vanguard I’m so happy because like, they change my life. Like, now I can plan. Before, I can’t plan. I don’t have anything, so how will I plan? But right now I’m working, get paid, I can do plan for future” – Participant A

1.4.2 Transitions

Data on employment transitions to 2022 was provided by Vanguard’s General Manager of Social Enterprise and Operations, based on internal documentation of staff transition pathways. Due to some changes over time in how transitions have been documented, the numbers provided here represent best estimates based on the available data.

Approximately 134 transition staff have been employed by Vanguard for some period over the six years since Vanguard’s launch (in December 2016), to December 2022.

In total:

- Approximately 41% (55) of all Vanguard’s 134 transition staff to date had gained work outside Vanguard for some period by December 2022.
- Approximately 29.1% (39) of all Vanguard’s 134 transition staff to date were still transitioned into other work as of their last contact with Vanguard.

One participant said:

“...this program is really good. Like, it's good to try another job... you don't have to [be] stuck in one job.” – Participant A, 2022

Figure 1 shows the last known employment status of all 134 people who had commenced as a transition staff member at Vanguard Laundry since operations began in December 2016.

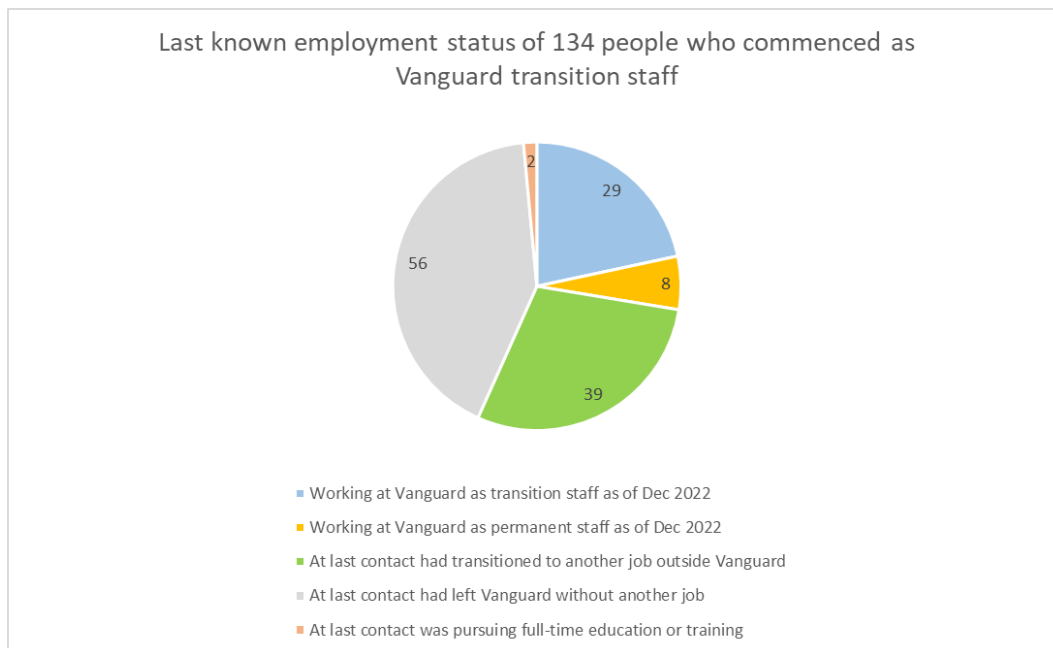


Figure 1 - Last known employment status of transition staff commenced at Vanguard: December 2016 - December 2022

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These findings reflect that a higher proportion of Vanguard participants have gained work (41%); compared with jobactive Stream C participants overall (28.9%) (Department of Employment and Workplace Relations 2021). Stream C jobactive participants were chosen as a comparator because this cohort experiences complex employment barriers (Department of Employment and Workplace Relations 2022), similar to the kinds of barriers faced by many Vanguard participants.

A key difference from the jobactive employment service provider model is that Vanguard directly employs staff as well as assisting them with further employment pathways, meaning some staff who have not yet gained other paid work remain employed with Vanguard, which is also an employment outcome.

1.4.3 Income and housing

During the Financial Year of 2021-2022 (FY2022), Vanguard employed 59 transition staff, and paid \$587,548 in wages to transition staff as a group (including superannuation). This was lower than the total paid to transition staff as a group in 2021 (\$724,584, including superannuation of \$46,938).

For the 24 survey participants in 2022 who answered survey questions on housing:

- Overall, 19/24 (79.2%) reported that their housing situation was stable.
- This is slightly fewer people reporting stable housing compared to 2021, when 22/24 participants (91.7%) reported stable housing.

Since the 2022 and 2021 participants are mostly different people, this difference doesn't reflect a change for individuals, but rather differences between each group.

Part of the reason for the different proportion of people in stable housing may be that Vanguard has further developed its referral partnerships with local organisations supporting people with housing, so people in unstable housing situations may now be more represented among Vanguard staff.

1.4.4 Health and wellbeing

Of the 23 participants in 2022 who responded to a question asking them to rate their overall health, the majority (65.1%) rated their health as either good, very good or excellent.

Overall, a higher proportion of 2022 evaluation participants reported having very good to excellent health (43.4%), but similar proportions of participants reported fair to poor health (34.7%) compared with 2021 and 2020 participants.

1.5 What staff value about Vanguard Laundry

1.5.1 Positive experiences of work and career support

Consistent with previous years, staff valued the flexible, understanding and supportive environment at Vanguard.

Multiple people spoke about the difference that supportive managers, supervisors and colleagues made in their lives – both through (re)building social connections, and through Vanguard providing flexible working conditions, and support with future career goals.

One participant said:

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“Everyone was so welcoming and so nice, all of the people on the floor. They were just – they just made me feel like I’d belonged somewhere when I first started and I think that really helps.” – Participant H

Alongside the financial benefits of paid work, participants spoke of opportunities to gain confidence and a sense of purpose and worth, and how this improved their sense of wellbeing.

One participant said:

“Having the income obviously... improves your life a lot. But just working, too, I feel improves your life a lot. Because you feel like you're a normal person.” – Participant E

Feedback about the career development program and team was largely positive, with participants emphasising the value of meeting each person where they are at and responding to participants’ own goals for their careers and lives.

One participant commented:

“Vanguard, they help you with a lot of different things. If you need to change your job, they help you. If you need to do another course, they help you with the application. Whatever you need, [you] just come and ask them, say, ‘I want to do this. What do I have to do?’ They will show you. They will direct you.” – Participant A

1.5.2 Staff perspectives on the transitional model

Like previous years, some staff reported that they would prefer to continue working at Vanguard and would like to become a permanent staff member for greater stability and financial security – but this depended on a permanent position becoming available.

One participant said:

“I did have a chat with [a careers team member] about it... I actually said to her, ‘Is it okay if I just become a permanent staff member, so I’m not transitioning to another workplace?’”

Desire for more work hours was still prominent among just under half of staff in 2022, but underemployment was a less frequently reported issue compared with 2021 findings, when about 80% of staff said they wanted more work.

Areas for improvement that were suggested by staff in 2022 included a desire for more hours or permanent work, greater consistency in communication and training, more career support sessions or workshops (which were impacted by staffing changes in 2022), and better temperature control of the building during hot summers.

The findings on desire for more hours and permanent work have been quite consistent across the six years of the evaluation from 2017-2022. This illustrates an ongoing tension for a transitional work

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integration social enterprise like Vanguard – balancing the needs of current staff, with those of new or potential staff who are waiting for a job opportunity to arise when others transition on.

Vanguard’s management has continued to clearly communicate the transitional nature of employment at Vanguard to both new and existing staff, and staff comments indicate that people are aware of the transition model – though there are mixed feelings about it among transition staff.

One participant summarised these mixed feelings about the transitional nature of work at Vanguard:

“I can see that the transitional stuff is actually really good. I think it’s positive. But on the other side of it, I can see why it would make others feel discouraged, to a degree. Because I myself have struggled while I’ve been here, with wanting to work here long-term. So it’s like – yeah, that’s the only negative, I think, from it. It’s really positive... But the only negative is that I feel some people, like myself, would probably want to work here forever, and that’s not necessarily an option.”

– Participant E

Transition staff noted that it can be hard to know what their future goals are when just starting out – but this often changes with time, and it helps for the transitions process to be guided by where individual staff members are at in terms of working out what their personal career goals may be.

One participant said:

“[the careers conversations] was just more general stuff, like where do you want to be, stuff like that. I’m just like, “I don’t know yet... I think giving me more time to think about it [would be good]... At the moment, [I’d] prefer to stay a bit more, but I don’t know how long.” – Participant D, 2022.

1.5.3 Job satisfaction

Overall, staff spoke very positively about Vanguard, and valued Vanguard’s deliberate culture of diversity and inclusion, the sense of belonging and connections built with colleagues, and the opportunity for paid work and access to career support.

Most participants (21/23 who answered this question) were either satisfied or very satisfied with their job overall. This equates to 91.3% of 2022 participants being satisfied with their job. The median satisfaction score was 75/100 (where 100 is the highest level of satisfaction). In comparison, in 2021, 69.3% of current staff were satisfied with their job and the median satisfaction was 80.

This means that in 2022, a higher proportion of staff reported being satisfied with their job, and the overall satisfaction rating was similar to previous years.

1.6 Financial performance

1.6.1 Introduction to this financial performance section

Associate Professor Mark Pickering of Swinburne Business School Department of Accounting, Economics and Finance contributed to the FY2020 and FY2021 financial analysis by reviewing Vanguard’s publicly available financial statements and providing comments drawing on his

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accounting expertise. Libby Ward-Christie also contributed to the 2020-2021 financial analysis. The below section briefly summarises Vanguard Laundry’s financial performance over the last three financial years, from financial year (FY)2020 to FY2022.

1.6.2 Summary of financial performance FY2020 to FY2022

Like many other businesses, Vanguard was affected by the COVID-19 pandemic and associated restrictions. The financial support received through JobKeeper and Cashflow Boost revenue significantly contributed to Vanguard’s financial sustainability in FY2020-2021.

Vanguard ended FY2020 with an operating deficit, and with current liabilities exceeding current assets. Due to these factors, and due to the ongoing impacts of the COVID-19 pandemic, the FY2020 audited financial statements noted that there was some material uncertainty related to Vanguard continuing as a going concern. However, at the time of the FY2020 financial statements being prepared, Vanguard’s Board of Directors believed that there would be sufficient funds for Vanguard to continue operating with expected grant income and COVID-19 related financial supports.

In FY2021, Vanguard recorded a surplus – though this was influenced by COVID-related Jobseeker and Cashflow Boost receipts. In 2022, the recorded FY2021 surplus of \$848,461 was restated as \$662,881, after adjusting for a credit amount owed to Vanguard that was miscalculated by a supplier. In FY2022, laundry income was \$3,703,662 (21% higher than FY2021) and comprised 86.5% of Vanguard’s total income. However, Vanguard ended FY2022 with a deficit of \$49,527.

The FY2022 audited financial statements note that the ability of the company to continue as a going concern relies on the profitability of laundry operations, grants from philanthropic partners, and support from Westpac Banking Corporation for a current bank bill loan facility amount to be extended and not called upon in the next 12 months. At the time of the audited financial report preparation, Vanguard’s Board of Directors were confident in these factors being realised. However, as of December 2022 no further grants had yet been reported for FY2023.

Overall, it remains unclear whether operations are financially self-sustaining, and to date, Vanguard has required some support from external funders to meet its objectives. Given that the financial sustainability of a social enterprise ultimately enables continued social impact, this is an important consideration for Vanguard, and for any future plans to replicate or expand this model.

The remainder of this report describes the 2022 and longitudinal research findings in more detail, against each of Vanguard’s key impact areas: people, place, profits and social enterprise ecosystem.



2.0 INTRODUCTION

2.1 How to navigate the report

This report details the findings of the 2022 Vanguard Laundry Evaluation, and longitudinal research.

- The current section briefly introduces [Vanguard Laundry](#)
- The [theory of change](#) describes Vanguard Laundry's impact goals - last updated based on staff and board member feedback in May 2021
- The [measuring what matters](#) section shows the current focus areas for the evaluation
- An [introduction to this report](#) provides some context before the findings are presented
- The [executive summary](#) provides headlines from the 2022 evaluation findings, and longitudinal findings from 2017-2022
- The detailed report follows this introductory section, and presents detailed findings for 2022, and (where possible) longitudinal findings (2017-2022) against the theory of change pathways and impact goals for [People](#), [Place](#), [Profits](#) and [Social Enterprise Ecosystem](#)
- [References](#) for all publications cited appear at the end of this report
- [Appendix 1](#) shows participant interview questions, and [Appendix 2](#) is the participant survey.

2.2 Vanguard Laundry

Vanguard Laundry is an employment focused social enterprise in the regional city of Toowoomba - Queensland, Australia, located on the traditional lands of the Jagera, Giabal and Jarowair People.

Vanguard employs people with and without experience of employment disadvantage and aims to support their transition staff (who have faced employment disadvantage) to move into other paid work or career pathways.

The following theory of change describes how Vanguard aims to achieve their social impacts.

2.3 Theory of change

Vanguard had four main areas of social impact goals in 2022: People, Place, Profits, and Social Enterprise Ecosystem. Their theory of change maps Vanguard's social impact goals to their activities, outcomes and impacts.

A diagram of Vanguard's theory of change appears on the next page in Figure 2, and this is followed by a text explanation of each of the impact pathways outlined in the theory of change diagram.

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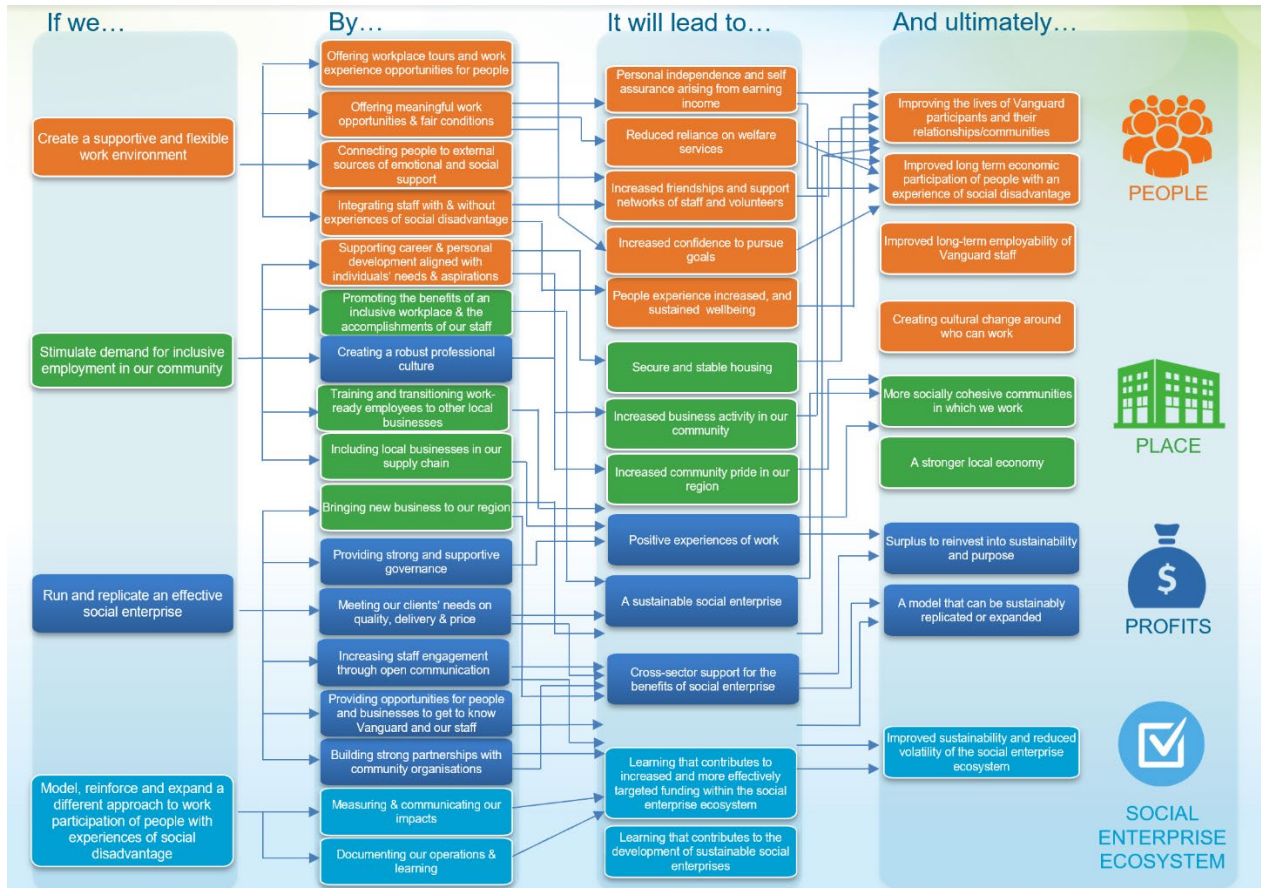


Figure 2 - Vanguard Laundry Theory of Change (2021-2022)

2.3.1 People impact pathways

Vanguard Laundry aims to create a supportive and flexible work environment, by:

- Offering workplace tours for potential staff from the community
- Offering meaningful work opportunities and fair conditions
- Connecting people to external sources of emotional and social support
- Integrating staff with and without experiences of social disadvantage
- Supporting career and personal development aligned with individuals' needs and aspirations.

Vanguard Laundry hopes that these activities will lead to the following outcomes for people:

- Personal independence and self-assurance arising from earning income
- Reduced reliance on welfare services
- Increased friendships and support networks of staff and volunteers
- Increased confidence to pursue goals
- People experiencing increased, and sustained wellbeing.

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Ultimately, the impacts Vanguard Laundry aims to generate for people through these actions and outcomes are:

- Improving the lives of Vanguard participants and their relationships/communities
- Improved long term economic participation of people with an experience of social disadvantage
- Improved long-term employability of Vanguard staff
- Creating cultural change around who can work.

2.3.2 Place impact pathways

Vanguard Laundry aims to stimulate demand for inclusive employment in their community, by:

- Promoting the benefits of an inclusive workplace and the accomplishments of staff
- Creating a robust professional culture
- Training and transitioning work-ready employees to other local businesses
- Including local businesses in the supply chain
- Bringing new business to the region.

Vanguard Laundry hopes that these activities will lead to the following outcomes for place:

- Secure and stable housing
- Increased business activity in the community
- Increased community pride in the region.

Ultimately, the impacts Vanguard Laundry aims to generate for place through these actions and outcomes are:

- More socially cohesive communities in which Vanguard works
- A stronger local economy.

2.3.3 Profits impact pathways

Vanguard Laundry aims to run and replicate an effective social enterprise, by:

- Providing strong and supportive governance
- Meeting clients' needs on quality, delivery and price
- Increasing staff engagement through open communication
- Providing opportunities for people and businesses to get to know Vanguard and staff
- Building strong partnerships with community organisations.

Vanguard Laundry hopes that these activities will lead to the following outcomes for profits:

- Positive experiences of work
- A sustainable social enterprise
- Cross-sector support for the benefits of social enterprise.

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Ultimately, the impacts Vanguard Laundry aims to generate for profits through these actions and outcomes are:

- Surplus to reinvest into sustainability and purpose
- A model that can be sustainably replicated or expanded.

2.3.4 Social enterprise ecosystem impact pathways

Vanguard Laundry aims to model, reinforce and expand a different approach to work participation of people with experiences of social disadvantage, by:

- Measuring and communicating impacts, and
- Documenting operations and learning.

Vanguard Laundry hopes that these activities will lead to the following outcomes for the social enterprise ecosystem:

- Learning that contributes to increased and more effectively targeted funding within the social enterprise ecosystem
- Learning that contributes to the development of sustainable social enterprises.

Ultimately, the impacts Vanguard Laundry aims to generate for the social enterprise ecosystem through these actions and outcomes are:

- Improved sustainability and reduced volatility of the social enterprise ecosystem.

To understand and document their social impacts, Vanguard Laundry partnered with the Centre for Social Impact (CSI) Swinburne on a multi-year evaluation project, exploring changes in people's employability, income, social inclusion and wellbeing through employment with Vanguard.



2.4 Measuring what matters

Vanguard's theory of change was last updated in 2021 to broaden the cohort of people that Vanguard aims to create impact for. When Vanguard launched in December 2016, their original cohort was people with a mental health condition facing barriers to employment. Vanguard later extended its transition program to include anyone whose employment opportunities are affected by social disadvantage (including, but not limited to people with a mental health condition or disability).

2.4.1 Focus areas for the evaluation from 2021 onward

From 2021, this evaluation of Vanguard Laundry has included an emphasis on measuring work quality at Vanguard and understanding how the career development program is supporting people towards sustained employment. Key points of focus from 2021 onward have included:

- Understanding why people may be in a cycle of unemployment, and exploring potential influences on patterns in outcomes through:
 - Demographic data and exploring relationships with other data.
- Understanding wellbeing outcomes for Vanguard staff through data on:
 - Wellbeing
 - Job satisfaction
 - Job quality, and
 - Income.
- Understanding the differences between Vanguard and other employers, understanding how Vanguard is supporting people to move out of the cycle of unemployment, and understanding the quality and sustainability of employment transitions, through data on:
 - Satisfaction with career development
 - Employability, and
 - Transitions.
- Understanding Vanguard's financial sustainability, through:
 - Vanguard Laundry financial data.

2.4.2 Changes to evaluation process from 2021

From 2021 onward, rather than approaching all staff, interviews were conducted with a representative sample of Vanguard staff - accounting for age, gender, cultural identity and referral pathway into Vanguard.

From 2021, survey measures were streamlined to include only the measures that matter most for evaluating against the current (2021) theory of change. This means that from 2021, participant surveys no longer included questions on: smoking, income (instead, Vanguard provided total and average income through wage data), participants' spending, health service and hospital use, number of social supports, psychological distress and contact with justice services.

Data on changes in income support payments was not collected from 2021. The reason for this was that enough data had already been collected for the years 2015-2020 to establish that Centrelink income significantly decreases during employment with Vanguard (for more details on these findings, see Elmes, 2020; and Elmes, Saxby & Vanguard Laundry 2022).

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Data on changes in healthcare and medication use were not collected from 2021. The reason for this is that no clear patterns of change could be established from the data previously collected on Medicare-funded health service use, and PBS-subsidised medication use in the early years of this research. Self-reports of health-service use between 2017-2020 also indicated no clear trends (Elmes 2020).

Analysis of existing data (2015-2020) showed no significant differences in hospital service use following employment with Vanguard (Elmes, Saxby & Vanguard Laundry 2022). Given that Vanguard Laundry had expanded their staff cohort from 2020 to include people who experienced employment disadvantage for any reason (including barriers unrelated to health conditions), hospitalization data was no longer considered as a relevant focus for this evaluation.

2.5 Introduction to this report

This report includes

- Findings of the sixth year of the Vanguard evaluation, conducted in 2022
- Longitudinal findings across the length of the entire research project: 2017-2022

In 2022, staff interviews and surveys were again able to be conducted in person at Vanguard Laundry and were facilitated by the lead researcher and author (Dr Aurora Elmes) in October 2022.

2.5.1 Participants

There were 29 current transition staff working at Vanguard in October 2022.

All current transition staff who were working at Vanguard in October 2022 (and 2 previous transition staff who had left Vanguard within the last six months) were invited to participate in a survey about themselves and their experience working at Vanguard - see [Appendix 2](#) for survey questions.

Twenty-one current transition staff, and three people who were originally hired as transition staff but went on to become permanent staff participated in the 2022 evaluation research.

All 24 participants in 2022 were current Vanguard employees, and the majority had not participated in the evaluation prior to 2022. Just four of the 24 participants had been interviewed or surveyed previously as part of the longitudinal evaluation (between 1-5 times over the five years to 2022).

Of the 34 people who were invited to participate in the 2022 staff survey (including transition staff, three permanent staff and two previous staff), 24 agreed to take part (a 70% response rate).

Thirteen current staff were also invited to take part in an interview about their experience of working at Vanguard, and of Vanguard's career development and transitions program. Ten people agreed to participate in an interview (a 77% participation rate). See [Appendix 1](#) for interview questions.

With the aim of including a range of people who represent the diversity of transition staff at Vanguard, interview invitations were made to a mix of participants based on:

- Age
- Gender

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- Cultural background
- Length of involvement with Vanguard, and
- Referral pathway into Vanguard, for example, through:
 - An employment service provider,
 - A community organisation focused on supporting people with:
 - Housing
 - Escaping violence
 - Mental health
 - Substance use, or
 - Another local referral partner of Vanguard.

Within each report section, the initial findings reported are focused on the group of 24 transition staff who participated in the 2022 evaluation (providing 24 completed surveys and 10 interviews). Unless otherwise specified, survey findings are reported for the 24 participants who completed the survey (with lower response numbers for some questions as indicated).

Following the 2022 findings in each report section, longitudinal findings are then reported (where available). These longitudinal findings are reported based on all the transition staff who participated in the evaluation and had at least some follow-up data over the six years from 2017-2022.

2.5.2 Data analysis

Survey data was analysed using SPSS. Prior to analysis, data was cleaned using the following steps:

- Where participants gave a number range as a response to a question, the average of that range was used as the response. For example, if a participant said they usually worked between 12-16 hours a week, the average value of 14 was used.
- Where participants provided only a month and year for their start date at Vanguard, the 20th was consistently used as the estimated start date, unless the actual date could be verified.
- For responses that were missing from within a questionnaire scale, the average value of similar completed items on that scale was used to fill in the missing value.
- For occasional missing scale responses that could not be estimated based on an average (e.g. standalone questions, or questions in a scale that could not be reasonably estimated based on other similar item responses), the middle or neutral value was substituted.
- If most items were missing from a scale, the missing values were left as missing.
- If a response contradicted other information also provided by a participant, the response was amended to reflect the weight of the information that was available. For example, if a respondent said their number of employers since starting at Vanguard was “none”, but they had identified as a current employee of Vanguard and stated their employment duration with Vanguard, they were assumed to have one employer (Vanguard), rather than none.
- Throughout this report, percentages are rounded to the nearest one decimal point.
- For validated scales such as the Personal Wellbeing Index, the scoring guidelines in published manuals were followed – for example, excluding cases where all items were scored 10/10.

3.0 PEOPLE FINDINGS

3.1 Impact goals for people

Vanguard Laundry's impact goals for people were:

- Improving the lives of Vanguard participants and their relationships/communities, and
- Improved long term economic participation of people with an experience of social disadvantage.

3.2 Pathways to improved lives, wellbeing, economic participation, employability and cultural change

Vanguard facilitated 34 tours in 2022 and hosted 72 work experience placements (very close to the 2021 figure of 77 work experience placements).

Overall, staff valued the work opportunity offered by Vanguard, particularly in relation to the supportive, understanding and flexible nature of the workplace and work colleagues.

One participant said:

"[The fact that Vanguard] give people the opportunity to work, because you come and do the placements or work experience... In other places you can do work experience but if you don't have the English, they won't take you. [But they won't tell you] "because of your English that's why we won't take you," but it will be like, "Okay, we'll call you" but they never did." – Participant F

Another participant said:

"I have, obviously, some mental scarring, but I have physical disabilities, and certain levels of strenuous work that I can and can't do. My roles here are tailored to that. I've never really ever worked at an employer where they actually take that into consideration. Once again, that shows... when [Vanguard] say they're a social enterprise, they're here to help people - they are here to help people." – Participant I

Participants valued working in a diverse team of people and felt this was a strong part of Vanguard's culture and identity as a social enterprise.

One participant said:

"They understand fundamentally that we're all individuals and we all have our own paths and different lives. They create a really solid work environment of diversity... They really cultivate an environment that just allows you to be yourself in that regard... it's the values that Vanguard have, as a company, from the beginning, that allow the environment to be so accepting and supporting as it is. Because really it's from the very beginning... just the actual structure of what Vanguard is, as a social enterprise and as a company. That begins that." – Participant E

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Another participant said:

“...we have different people here. So some of us can speak good English. Some of us we have low English. Some they can’t. But [it’s] just like whether you feel like you’re welcome - no matter who you are. You’re still able to work here.” – Participant F

The limited availability of permanent work opportunities at Vanguard sometimes created disappointment for transition staff. This has been a consistent theme throughout the six years of the evaluation.

“I actually enjoy doing the work, and I love the environment, most of it. And I get talked to like a normal person. I asked whether I could go full time or stay, and they said, no, because you’re on our Transition Program... I got a bit upset with it, because some of the full-time workers really like what I do.” – Participant G

Vanguard’s General Manager of Social Enterprise and Operations confirmed that when permanent positions occasionally come up at Vanguard, they are advertised internally first, and interested staff (including transition staff) can apply. However, because permanent roles occur infrequently, staff who express general interest in permanency may be told that there are currently no permanent roles available, and may perceive this as a barrier specific to transition staff (rather than unavailability of permanent positions at that time).

As a transitional work integration social enterprise, Vanguard does not want to discourage transition staff from moving into external employment opportunities that are a good fit for their future career goals. However, these findings indicate that current communication processes around permanent work opportunities at Vanguard may in some cases be leaving transition staff with perceptions of unequal opportunities being available to them.

Many staff valued the informal support they received from colleagues.

“It’s more like we treat each other like family, not just friends... Yeah. It’s really nice. We all include each other in our good news and sometimes our bad news as well.” – Participant H

“I love working here... and I love communicating as well. And that’s why I come here early, just to get to know people and just to build my contacts and all that. Not for benefit, just to know about their life and – Because you never know what someone’s going through” – Participant C

Overall, staff appreciated the support they received from Vanguard’s careers program in identifying possible career pathways and working towards future goals.

“I have more goals. I can see more for myself and my future. Because before it was just employment. That’s all I really wanted and was focused on. But once I started working at Vanguard I realised there’s so much more to that. It opens

doorways for other things. So I feel like I've gotten more goals and more confident in getting more out of life..." – Participant E

3.2.1 Personal independence and self-assurance arising from earned income, and reduced reliance on welfare

For the Financial Year of 2021-2022 (FY2022), Vanguard employed 59 transition staff, and paid \$587,548 to transition staff as a group (including wages and superannuation). Transition staff comprised about 60% of all of Vanguard's 98 staff in FY2022.

One participant spoke about the impacts that income from working at Vanguard had on their life:

"Before, when I was on unemployment, I had to budget everything. I couldn't afford healthier options, so I would stray more towards processed foods and stuff. But now that I actually work, and have a better financial status, I can afford to actually do those things that you kind of have to not do when you're in a poor situation... So I'm eating healthier. I'm getting better sleep. I'm caring more about my health too, because I'm working a physical job, so I have to almost. So then access to healthcare – I'm more inclined to actually go get healthcare now, because I have a job. So before, it was very easy just to deal with that complacency in life, because you didn't have much. So yeah, from that, it's just echoed out. Yeah, so eating healthier, getting more exercise. I'm actually leaving the house now and stuff like that." – Participant E

Taking the average hourly wages paid to casual transition staff and multiplying this by the median number of hours that 2022 evaluation participants worked per week gives a weekly income of approximately \$630. This amount would vary across different participants based on their length of employment with Vanguard and the number of hours they work each week.

While different transition staff will work different amounts of shifts, estimating the average weekly wage based on hourly rates and average hours worked by evaluation participants gives some idea of what weekly earnings might be for a Vanguard transition staff member working an average amount of hours in 2022.

Deducting the standard FY2022 tax rate for a gross weekly income of \$630 gives an estimated take-home pay of approximately \$577 per week for a casual Vanguard transition staff member working an average of 24 hours a week.

There are various definitions of the poverty line in Australia. In 2022, the Henderson poverty line has been defined as \$616.62 a week for a single adult in a working household (Melbourne Institute 2022). This is the minimum income individual Vanguard participants would need to gain through their employment with Vanguard (or through a combination of work at Vanguard and other sources of income) to remain above the Henderson poverty line.

One participant commented that it could be a struggle to make ends meet sometimes, particularly with extra costs of living pressures recently:

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“At the end of the fortnight, with me doing the hours that I am, it’s... not a lot if you work it out per week... and with all the costs of living, that’s not enough.”

Limited income can be an issue within the context of work integration social enterprises (WISE) like Vanguard, where jobs are often entry-level by design in order to make them accessible to the widest range of people – but this also means WISE jobs are often relatively lower-waged (Cooney 2011).

3.2.2 Increased friendships and support networks

Interview participants commonly identified the people at Vanguard and the social interactions they had at work as positive influences on their wellbeing.

One participant said:

“...my life has changed actually quite a lot. Before I only had a very small group of support, and family and friends. But now I’ve made friends here.” – Participant E

The strong relationships that participants built with colleagues also presented challenges for some participants who left Vanguard and felt like they were losing these connections:

“it’s a bit of a struggle actually... leaving. Leaving my friends and leaving a job. Yeah. It was a little bit like a death. Maybe not a death, but it’s a [loss].” – Participant J

Participants suggested that keeping up connections with Vanguard while transitioning to other work could be helpful – for example, through:

- Keeping some shifts at Vanguard for a while
- Coming to Vanguard for careers workshops or social events
- Staying in touch with the Vanguard team or social impact/careers staff in a range of ways.

3.2.3 Increased confidence to pursue goals

Participants were asked about their confidence in various activities related to work, community participation, friendships, and access to support and services.

One participant said:

“[Working at Vanguard has] given me confidence and it’s given me work fitness.” – Participant B

Between 2020 and 2022, higher proportions of participants reported being confident to hold down a job (79.1% in 2022), compared with being confident to apply successfully for a job (45.8% in 2022). These findings were quite consistent throughout the evaluation and may partly reflect the fact that participants are people who have faced barriers to gaining employment in the open labour market. One participant quote exemplifies this difference in confidence levels at Vanguard, and elsewhere:

“I’m confident here, but I’m not confident to go somewhere else and ask for a job yet.” – Participant G

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When answering questions about employment-related confidence over the six years of the evaluation, participants often commented that their (lower) confidence in gaining another job was more about whether other employers would give them a chance and provide a flexible environment, rather than concerns about their own ability to do a job with the right opportunity.

Figure 3 shows that between 2020-2022, the proportions of participants who were confident remained consistently higher for holding down a job (75-79.1%) than for successfully applying for a job (38.5-60.7%).

From 2020-2022, higher proportions of people were confident in getting support from friends or family and access to services, compared with making new friends and being involved in community.

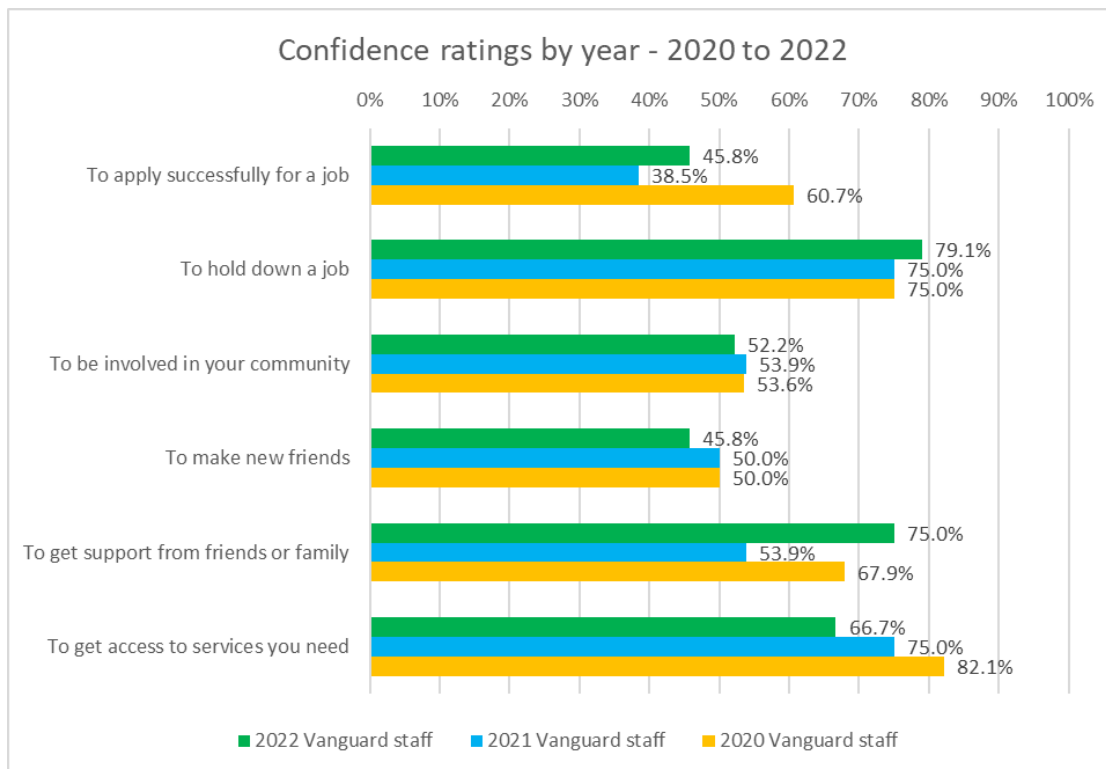


Figure 1 - Confidence by participant type (2020-2022)

For 30 participants with longitudinal data on confidence to apply for a job over more than one year at Vanguard, a McNemar paired proportions test showed that:

- there was no significant difference ($p=.17$) between the proportion of people who were confident to apply for a job in their first year at Vanguard (63.3%), and the proportion who were confident to apply for a job in their last year at Vanguard (46.7%).

For the 20 participants with longitudinal data on confidence to apply for a job before and after moving on from Vanguard:

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- there was no significant difference ($p=.71$) in the proportion who were confident in applying for a job in their first year of Vanguard (55%), and those who reported being confident applying for a job after leaving Vanguard (60%).

For 30 participants with longitudinal data on confidence to hold down a job over more than one year at Vanguard, a McNemar paired proportions test showed that:

- there was no significant difference ($p=.65$) between the proportion of people who were confident to hold down a job in their first year at Vanguard (73.3%), and the proportion who were confident to hold down a job in their last year at Vanguard (76.7%).

For 20 participants with longitudinal data on confidence to hold down a job before and after moving on from Vanguard:

- there was no significant difference ($p=.71$) in the proportion who were confident in holding down a job in their first year of Vanguard (70%), and those who reported being confident after leaving Vanguard (65%).

These findings indicate that participants' self-rated levels of confidence to apply for or hold down a job did not change significantly either during their time at Vanguard, or after leaving Vanguard.

Due to the absence of data on participants' confidence levels prior to their involvement with Vanguard, it remains unknown whether there was any significant change in employment-related confidence levels following involvement with Vanguard, compared to before.

3.2.4 Increased motivation to pursue goals

Participants were asked how motivated they were to be in regular work, participate in training, or be an active part of their community.

One participant commented on the difference in how they felt between their experience of seeking work prior to Vanguard, and then gaining a work opportunity with Vanguard:

"[Prior to Vanguard] I was always trying to look for a job but I've had many rejections, and my life got pretty low before. I just felt worthless." – Participant G

"[Working at Vanguard] I enjoyed getting a job after so many years, and I really appreciate it, which gives me a lot of drive on the floor as well." – Participant G

This illustrates some of the complexity around the relationship between personal motivation and gaining employment. Despite this participant's strong motivation to keep trying to find a job, they

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had not received a work opportunity before coming to Vanguard. However, gaining a job with Vanguard fortified their motivation, which they now channel into their work.

As shown in Figure 4, between 2020 and 2022, a higher proportion of people reported being motivated for regular paid work, compared with the proportions of people who were motivated to be in a training or education course, or to participate actively in their community.

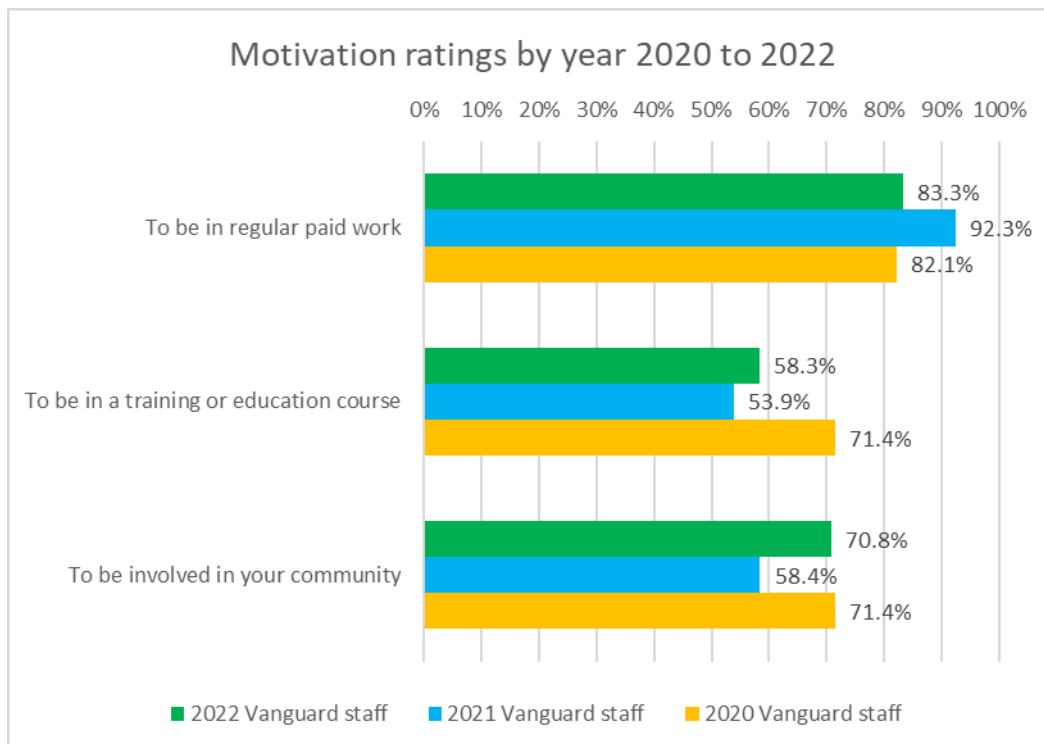


Figure 2 - Motivation by participant type (2020-2022)

For 30 participants with longitudinal data on motivation to be in regular paid work, a McNemar paired proportions test showed that:

- there was no significant difference ($p=.18$) between the proportion of people who were motivated to be in regular paid work in their first year at Vanguard (93.3%), and the proportion who were motivated to be in regular paid work in their last year at Vanguard (83.3%).

For the 20 participants with longitudinal data on motivation to be in regular paid work before and after moving on from Vanguard:

- there was a significant difference ($p<.05$) in the proportion who were motivated to be in regular paid work in their first year of Vanguard (95%), and those who reported being motivated for regular paid work after leaving Vanguard (70%)

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Of the participants who reported not being motivated to work in their last survey after leaving Vanguard, all described (through interviews) factors that affected their motivation for work – most commonly:

- Having a negative experience at work,
- A deterioration in personal health; or both.

3.2.5 Increased self-efficacy to pursue goals and improved long-term employability of Vanguard staff

From 2021, participants were asked how well a series of statements that measure self-efficacy fit with them. Self-efficacy is confidence in one’s ability to achieve tasks or goals.

The scoring for these self-efficacy questions was a four-point scale that ranged from 100 (Fits perfectly) to zero (Does not fit). A higher score represents a higher level of self-efficacy. Self-efficacy statements and the average (mean) scores on each statement for 2022 Vanguard staff, and 2021 Vanguard staff are compared below.

- ***I am always able to solve difficult problems, if I try hard enough.***
 - Vanguard staff 2022 - 59.8
 - Vanguard staff 2021 - 61.3
- ***If people work against me, I find a way of achieving what I want.***
 - Vanguard staff 2022 – 56.9
 - Vanguard staff 2021 - 41.8
- ***It is easy for me to stick to my plans and reach my objectives.***
 - Vanguard staff 2022 – 58.4
 - Vanguard staff 2021 - 58.3
- ***I feel confident that I can handle unexpected events.***
 - Vanguard staff 2022 – 43.0
 - Vanguard staff 2021 - 47.3
- ***When I have a problem, I can usually find several ways of solving it.***
 - Vanguard staff 2022 – 62.5
 - Vanguard staff 2021 - 58.4
- ***Regardless of what happens, I usually manage.***
 - Vanguard staff 2022 – 61.2
 - Vanguard staff 2021 - 58.3

Overall, average self-efficacy scores were similar for 2022 and 2021, except for the statement “If people work against me, I find a way of achieving what I want”. For this item, the average score for 2022 staff as a group was higher than in 2021.

In 2022, the total average self-efficacy score was 56.9. In 2021, the total average self-efficacy score was 54.2 – a similar average score in both years.

The differences in scores reflect the different people who participated in each year, rather than changes over time among the same people in relation to their involvement with Vanguard.

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As this self-efficacy measure was only included from 2021 onward, there was not enough repeat data to explore any changes at an individual level for people who had completed the self-efficacy scale over time.

One participant noted that the changes they had experienced in their life since starting at Vanguard had occurred through both their involvement with Vanguard, but also through their own effort and work:

“I think my parents can be proud of me now that I’ve gotten my life together... so [working at Vanguard] it’s changed – yeah, changed my relationships as well with my family and stuff like that. And giving me the confidence as well... I mean, I’ve put in a lot of work and effort into my life outside of Vanguard as well. So I think that’s contributed to it a lot.” – Participant H

3.2.6 Increased and sustained wellbeing

Long term health condition or disability

Overall, lower proportions of 2022 evaluation participants reported having a long-term health condition or disability, compared to previous years of the evaluation.

Given the high proportion of new participants in 2022, this difference from previous years is based on different participants being involved, rather than changes within previous participants.

Just 8.7% of participating staff in 2022 reported having both a mental and physical health condition, compared with 36% of participating staff reporting both physical and mental health conditions in 2021.

Like 2021, the most commonly reported mental health conditions in 2022 were:

- Anxiety (62.5% of those reporting a mental health condition, 20.8% of all 2022 participants), and
- Depression (37.5% of those reporting a mental health condition, 12.5% of all 2022 participants).

Other mental health conditions reported by participants included Schizophrenia, Bipolar Disorder, Obsessive Compulsive Disorder and Agoraphobia (each reported by 4.2% of all participants in 2022).

Also similar to 2021, the most commonly reported physical health conditions in 2022 were:

- Musculoskeletal disorders such as Arthritis or shoulder injury (reported by 50% of those with a physical health condition, and 8.3% of all participants in 2022), followed by
- Respiratory health conditions, and Hernia (each reported by 4.2% of all participants in 2022).

Self-assessed health

Of the 23 participants in 2022 who responded to a question asking them to rate their overall health, the majority (65.1%) rated their health as either good, very good or excellent, as shown in Figure 5.

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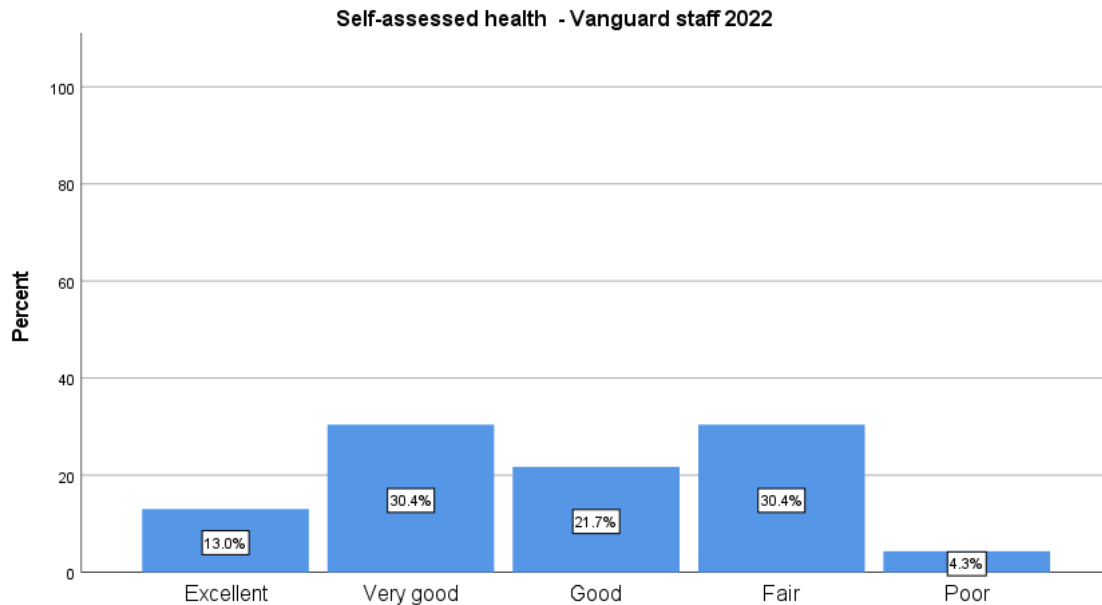


Figure 3 - Self-assessed health (2022 participants)

Of 2022 participants (n=23 with valid health survey data):

- 43.4% rated their health as either excellent, or very good, compared with 56.4% in the general Australian population who rate their health as excellent or very good (Australian Bureau of Statistics 2018).
 - In 2022, a higher proportion of staff rated their health highly compared with the previous two years.
 - The proportions of transition staff who rated their health as excellent or very good in previous years were:
 - 33.3% (one third) in 2021; and
 - 29.6% in 2020.
- 21.7% rated their health as good in 2022, compared with:
 - 37.5% of 2021 participants, and
 - 33.3% of 2020 participants.
- 34.7% rated their health as fair or poor in 2022, compared with 14.7% in the general Australian population (Australian Bureau of Statistics 2018).
 - This was similar to the proportions of transition staff who rated their health as fair or poor in previous years:
 - 29.2% in 2021, and
 - 37% in 2020.

Overall, a higher proportion of 2022 evaluation participants reported having very good to excellent health (43.4%), but similar proportions of participants reported fair to poor health, when compared with 2021 and 2020 participants.

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The higher proportion of Vanguard participants reporting fair or poor health compared with the general population aligns with research showing that self-rated health is influenced by the presence of chronic health conditions or disability (Butterworth & Crosier 2004), and by socioeconomic status (Meyer, Castro-Schilo & Aguilar-Gaxiola 2014).

Participants were asked to rate how their health had changed compared with one year ago. As shown in Figure 6, in 2022, just over half (13/23, or 56.5%) of Vanguard staff reported that their health now is either somewhat better, or much better than it was a year ago.

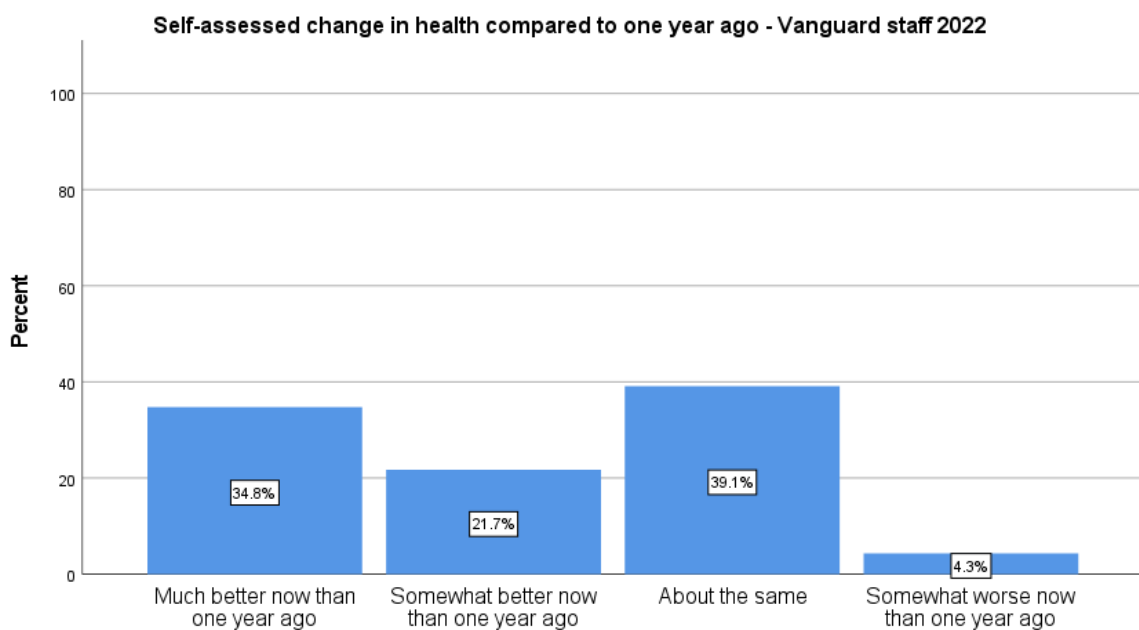


Figure 4 - Self-assessed change in health (2022 participants)

About 39.1% of staff reported that their health was about the same as it was one year ago, while 4.3% reported that their health was somewhat worse now than one year ago.

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For longitudinal evaluation participants (n=51), the majority (70.6%) rated their health as better than a year ago at their first evaluation survey since joining Vanguard, as shown in Figure 7.

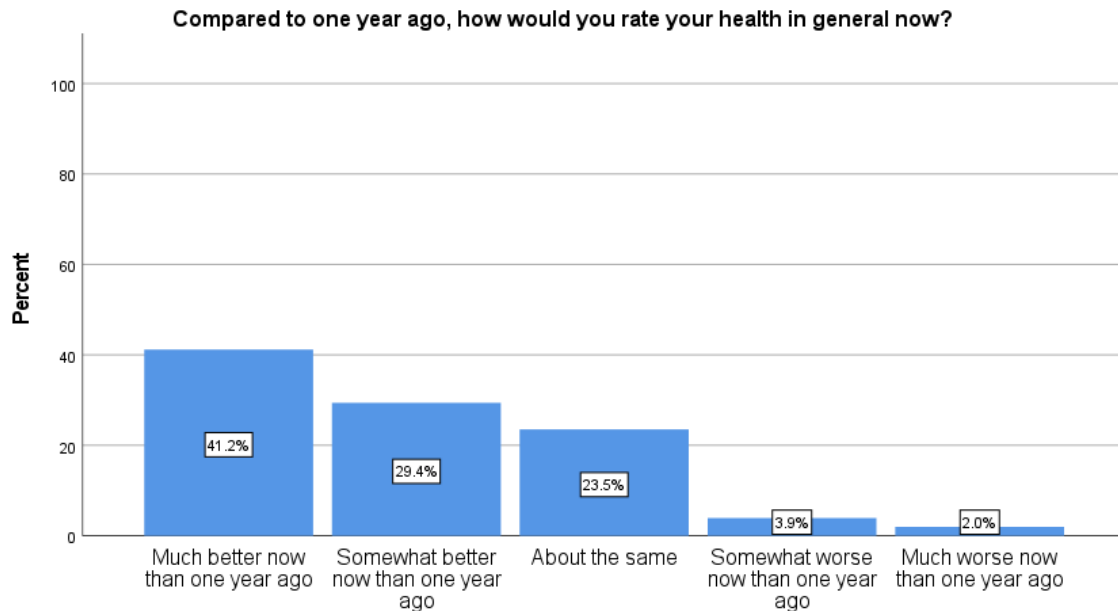


Figure 5 - Self-assessed change in health at year one of Vanguard employment (longitudinal participants)

For longitudinal participants with self-assessed health data at more than one time-point, differences between first year self-rated health scores at Vanguard (mean=57.9/100), and the last round of self-rated health data at Vanguard (mean=55/100) were examined through paired samples T tests. Mean scores remained closest to the “good” health rating at both time points - this represents the middle option of the five-point scale (excellent, very good, good, fair or poor).

While mean scores were slightly lower in later years at Vanguard than in the first year of employment, scores were not significantly different over time at Vanguard ($t=.78$, $df=34$, $p=.44$). This indicates that overall, self-rated health levels remained similar while people were employed with Vanguard.

Self-rated health scores for the 18 participants who had left Vanguard and provided self-rated health data before and afterwards were significantly different ($t=2.4$, $df=17$, $p<.05$). The last mean self-rated health score at Vanguard was 54.2/100, and the last mean score after leaving Vanguard was 37.5/100 – indicating a decline in health among participants who had left Vanguard.

Participant interview data indicates that there may be a mix of reasons for this difference in health ratings after leaving Vanguard. In some cases, participants had left Vanguard because their experience of work in later years had not been as positive, or because their health had declined.

Some staff who transitioned to other jobs outside Vanguard reported that working conditions with their new employer had impacted their health, while for some staff, a deterioration in health had

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impacted their ability to continue working. Others had not been able to find work since exiting Vanguard, and this may also have contributed to a lower health rating.

One 2022 evaluation participant said:

“I need to try to work out at the right time if I can step back into that [new field of work]. Because it is a passion of mine, it is something that I do want to do. I was told by all my employers and everything, my supervisor, that I’m really, really good at doing that particular job. But it wasn’t that part I was good at, but the other part of where that work/life [balance] is. I didn’t have the support for me... so I need to come up with a path. But there is opportunities in that realm, where hopefully, I can get back to. Say for instance if they said, ‘Here, just have that exact same job back.’ I would say no. I wouldn’t say yes. Because I know that... for my personal situation, I can’t work that way...” – Participant I

Another participant said:

“Then I had illnesses and everything, and that kept me away from the shift. And that makes things very difficult. And – yeah. Pretty soon I just had to leave.” – Participant J

Given the complexity of factors influencing health, the small amount of post-Vanguard data available, and the variation in participants’ experiences, it’s not possible to draw firm conclusions about the effect of leaving employment with Vanguard on self-rated health. However, these findings do align with other recent research on work integration social enterprise that has found similar patterns of participants maintaining relatively stable health during their employment with a social enterprise (Lysaght et al. 2022).

Personal wellbeing

Staff spoke about the positive ripple effects of gaining employment with Vanguard on other aspects of their wellbeing.

One participant said:

“My social life has opened up... my financial status has improved. Therefore my health has improved. My living quarters has improved. A lot of small little things have improved, like an echo.” – Participant E

As in previous years, staff completed the Personal Wellbeing Index as a measure of subjective (self-rated) satisfaction with different areas of life.

Figure 8 shows that 2022 patterns were quite consistent with previous years’ data. In 2022, current Vanguard staff scored lower than the Australian normative scores on many wellbeing domains – except for Personal Safety and Community Connectedness, where staff scored within the normative range (Khor et al. 2021).

Vanguard Laundry evaluation report 2022

Figure 8 compares the mean scores for transition staff in 2022 (all of whom were current Vanguard staff), with the mean scores for all transition staff in 2021 and 2020. Mean PWI scores for 2022 were slightly higher than 2021 on all domains except for Global Life Satisfaction and Health, where 2022 mean scores were lower than 2021.

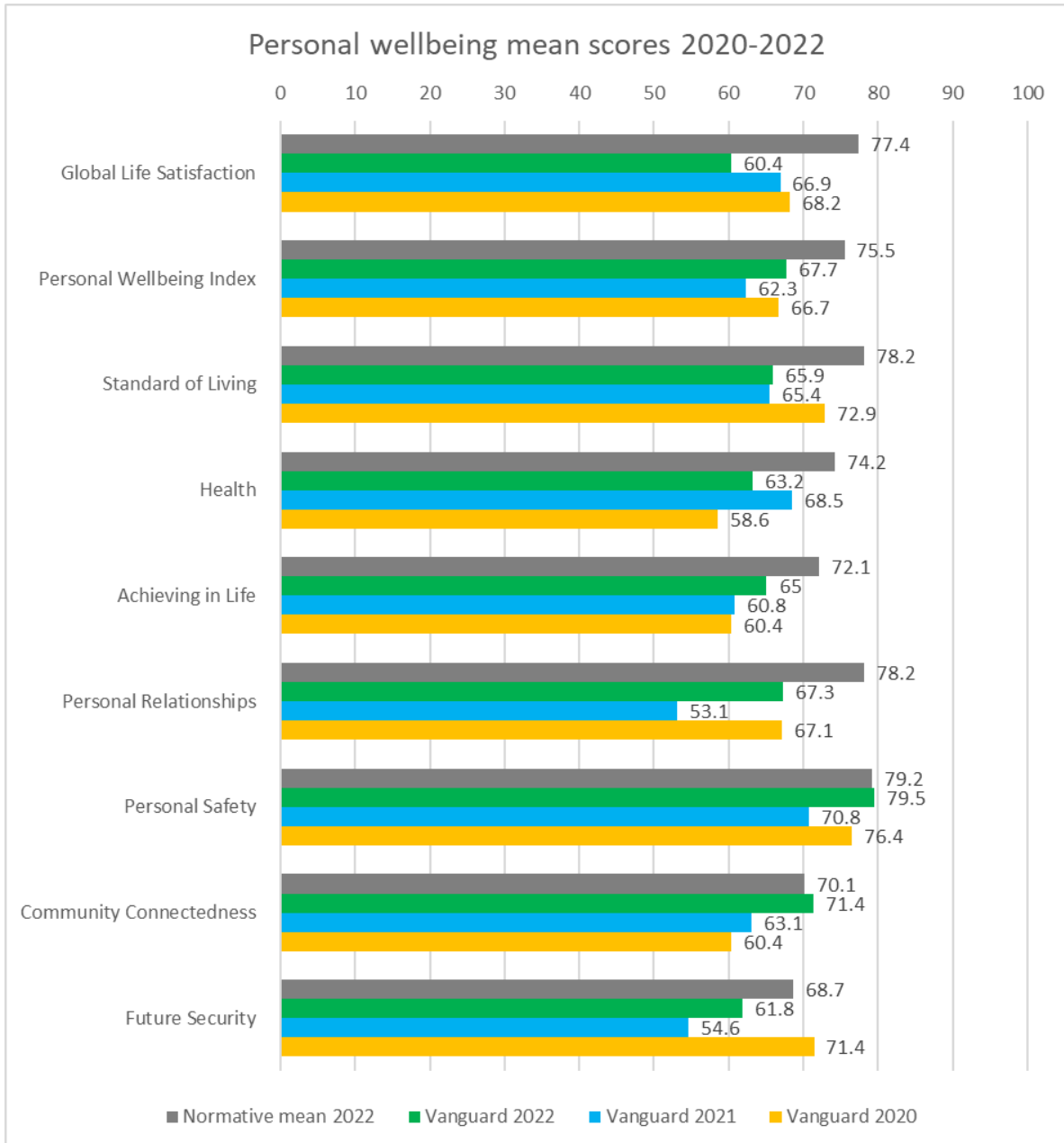


Figure 6 - Personal Wellbeing Index mean scores by year (2020-2022)

The participant groups that took part in the evaluation in 2022 and 2021 included different people, so the differences in scores over the years in Figure 8 do not reflect change over time among the same participants, but simply compare the 2022 mean wellbeing scores to those in 2021 and 2020.

Vanguard Laundry evaluation report 2022

For the 35 participants with more than one time point of longitudinal data at Vanguard, differences in Personal Wellbeing Index mean scores over time were explored through a paired samples T test. There was no significant difference between PWI mean scores in participants' first (67.7) and last year (67.9) of working at Vanguard: $t = -0.12$, $df = 34$, $p = .91$

For the 20 participants with data on personal wellbeing after moving on from Vanguard, there was no significant difference between PWI mean scores in participants' last year at Vanguard (66.9) and their last year of data after leaving Vanguard (62.6): $t = 1.3$, $df = 19$, $p = .22$.

However, an independent samples T test using data split by employment status showed that as a group, mean personal wellbeing scores were significantly higher among participants who were employed or studying (73.3), compared with participants who were unemployed or not in the workforce (46.6): $t = 3.3$, $df = 18$, $p < .01$.

3.2.7 Improved long-term economic participation

Employment data - 2022

All 24 participants in the 2022 evaluation were employed at Vanguard at the time of their participation, including one person (4.2%) who had also recently gained another job.

Twenty-two of the 24 participants (91.7%) were employed casually, while two (8.3%) were employed part-time.

Participants were asked how many hours they usually worked per week. If weekly hours varied, staff were asked how many hours they worked in the last week. All 24 staff gave their usual weekly hours.

For casual staff, the average hours of work per week was 24. Findings indicated with 95% confidence that weekly hours for casual staff participants averaged between 19.8 and 28.3 hours.

Average hours in 2022 were just over double the median weekly hours transition staff worked in 2021 (11 hours a week), and higher than in 2020 (a median of 16 hours a week). Vanguard's General Manager of Social Enterprise and Operations noted that laundry volume had increased since late 2021, meaning that more hours of work were available to casual transition staff in late 2022.

For part-time staff, the average hours of work per week was slightly more than for casual staff, at 33.5 hours per week.

All participants answered a question on preferences for the number of hours they wished to work.

Just over half (13/24 or 54.2%) were currently working the number of hours they wanted to work, while just under half (11/24 or 45.8%) wanted more hours of work than they currently had.

This contrasts with 2021, when median weekly hours were much lower, and 81.3% of Vanguard's current staff members wanted to work more hours than they had.

These findings indicate that - while underemployment remains a concern for just under half of Vanguard's staff - a smaller proportion of participants were experiencing underemployment in 2022 compared with 2021.

Vanguard Laundry evaluation report 2022

Among the 11 staff (45.8%) who wanted more work, a desire for approximately full-time hours was common. On average, people wanted to work about 37.3 hours per week – around another 13.4 hours a week on top of their existing weekly hours.

Work experience before and since Vanguard – 2022

As Figure 9 shows, roughly equal proportions of participants in 2022 said they had some (41.7%) or lots of work experience (37.5%) before starting at Vanguard, while 20.8% had no work experience prior to Vanguard.

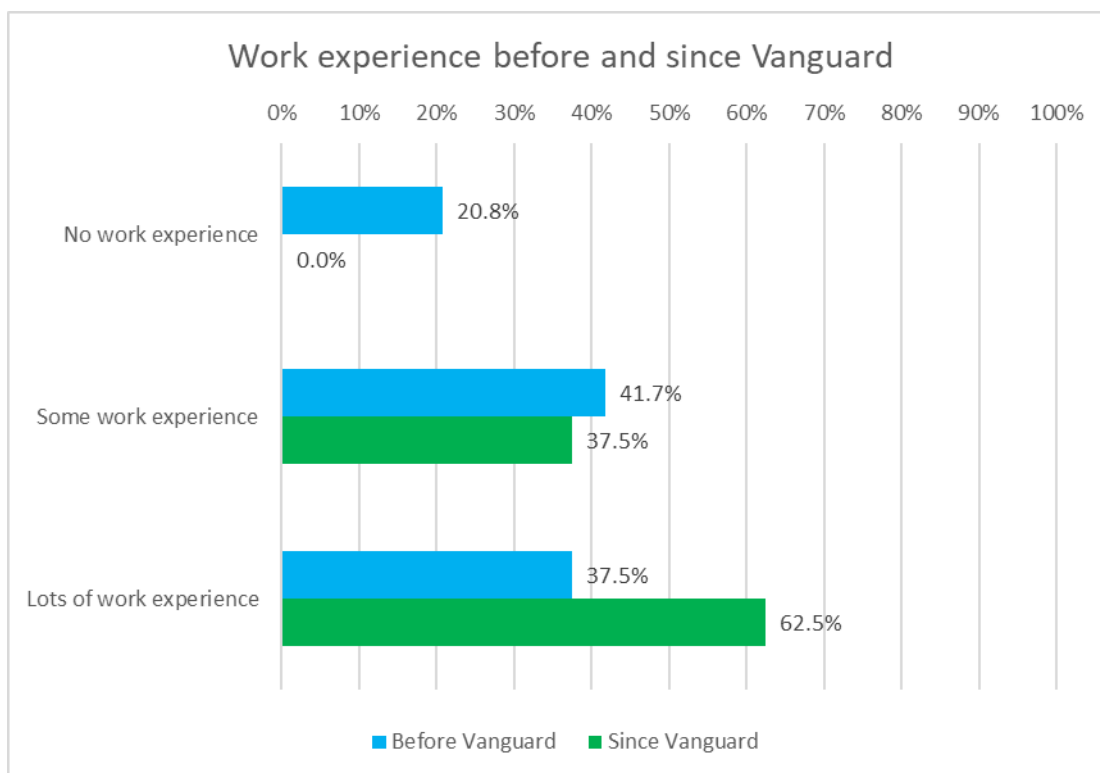


Figure 7 - Work experience before and since Vanguard (2022)

The proportion of participants reporting no prior work experience was higher in 2022 than in 2021, when 13.6% of participants reported no previous work experience.

In the year leading up to Vanguard, most participants (19/24 or 79.2%) reported having done no unpaid work experience, while 20.8% reported doing between <1-3 months of unpaid work experience in the year prior to starting at Vanguard.

Since starting at Vanguard, most participants (15 or 62.5%) reported doing between <1-3 months of unpaid work experience (mostly at Vanguard).

Involvement in paid work before and since Vanguard - 2022

Of the 23 participants who provided information on their previous paid employment, the majority (21/23 or 91.3%) reported having no paid employment in the year prior to starting at Vanguard. Two participants (8.7%) reported having between 4-12 months of paid employment prior to Vanguard.

Vanguard Laundry evaluation report 2022

In contrast, as Figure 10 shows, in the year since starting at Vanguard, most participants (62.5%) reported having more than six months of paid employment, with the remaining 37.5% reporting between 1-6 months of paid work.

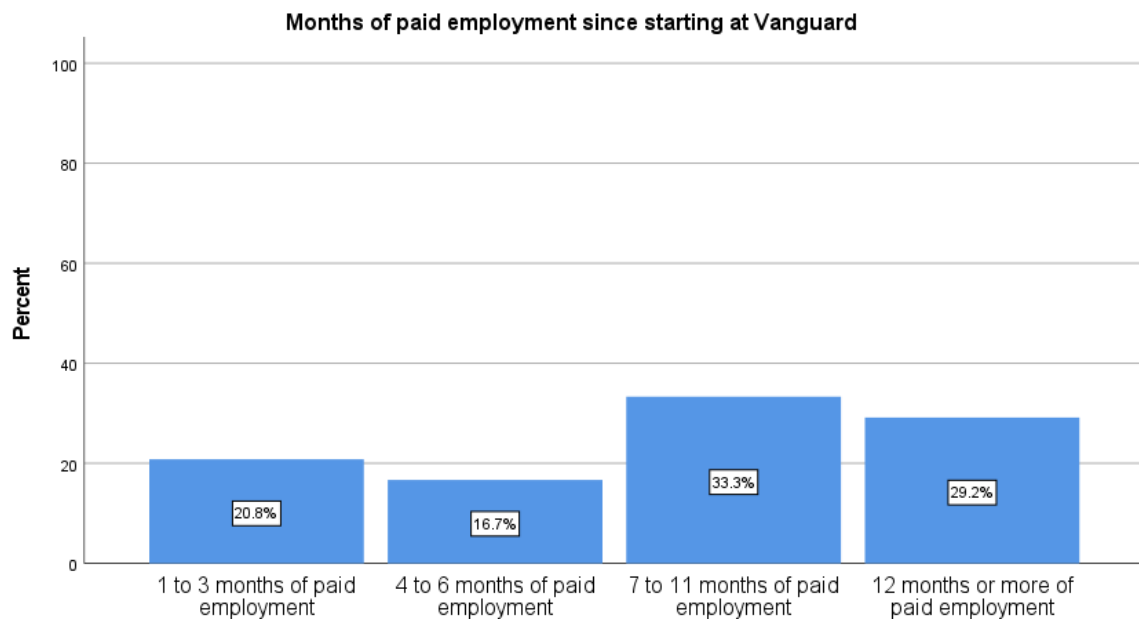


Figure 8 - Months of paid employment since starting at Vanguard (2022)

This participant's comment illustrates the kinds of impacts many staff have described since gaining paid work with Vanguard:

"Since I started Vanguard it changed a lot of things... Like, I can pay my rent, electricity, I don't have - I didn't struggle. I can take my kid for a holiday. – Participant A

Most participants (21/24 or 87.5%) reported having no employers in the year before starting at Vanguard, while three participants (12.5%) reported having between 1-2 employers.

Since working at Vanguard, all participants (24) had at least one employer (Vanguard), and 6 (25%) reported having 2-3 employers in the year since starting Vanguard (including Vanguard).

Employment status over time for evaluation participants

Data for transition staff who participated in the evaluation between 2017-2022 shows:

- Most participants (71.1% of the 45 staff with prior employment data) were unemployed for a year or more before working at Vanguard. This is classified as long-term unemployment.
- Of 51 longitudinal evaluation participants up to 2022:
 - 51 (100%) reached at least six months of employment with Vanguard

Vanguard Laundry evaluation report 2022

- 42 (82.4%) reached at least one year of employment
- 34 (66.7%) were employed as of their last evaluation contact, including:
 - 23 participants (45.1%) who were working at Vanguard at the time of their last evaluation survey, and
 - 11 (21.5%) who were working elsewhere at the time of their last evaluation survey.

These statistics are based only on evaluation data between 2017-2022, and are different from the overall estimated statistics given in the section on [Transitions since Vanguard's launch](#), which looks at summary data for all 134 transition staff who have commenced at Vanguard since December 2016.

Involvement in education or training - 2022

Participants were asked when they were last involved in an education or training course. As Figure 11 shows, more than half (14/24 or 58.4%) of 2022 participants were engaged in education or training either currently, or within the last one to two years – a similar finding to 2021. However, in 2022, just 3/24 participants (12.5%) were last in training 10 or more years ago, compared with almost a third of 2021 participants who had not been involved in training for 10 or more years.

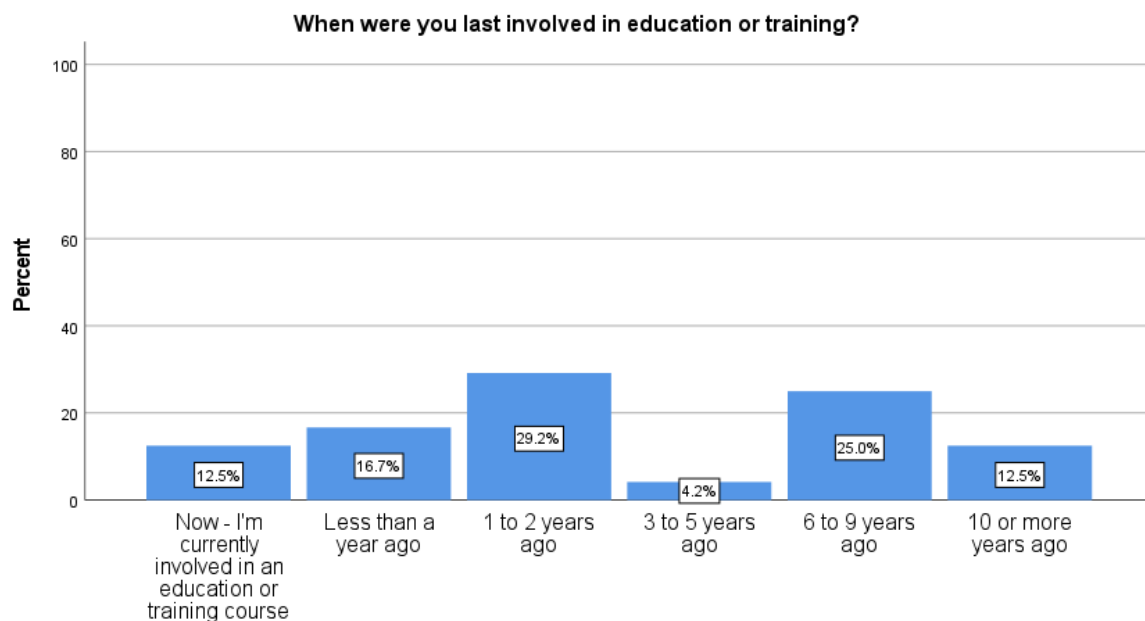


Figure 9 - Date last involved in education or training (2022)

Five (20.8%) of the 24 participants in 2022 had started some new training since commencing with Vanguard, with two (8.3%) having completed it. Of these five participants, three reported having got involved in their training through Vanguard, while two became involved in their training independently. This was a higher proportion than in 2021, when only one participant reported starting new training (which they had organised independently) since their involvement with

Vanguard Laundry evaluation report 2022

Vanguard. Fields of training reported by participants included Disability Support Work, Manufacturing Technologies, and gaining a Forklift Ticket.

One participant described how consistent support from Vanguard had assisted them to connect with a study pathway that then led to other opportunities:

“[A Vanguard careers team member] was the one that was there beside me the whole way through the process of setting up the study and looking at what to do, and finding the course and everything. She had the contacts to be able to find the right organisation, which then led to the contacts of knowing the right business to do the work experience. So she was there the whole time.” – Participant I

3.2.8 Employment transitions

Transitions 2022

Of the 24 transition staff who participated in the 2022 evaluation survey, 7 (29.2%) reported that they had gained another paid job since Vanguard (that they didn't have before starting at Vanguard).

Six participants (25%) had returned to work at Vanguard, commonly for reasons such as:

- The work environment or working conditions in the new role negatively impacted their wellbeing – for example, due to unreasonable work demands, or mental health stigma
- The new workplace came with logistical problems (such as requiring a lot of travel or having inflexible hours) that did not work for participants' circumstances.

One participant said of their experience with another workplace:

*“I had supervisors thinking they were psychologists. So they're diagnosing me and thinking that they know what my mind is doing. And the problem is some people just shouldn't know about a person's mental illness, because they can't handle it.”
– Participant J*

Another participant commented on being able to return to Vanguard:

“...for me, I think Vanguard's the place I can run for when I am in danger. So if I didn't get to meet Vanguard and... say I wasn't working here [when I lost my other job], it would be harder for me to start, like 'where am I going to start, who am I going to run to, who's going to be the person who's going to understand me?'” – Participant F

These findings reflect participants who were surveyed at Vanguard in October 2022, which means a possible bias towards including a higher number of staff who had returned to work at Vanguard.

However, other job transitions have occurred over time with staff who were not able to be followed up as part of the 2022 evaluation, but for whom Vanguard had some information that was shared as part of this evaluation. The employment transition findings based on data from Vanguard are described in the following section.

Vanguard Laundry evaluation report 2022

Transitions since Vanguard's launch

As part of the evaluation, Vanguard's General Manager of Social Enterprise and Operations provided de-identified summary data on the employment transitions that had occurred up to early December 2022, in the six years since Vanguard's launch in December 2016.

This data was based on Vanguard Laundry's internal documentation of staff transition pathways. Due to some changes over time in how transitions have been documented, the numbers provided within this analysis represent best estimates based on the available data.

Approximately 134 transition staff have been employed by Vanguard since Vanguard's launch in December 2016, to December 2022.

In 2022, 12 people transitioned to other work, bringing the total to 55 people (41% of all transition staff to date) who successfully gained other paid work outside Vanguard, and worked with another employer for some period. Most of these staff remained transitioned at Vanguard's point of last contact with them (approximately 39/55, or about 70% of those who transitioned).

However, not all transitions to other employers were sustained over time, and some staff (approximately 21/55 or 38%) returned to working at Vanguard again for some period – either:

- temporarily, before transitioning to another new job (approximately 5/55),
- temporarily, before leaving Vanguard without a new job (3/55), or
- remaining at Vanguard for a longer period - approximately 13/55, made up of:
 - 7 returned transition staff who became permanent employees at Vanguard, and
 - 6 returned transition staff who remained transition staff at Vanguard as of December 2022.

In total, this means that :

- Approximately 41% (55) of all Vanguard's 134 transition staff to date had gained work outside Vanguard for some period by December 2022.
- Accounting for those who had transitioned at some point, but then later returned to Vanguard and either stayed there, or left without other work, this leaves approximately 29.1% (39) of all Vanguard's 134 transition staff to date who were transitioned into other work as of their last contact with Vanguard.

Speaking about their experience of Vanguard's transition program, one participant said:

"...this program is really good. Like, it's good to try another job... you don't have to [be] stuck in one job." – Participant A, 2022

Alongside the 39/134 who were transitioned into other work at their last contact with Vanguard, another 37/134 people remained employed at Vanguard as of December 2022 - including:

- 29/134 people who were employed with Vanguard as transition staff, and
- 8/134 people who were employed with Vanguard as permanent staff.

Vanguard Laundry evaluation report 2022

In total, this means approximately 76 (57%) of 134 transition staff who commenced at Vanguard were employed – either:

- Having transitioned into other paid work and remained transitioned at last contact (39), or
- Working at Vanguard, as a transitional or permanent staff member (37)

The remaining 58 (43%) of 134 staff who commenced at Vanguard were people who had either:

- Never transitioned into other paid work, and exited their job at Vanguard without gaining other employment (an estimated 53/134),
- Made a transition to other work at some point, but then returned to Vanguard and later exited their job at Vanguard without going to other employment (approximately 3/134), or
- Moved into pursuing an education or training course after their exit from Vanguard (2/134).

These findings reflect that a higher proportion of Vanguard participants have gained work (41%); compared with jobactive Stream C participants overall (28.9%) (Department of Employment and Workplace Relations 2021). Stream C jobactive participants were chosen as a comparator because this cohort experiences complex employment barriers (Department of Employment and Workplace Relations 2022), similar to the kinds of barriers faced by many Vanguard participants.

A key difference from the jobactive employment service provider model is that Vanguard directly employs staff, as well as assisting them with further employment pathways. This means that some staff who have not yet gained other paid work remain employed with Vanguard, which is also an employment outcome.

Of the 55 people who had transitioned to other work over the last six years, 12 had transitioned to other roles in 2022 – in:

- Packing and logistics (3)
- Cleaning (2)
- Administration
- Individual disability support work
- Customer service
- Early childhood education
- Food manufacturing, and
- Retail.

Vanguard Laundry evaluation report 2022

In cases where transitions were not sustained, information from Vanguard’s careers team noted that common reasons for this included:

- The new job turning out to be the wrong fit – for example, a person realising after transitioning that:
 - they didn’t enjoy the new work, or
 - the work environment was not a good match for their specific health requirements
- The person was not ready to leave Vanguard
- Someone’s personal circumstances or access to transport had changed, and this meant that their new job was no longer sustainable for them within their changed circumstances.

Data from evaluation interviews also indicated that in some cases, stressful working conditions at their new workplace, or stigmatising attitudes related to mental health had affected transition experiences.

In cases where transitions to new work were sustained, this most often related to:

- A good fit between the person and their new role
- A supportive new employer with awareness of Vanguard’s program and responsiveness to peoples’ individual needs
- Work done by Vanguard’s careers team to ensure that both the staff member and their new employer were happy with the placement.

Participants suggested that maintaining contact with Vanguard during a job transition or break in employment is particularly helpful – both for accessing support in working through any issues with a new employer, or to have some reassurance of the possibility to return to Vanguard if needed.

Staff also noted that it can be hard for transitioned staff to give full feedback about their new employment on the spot (such as during a visit to their new employer), so alternative ways of connecting with transitioned staff (for example, by phone or visit to Vanguard) could be helpful.

3.2.9 Improving the lives of Vanguard participants and creating cultural change around who can work

Some of the things that staff spoke about in terms of their lives improving since Vanguard were:

- Having the opportunity for paid work – and to return to Vanguard after transition if needed
- The positive impacts of having work on the rest of their lives – in terms of income, living standards, access to transport, improved relationships and sense of self-worth.
- Enjoying the social contact and connection they experienced with others through work.

In 2022, evaluation participants who had gained a new job since Vanguard (7/24 - 29.2% of 2022 participants) were asked:

- whether they thought Vanguard made a positive difference to them getting another job - response options were: “no, not at all”; “yes, a little”; and “yes, a lot”); and
- what had helped them with getting another job.

Vanguard Laundry evaluation report 2022

As Figure 12 shows, most (5/7 or 71.4% of those asked) said Vanguard had made a big difference to them getting another job, while the rest (2/7 or 28.6%) thought Vanguard had helped a little. All participants who were asked thought that Vanguard had made a positive difference to them getting another job.

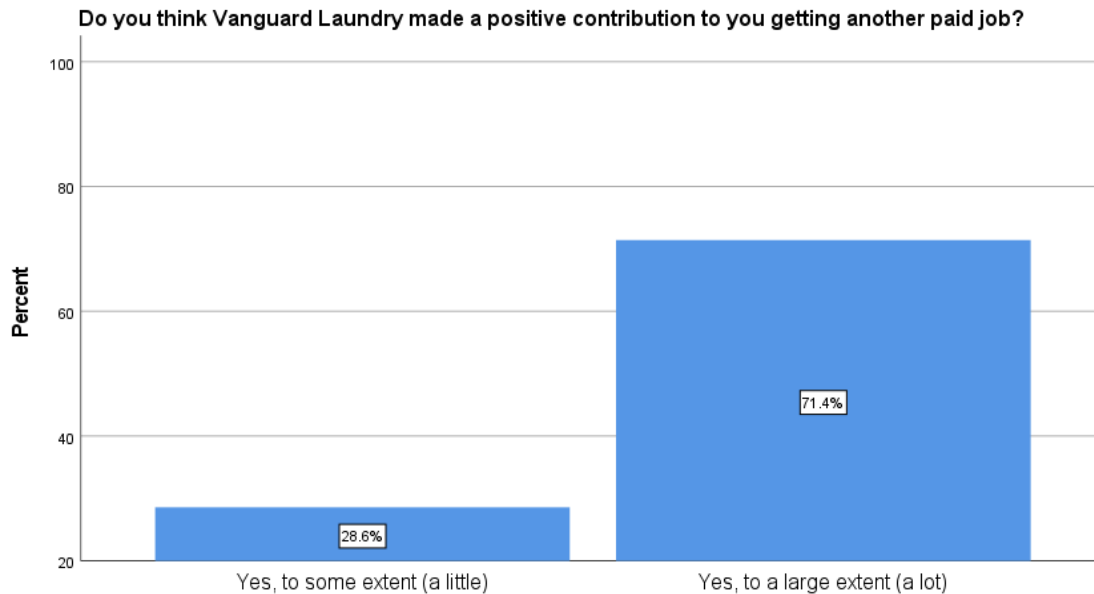


Figure 10 - Do you think Vanguard made a positive contribution to you getting another paid job? (2022)

How Vanguard helped transition staff to gain other paid work

Participants in 2022 who had gained other paid work since Vanguard (7/24) were asked about what had helped them to get another paid job. Participants could select from a range of options which included: supports offered by Vanguard; other supports participants may have received; and a free-text response option where participants could add anything else that was relevant. Figure 13 shows the spread of participant responses about how Vanguard supported them to gain other paid work.

Vanguard Laundry evaluation report 2022

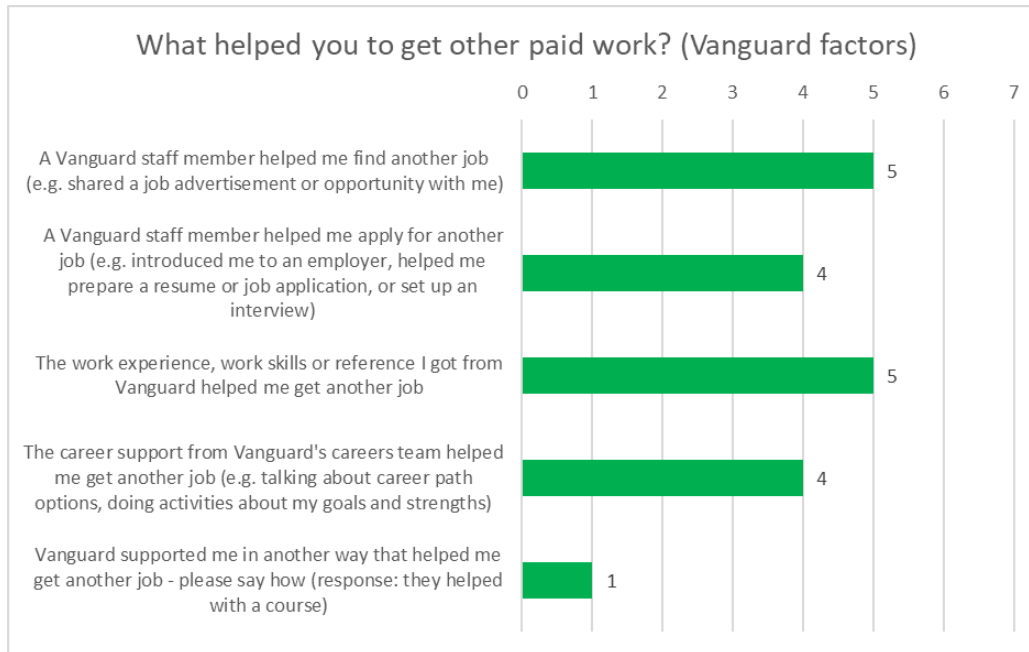


Figure 11 – Vanguard factors that helped you to get other paid work (2022)

The most common ways Vanguard supported staff to get other paid work (endorsed by 5/7 transition staff) were through:

- Helping transition staff to find another job (e.g. sharing job ads or opportunities), and
- Directly providing transition staff with work experience, work skills or a work reference.

The next most common ways Vanguard supported staff to get other paid work (endorsed by 4/7 transition staff) were through:

- Helping transition staff apply for another job (e.g. through an introduction to an employer, help with a resume or application, or setting up an interview), and
- Career support from Vanguard's careers team (e.g. talking about career path options or identifying personal goals and strengths).

In one case, a participant added that Vanguard had helped them to connect with a training course. Staff valued Vanguard's support in finding and gaining new work opportunities. Having a personal connection or warm introduction to new employers gave staff more confidence to try out a new job and had a positive influence on an employer's openness to providing a work opportunity.

Factors outside Vanguard that helped transition staff to gain other paid work

Participants were asked whether other factors (not related to Vanguard) had helped them to get another paid job. Overall, slightly fewer participants endorsed these factors compared to the number who endorsed ways in which Vanguard had supported them to get other paid work.

Vanguard Laundry evaluation report 2022

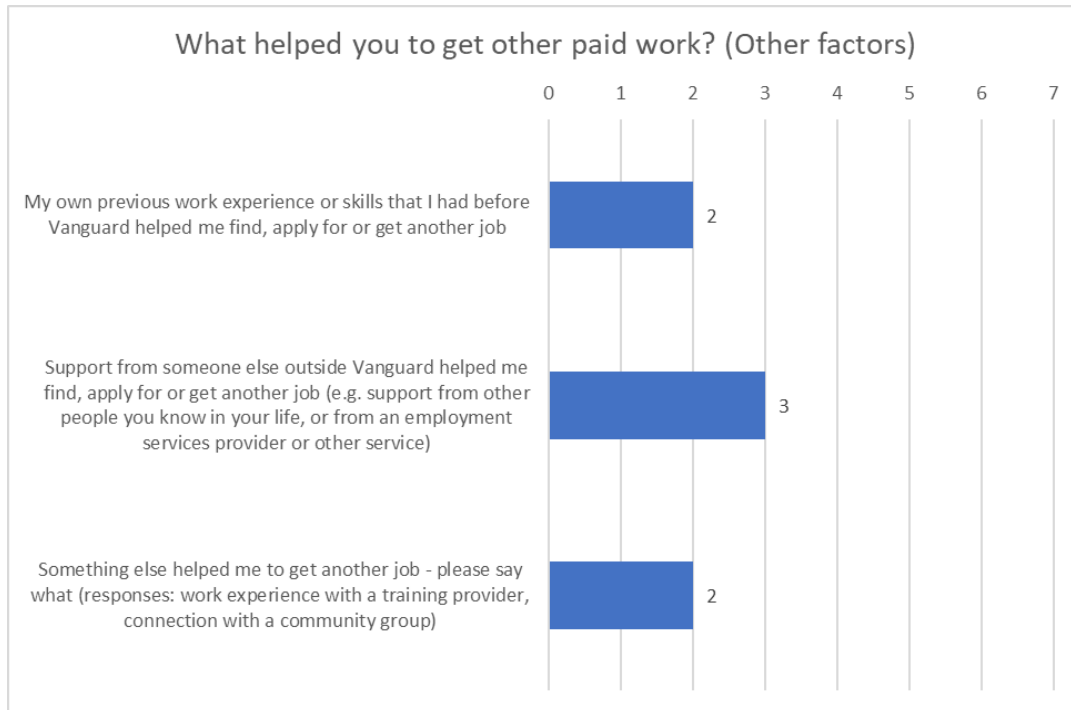


Figure 12 - Other factors that helped you to get other paid work (2022)

As shown in Figure 14, the most common factor external to Vanguard that helped staff to gain another paid job was support from someone else outside of Vanguard (endorsed by 3/7 transition staff). This was followed by participants' own pre-existing work experience or skills (2/7), and other factors such as doing work experience through training or having community support (1/7 each).

Creating cultural change around who can work

Multiple staff talked about the acceptance they experienced at Vanguard, and often contrasted this with other experiences they had in the broader community or other workplaces.

One participant said:

"In the workplace [at Vanguard], I feel a lot more part of the community. Outside, not so much..." – Participant B

Some doubted whether other employers would be as accepting and flexible as Vanguard had been.

In 2022, interview participants were asked what they thought they would be doing now if they weren't employed with Vanguard.

While one staff member thought they would probably have found work elsewhere with the help of other services they were connected with, most transition staff felt they would either still be unemployed, or be struggling to find work without the opportunity Vanguard provided.

Vanguard Laundry evaluation report 2022

One participant said:

“Yeah, it will be hard, but maybe I will find other job. Who knows? Yeah, but it will be hard without Vanguard.” – Participant A

Other participants said:

“...my biggest challenge was a language barrier, again. And if I didn't start working here I'd be overthinking a lot and I would be really worried and concerned about what I should do in this new country where I know no one, no communication. So, I'm really happy working here, but, again, it would've been really different to if I didn't start working here, because my life has changed a lot and I now get paid for doing something so I can run my family.” – Participant C

“I think I'd truthfully be still looking for work. Because my experiences [in the past were] I applied for hundreds of jobs, and I only actually got two interviews. And both times I didn't get the jobs because I didn't have a car, I didn't have access to a license, and I had no professional references, because my résumé is completely dead. So even though I was trying and actually getting opportunities to get interviewed, the circumstances I was in were actively blocking me. So I truthfully believe that I'd probably still be looking for work, and trying to find ways to do that while juggling my own personal – how I have to do it, and stuff like that. Yeah, I'd probably just be still unemployed.” – Participant E

Participants' comments aligned with survey findings supporting Vanguard's positive contribution to removing some of the barriers that have previously kept people out of work and supporting participants to find and gain other employment opportunities.

However, creating broader cultural change around access to work and inclusive workplaces is a more ambitious and ongoing project that requires broader community and employer support, and cannot be achieved through Vanguard's actions alone.

4.0 PLACE FINDINGS

4.1 Impact goals for place

The impacts Vanguard Laundry aims to generate for place are:

- More socially cohesive communities in which Vanguard works
- A stronger local economy

4.2 Pathways to more socially inclusive communities and a stronger regional economy

Throughout 2022, Vanguard has continued to actively promote the accomplishments of their staff through avenues such as social media and has maintained referral and employment partnerships with a range of local organisations to build pathways for Vanguard staff to transition to other work.

4.2.1 Secure and stable housing

For the 24 survey participants in 2022 who answered survey questions on housing:

- Overall, 19/24 (79.2%) reported that their housing situation was stable. This is slightly fewer people reporting stable housing compared to 2021, when 22/24 participants (91.7%) reported stable housing.

Since 2022 and 2021 participants are not all the same people, this difference doesn't reflect a change for individuals, but rather differences between each group.

Part of the reason for this difference may be that Vanguard has further developed its referral partnerships with local organisations supporting people with housing, so people in unstable housing situations may now be more represented among Vanguard staff.

- For those who reported unstable housing situations, the reasons for this related to:
 - Homelessness
 - Living in a hostel
 - Lack of rental availability or rental reference history
 - The level of competition when attempting to buy a home
 - Living in an unsafe area
- The effect of rental insecurity on housing stability was a continued theme from previous years of the study.

One participant said:

"It's helped me. It's definitely, yeah [helped with] living conditions, because I've got more money." – Participant B

Another participant said:

"Now that I've started working here I have future plans. So, I want to purchase a home, and gift my family and all that. So, it's made a big change for me. And I want to do all these good things for my family [now] that I started working here." – Participant C

Vanguard Laundry evaluation report 2022

For longitudinal participants who reported their housing stability before and during employment with Vanguard (n=47), a higher proportion had stable housing during employment with Vanguard (81.6%, compared with 61.7% in the 6 months prior to working at Vanguard). A McNemar paired proportions test showed that this difference in housing stability was statistically significant ($p < .01$).

For the 19 participants who moved on from Vanguard during the longitudinal evaluation, housing stability did not differ significantly after leaving employment with Vanguard.

4.2.2 Increased business activity in our community and increased community pride in our region

Changes in the level of demand for businesses that relied heavily on tourism (such as hotels, events and hospitality) impacted Vanguard's work volumes in 2020, and staff interviews suggested some of these impacts continued to affect casual staff shifts in 2021. However, laundry income grew steadily, from \$2,676,717 in FY2020; to \$3,059,495 in FY2021; to \$3,703,662 in FY2022. Vanguard's General Manager of Social Enterprise and Operations noted that work volume had increased by late 2022.

To explore some of Vanguard's contributions to increased business activity in their community, we looked at laundry revenue coming to Vanguard from outside the Toowoomba region from FY2020 to FY2022 (where this revenue was not an existing share of the Toowoomba laundry services market).

This data was supplied by Vanguard Laundry's General Manager of Finance, Human Resources (HR) and Administration.

Between Financial Years 2020 to 2022, the proportion of Vanguard's revenue from outside of Toowoomba remained stable, while the dollar amount of revenue increased over time:

- FY2020: \$965,247 (36% of revenue)
- FY2021: \$1,102,262 (36% of revenue)
- FY2022: \$1,369,489 (37% of revenue)

These figures indicate that:

- Just over a third of Vanguard's revenue comes from business that has been brought into the Toowoomba region.
- Between financial years 2020 to 2022, revenue from business brought into the Toowoomba region totalled over \$3.4 million.

4.2.3 More socially cohesive communities in which Vanguard works

Having a diverse workforce (including people with health condition or disability, and people who have migrated to Australia from other countries) was generally considered a positive aspect of working at Vanguard.

Staff appreciated both the sense of understanding they felt at work, and the opportunity to interact with and understand others who may have different life experiences. One participant said:

“eventually I got to the point where I landed on Vanguard's steps. So here I feel like I learn not only how to be an employee, and how to work in an environment,

Vanguard Laundry evaluation report 2022

but actually interact with other people again. Yeah. That's probably the biggest thing for me." – Participant E

In 2022, Vanguard received employment referrals from five local community support organisations that provide assistance with housing, mental health, and domestic violence, as well as referrals from a local health service, high school, and various employment service providers.

4.2.4 A stronger local economy

To explore some of Vanguard's contributions to a stronger local economy, we looked at:

- Vanguard's employee-related spending over time (based on FY2020-2022 financial statements), and
- Vanguard's spending with suppliers within the Toowoomba region from FY2020-FY2022 (based on data supplied by Vanguard's General Manager of Finance, HR and Administration).

Between FY2020 and FY2022, Vanguard Laundry spent approximately \$7.5 million on employee benefits (such as paying wages and superannuation for employees, including transition staff):

- FY2020 - \$2,297,651 (including wages and superannuation to transition staff)
- FY2021 - \$2,551,751 (including \$724,584 in wages and superannuation to transition staff)
- FY2022 - \$2,700,479 (including \$587,548 in wages and superannuation to transition staff)

Data on the exact amount of wages and superannuation paid to transition staff in FY2020 was not available, so the average proportion was calculated using FY2021 and FY2022 figures only. Out of the total spend on employee benefits over the last two financial years, the average proportion that went directly to transition staff between FY2021 and FY2022 was about 25%.

The proportion of Vanguard's supplier spend within the Toowoomba region remained stable over the last three financial years, while the dollar amount of spending with local suppliers increased over time. Vanguard's spend with local suppliers over the last three financial years was:

- FY2020: \$1,729,889 (64% of spend)
- FY2021: \$1,955,829 (64% of spend)
- FY2022: \$2,330,174 (63% of spend)

These figures indicate that:

- Just under two-thirds of Vanguard's spending is done with local suppliers within the Toowoomba region.
- Between financial year 2020 and 2022, Vanguard's spending with local suppliers totalled about \$6 million.

5.0 PROFITS FINDINGS

5.1 Impact goals for profits

The impacts Vanguard Laundry aims to generate in relation to profits are:

- Surplus to reinvest into sustainability and purpose
- A model that can be sustainably replicated or expanded.

5.2 Pathways to creating surplus to reinvest and a model that can be replicated or expanded

5.2.1 Providing strong and supportive governance

While interviews and surveys with Vanguard's board members and management team were not conducted from 2021 onward, staff commented on aspects of Vanguard's leadership through interviews. As part of a survey on work quality (the COPSOQ III), staff were also asked a series of questions about Vanguard as a workplace, including the quality of Vanguard's leadership (e.g. supervisors and managers) across several domains, such as:

- Quality of work planning
- Ability to resolve conflicts
- Supportiveness of supervisors
- Trust between management and staff
- Organisational fairness and justice.

Staff comments in 2022 and throughout the evaluation research have largely reflected positive experiences with Vanguard's management team and supervisors.

One participant commented:

"I'm very comfortable to talk to them whatever is going on. Straight away, "I have this thing. Can I do it?" All the time they help me. They say, "Okay, what do you want?" – Participant A

Another participant said:

"The supervisor actually explains really thoroughly and that's what makes me learn faster and do my work even quicker and even more effectively." – Participant C

Twenty-three current transition staff provided responses to the COPSOQ III work quality questions, and findings are presented in the following sections. The possible score range for scales within the COPSOQ III is 0-100, with zero being the lowest possible score, and 100 being the highest.

The COPSOQ III measures both positive and negative experiences at work.

- For questions about positive experiences (e.g. recognition of work) - a higher score is desirable.
- For questions about negative experiences (e.g. job insecurity) - a lower score is desirable.

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For each domain of work quality within the COPSQ III, the average (mean) score from Vanguard staff was compared with average scores from existing research on 23,361 employees across six countries (Burr et al. 2019). Vanguard's scores were classified as average, below, or above average based on whether they fell within or outside of the mean scores given for this multi-country study. While Australia was not represented in this study, given that no Australian benchmarks could be found for this latest version of the COPSQ (III), and this study included a very large sample size of different types of workers across different countries, it was used to approximate average scores.

For the figures presented within this section:

- Green bars indicate that Vanguard's mean scores for these domains of work quality are better than the average range
- Yellow bars indicate that Vanguard's mean scores for these domains of work quality are within the expected average range
- Orange bars indicate that Vanguard's mean scores for these domains of work quality are worse than the average range.

Figure 15 shows that in 2022, Vanguard scored better than average, and better than their 2021 scores for the predictability of work, recognition of work, clarity of work roles, and role conflicts. Quality of leadership scores were similar to 2021, but still higher than average COPSQ3 scores.

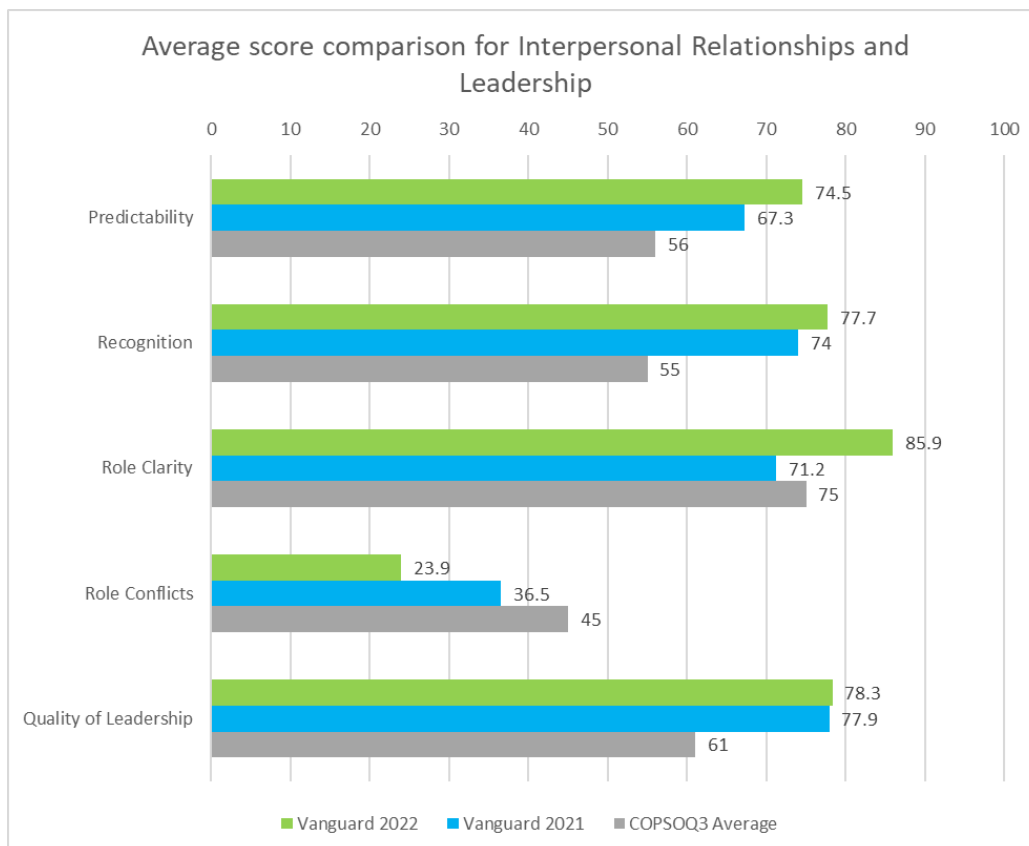


Figure 13 - Average score comparison for interpersonal relationships and leadership

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5.2.2 Experiences of work

As shown in Figure 16, Vanguard’s 2022 mean scores were higher than the expected average range for the amount of social support received from supervisors and colleagues, and for sense of community at work. Scores for support and sense of community were also higher in 2022 than 2021.

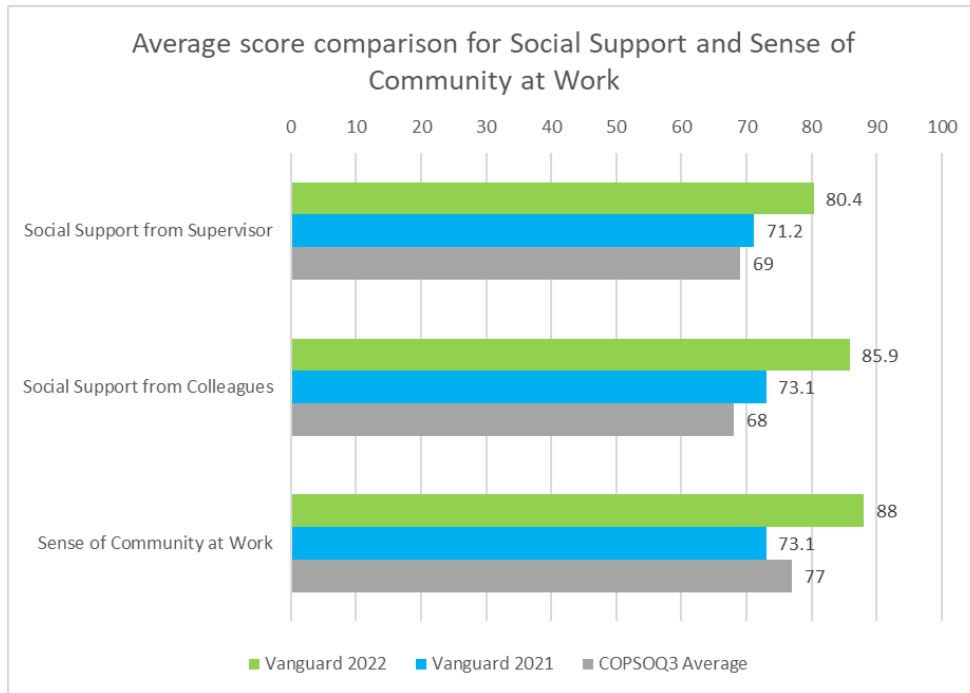


Figure 14 - Average score comparison for social support and sense of community at work

Figure 17 shows that in 2022, Vanguard scored better than both 2021 Vanguard data, and better than average scores from research on vertical trust (trust between management and staff), and organisational justice (fair work distribution and organisational processes).

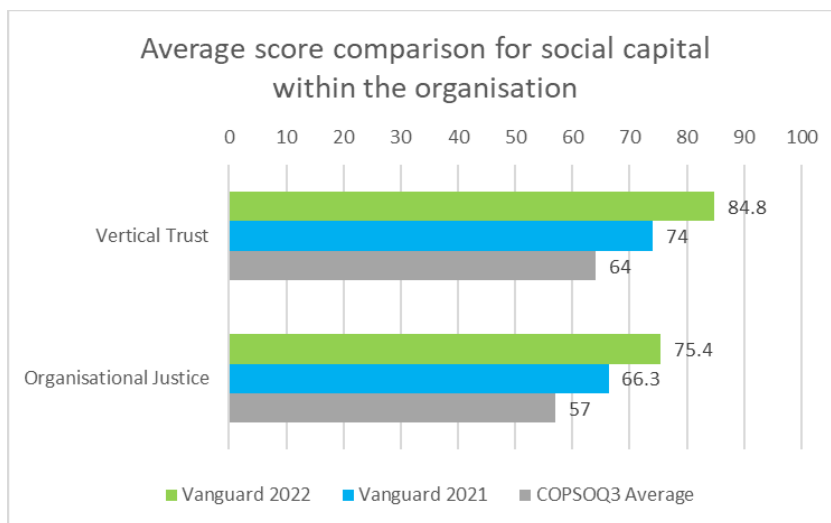


Figure 15 - Average score comparison for social capital within the organisation

Vanguard Laundry evaluation report 2022

Figure 18 shows that compared with average scores from existing research, 2022 Vanguard mean scores indicate that Vanguard participants experienced:

- less quantitative demands
- average work pace demands, and
- less emotional demands than other workers on average

For each of these areas of work demands, Vanguard’s 2022 mean scores were better than 2021.

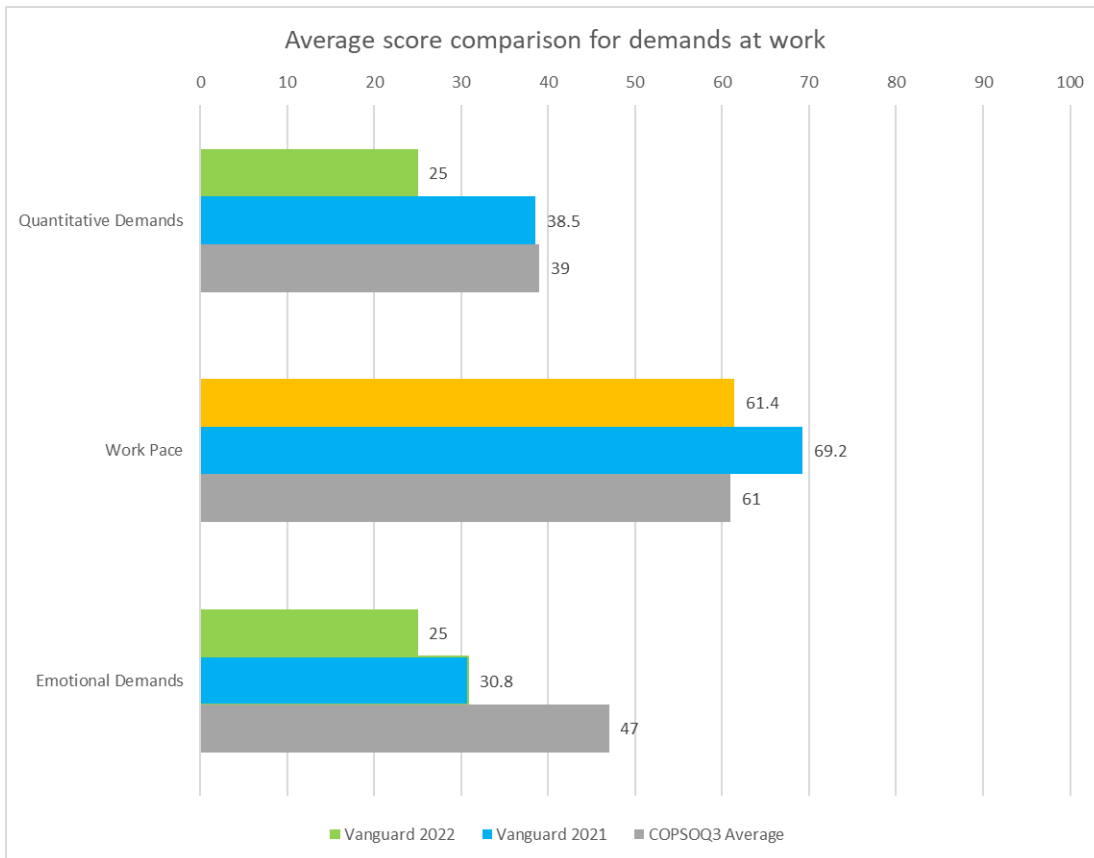


Figure 16 - Average score comparison for demands at work

Vanguard Laundry evaluation report 2022

Figure 19 shows that on average in 2022, Vanguard received:

- slightly better scores for employee influence at work than in 2021, and compared to average scores from research with other employers
- about average scores for possibilities for development and meaning of work – similar to both 2021 Vanguard data and data on average scores from research
- slightly worse scores for control over working time than average scores from research.
 - This is a similar finding to 2021 Vanguard data on this domain of work, and staff comments suggest that this mainly relates to having set/specified break times.

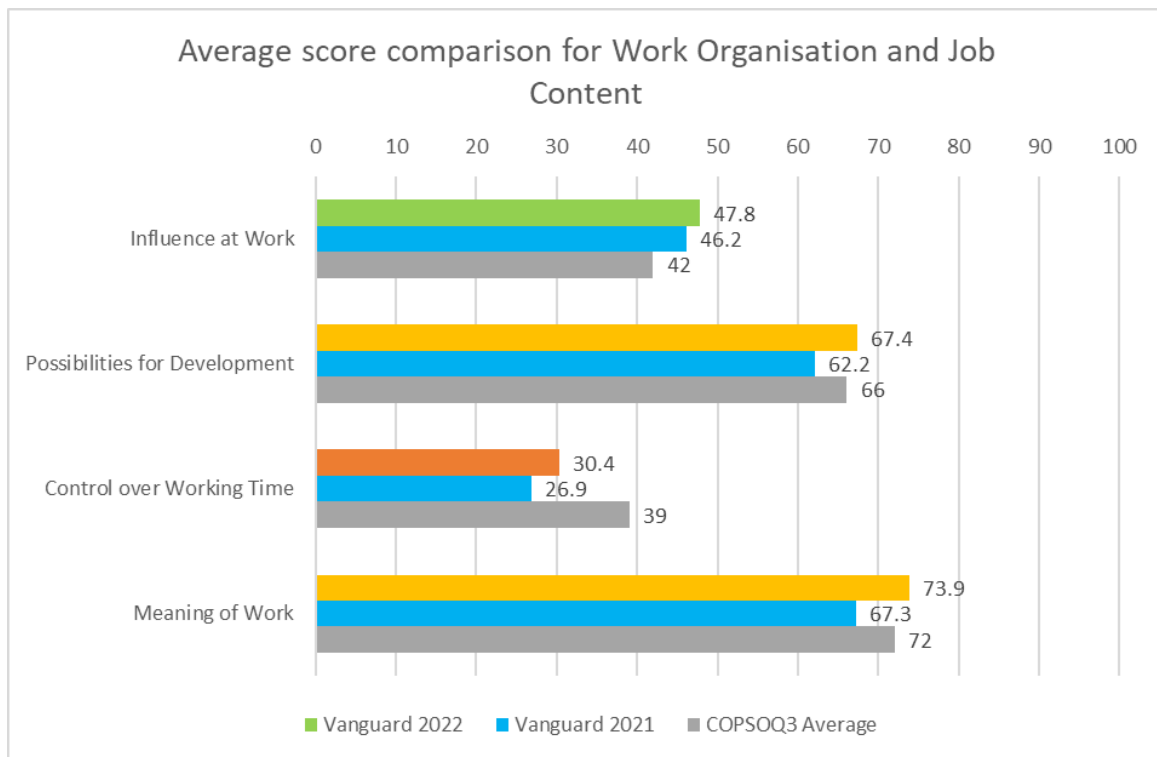


Figure 17 - Average score comparison for work organisation and job content

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Figure 20 shows average scores over time for commitment to workplace, job and working condition insecurity, job satisfaction, and work-life conflict. On average, 2022 Vanguard scores were better than both 2021 Vanguard data and average scores from existing research on:

- Commitment to the workplace (desire to continue working at Vanguard)
- Insecurity over working conditions (feeling worried about shift times changing or being transferred to another job)
- Job satisfaction, and
- Work-life conflict (not having enough time or energy for things outside of work)

In 2022, Vanguard’s mean scores for job insecurity were worse than in 2021 and remained higher than average scores from research with other employers (Burr et al. 2019).

Job insecurity relates to worry about becoming unemployed and worry about the difficulty of finding another job. It is associated with negative effects on mental health (Butterworth et al. 2011).

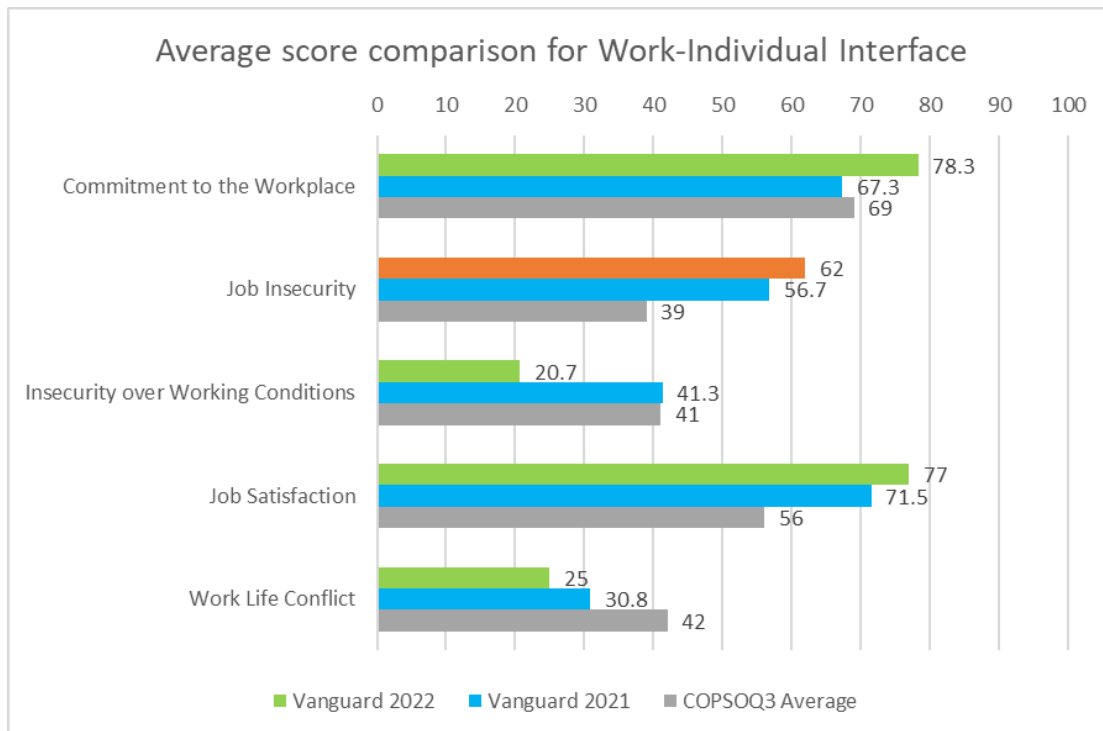


Figure 18 - Average score comparison for work-individual interface

5.2.3 Bullying

As part of the COPSQ III, participants were asked about bullying, using the question “How often do you feel unjustly criticized, bullied or shown up in front of others by your colleagues or your superior?”

In 2022, 30.4% of respondents who answered this question (7/23) had experienced bullying behaviour to some degree during their involvement with Vanguard (mostly either “seldom” or “sometimes”). In 2021, 5/12 respondents (41.7%) who answered this question had reported bullying.

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While the proportion of participants reporting any experience of bullying in 2022 was lower than in 2021, it is still a much higher proportion of people reporting bullying/negative acts at work than other research has identified (with approximately 10.1% reporting bullying in previous research using the COPSOQ III (Berthelsen et al. 2020). While this study was not based in Australia, Australian research on workplace bullying suggests that the proportion of staff experiencing bullying in Australia is similar (9.4-9.7%) (Potter, Dollard & Tuckey - Safe Work Australia 2016).

For about half of those who reported bullying in 2022 (3/6), the negative treatment was received from colleagues. In about another half of cases (3/6), managers or supervisors were identified as the source of negative treatment. One participant did not report the source of bullying.

Throughout the six years of this evaluation, some experiences of bullying have been reported by staff, with colleagues most often being the reported source of the bullying.

Bullying is known to contribute to poor mental health outcomes and is an important issue for any organisation to address to protect the health and safety of all staff. These findings indicate further work may still be needed in this respect.

Despite some identified areas for continued improvement, overall, average scores for Vanguard were either within, or better than the expected range for most work quality domains.

5.2.4 Job satisfaction

In 2022, most participants (21/23 who answered this question, or 91.3%) were either satisfied or very satisfied with their job overall, and the median satisfaction score was 75/100 (where 100 is the highest level of satisfaction).

In 2021, 69.3% of current staff were satisfied with their job and the median satisfaction was 80. This means that compared to 2021, satisfaction scores in 2022 remained similar, but a higher proportion of Vanguard staff were satisfied with their job.

Overall job satisfaction scores for Vanguard staff have remained quite high across all six years of the evaluation.

In 2022, Vanguard staff were again asked about different aspects of their job satisfaction, and median scores for current staff remained consistently high (75/100) for work prospects, physical working conditions, the way their abilities were used, and for work salary. These are the same median scores as for 2021.

One participant said:

“I love challenging myself to grow within myself. So, if I am unsure about something I ask and if I want to develop in an area I will ask the supervisor to guide me through. And if it’s OK, then I know I can just keep on going.” –

Participant C

Scores were typically between 75-100 for work prospects, physical working conditions and use of abilities, while scores for salary were typically between 50-75.

Vanguard Laundry evaluation report 2022

5.2.5 Areas for improvement

Many of the positive aspects of work at Vanguard have already been discussed within this report. The following section focuses on feedback from staff about areas for improvement. The main areas identified for improvement in 2022 were consistent with findings from previous years, including:

- Availability of hours
- Opportunities for transition staff to access permanent work
- Communication and consistency in training
- Desire for more careers support and workshops (impacted by staffing changes in 2022), and
- High temperatures in summer.

Work hours and opportunities for permanent work or different roles

As discussed earlier in this report, just under half of staff in 2022 reported that they would like to work more hours at Vanguard.

Although many participants spoke of the flexibility Vanguard provided in scheduling shifts in line with staff's availability, transition staff are employed casually, with no guaranteed hours of work.

One participant said:

"I love working here, but, something I would put forward would be I want to get more shifts here." – Participant C

Another participant said:

"...in the beginning, because I didn't get many hours, so we were struggling very much." – Participant G

There was also feedback on the need for coverage on afternoon shifts of leading hands (staff who support other workers, alongside doing laundry work), and more awareness of the leading hands' role among staff. Some transition staff would like the opportunity to get involved in some extra training and skill-building around supporting others – particularly as staff often get to know each other, and will come to those they know and feel comfortable with when they have a problem.

"I think that they would benefit from having those leading hands on the afternoon shift. Because I feel like they're the ones that kind of need it the most. It would just be a lot helpful having that person that you could go to that's not the supervisor. Because sometimes it's small. The supervisors, obviously they're busy, they're doing stuff, and they handle a bit more higher stuff... I've noticed that sometimes with [some staff]– they won't be aware of, or feel comfortable, going to someone – So having those people that... there's a bunch of people here of all different diversities that could fill that role." – Participant E

Finally, wanting opportunities for permanent work at Vanguard remained a theme in 2022, as it has been throughout the longitudinal evaluation over the past six years.

Vanguard Laundry evaluation report 2022

One participant said:

“So, Vanguard, and [the careers team] have been helpful to me and asking me about my future goals and supporting me - if I do want to work somewhere else, then they're obviously going to help me to be in that field. But... I want to stay here and want to grow myself within this company.” – Participant C

Communication

Staff noted some challenges with communication and consistency around training people in how things are done across different sections of the laundry. This can make it confusing for staff to know how to do things, and who can show people the standard way to do a task (rather than just the way they personally do something themselves).

“It’s unclear [who to ask for guidance on work tasks sometimes]. Why do I say that? On towels, we have a person that was working there in towels. She knows what to do in towels. Pillowcases, we have the person that work[s] in pillowcases - they know what to do in pillowcases. Folding, the same thing. So the supervisor - he might know what to do in towels, in pillowcases, and some things in folding, but when you put them together, sometimes even he will be like, “Do you know how to do this?” So we need that person that knows to tell [new staff how to do] each section.” – Participant F

“Yeah. I reckon [giving people opportunities to learn the different machines] is important, because that doesn’t always happen to everyone. I know a few people that - they just got put in one place and they’ve expressed to me, I’ve had a conversation with them, they’ll go, “Yeah, I’ve only done this. I wouldn’t even know how to use that machine.” – Participant B, 2022

Another area staff identified for improvement included maintaining respectful communication (regardless of work pressures and stress levels, or the gender of the person being addressed), and the preference for individual feedback on someone’s performance to be delivered privately (rather than in a group setting). Finally, there was a desire for more active conflict resolution approaches from supervisors or management when conflicts arose at work:

“If there’s conflict, work should try and resolve it without us getting asked to go to a counsellor. That’s what I think could be better” – Participant G

If staff do raise an issue with a supervisor or manager, they would like to receive more communication about what’s happened because of their feedback.

Finally, language barriers between staff with different levels of English were noted as a potential frustration for staff with lower levels of English. Some staff were making individual efforts to support greater inclusion (such as learning some words in the languages spoken by their colleagues, to assist with communication). Multiple staff commented that Vanguard is welcoming regardless of language barriers, and staff can build language and communication skills there, which are also transferrable skills for other work.

Vanguard Laundry evaluation report 2022

One participant said:

“Other places, you need to have that good communication for you to work. So the confidence I had after working here, it was like, “I’ll be able to work [in another role]”, because you need to communicate with them. So if I was working here... I’ll be talking to someone. Maybe they’ll understand and maybe I’ll say something, they won’t understand me. I have to repeat myself. Just the same thing as what [it’s like] going to work [elsewhere].” – Participant F

Support to build skills and career pathways

Some staff felt that the nature of the work role they had at Vanguard did not enable a great deal of skill-building. One participant said:

“You don’t really learn anything, because the machines – it’s very basic. It’s very easy. – Participant B

Staff wanted more regular check-ins with the careers team, and more workshops. Vanguard management (and interviewees) noted that staff leave and change within the careers team had impacted capacity for this in 2022:

“I’d like to get back into doing the workshops.” – Participant J

“It just got put on hold, because I think the girl that does it had time off” – Participant B

Physical work environment

Consistent with previous years, participants identified building temperatures as an area that had improved somewhat after the installation of fans but is still impacting staff during summer.

One participant said:

“They can do a little bit better with the aircon or fan, more fans - like, in summertime it’s very hot.” – Participant A

5.2.6 A sustainable social enterprise

Achieving sufficient financial sustainability was identified as a concern within the FY2020 audited financial statements. Despite growth in laundry income in FY2021 and FY2022, Vanguard’s laundry operations did not return a profit in FY2022, and the audited report for FY2022 again noted that Vanguard’s ability to remain a going concern rests on maintaining profitability, and receiving continued support through grants and flexible lending arrangements.

5.2.7 Surplus to reinvest into sustainability and purpose

The financial sustainability of a social enterprise depends on both financial performance (ability to generate income to meet financial and social goals through operations), and on overall financial position in terms of the availability of assets to meet any financial liabilities. The following brief analysis considers these factors, as they are material to Vanguard’s ability to continue creating social impact in alignment with their purpose as a social enterprise.

Vanguard Laundry evaluation report 2022

While Vanguard is achieving many of the positive social impacts outlined in its social mission, like many other businesses, Vanguard was affected by the COVID-19 pandemic and associated restrictions.

Vanguard ended FY2020 with an operating deficit, and with current liabilities exceeding current assets. Due to these factors, and due to the ongoing impacts of the COVID-19 pandemic, the FY2020 audited financial statements noted that there was some material uncertainty related to Vanguard continuing as a going concern. However, at the time of the FY2020 financial statements being prepared, Vanguard's Board of Directors believed there would be sufficient funds for Vanguard to continue operating with expected grant income and COVID-19 related financial supports in FY2021.

Like many other businesses, the financial support received through JobKeeper and Cashflow Boost revenue significantly contributed to Vanguard's financial sustainability in FY2020-2021. In FY2021, Vanguard recorded a surplus – though this was influenced by Vanguard's receipt of COVID-related financial support. In 2022, the FY2021 reported surplus of \$848,461 was retrospectively restated as \$662,881, after adjusting for a credit amount owed to Vanguard that was initially miscalculated by a supplier.

In FY2022, Vanguard's laundry income was \$3,703,662 (21% higher than FY2021) and comprised 86.5% of Vanguard's total income. This represents a continued overall trend of growth in laundry income, and reduction in income from grants. As in FY2021, Vanguard's cost of sales ratio remained steady at 0.8 in 2022, meaning that every dollar of laundry income (and the employment support it provides) cost Vanguard approximately 80 cents to generate. However, despite the overall growth in laundry income over time, Vanguard ended FY2022 with a deficit of \$49,527 (see Table 1, which outlines income and surplus/deficit for financial years 2020 to 2022).

At the end of FY2022, Vanguard's current liabilities exceeded current assets by \$698,015. Although not ideal, Vanguard's total assets did exceed total liabilities by \$1,770,311 (see Table 2 - assets and liabilities). Vanguard's total current trade and other payables owing in FY2022 (\$793,370) exceeded their total cash and cash equivalents held by \$269,805 (see Table 3 - cash, receivables and payables). Ideally, cash at hand would be enough to cover payables without relying on receivables income, which increases financial risk if payments owed to Vanguard are delayed.

The FY2022 audited financial statements note that the ability of Vanguard Laundry continue as a going concern relies on the profitability of laundry operations, grants from philanthropic partners, and support from Westpac Banking Corporation for a current bank bill loan facility amount to be extended and not called upon in the next 12 months. At the time of the audited financial report preparation, Vanguard's Board of Directors were confident in these factors being realised. However, as of 8 December 2022, no further grants were yet reported for FY2023.

To date, Vanguard has required some support from external funders to deliver its current level of services and overall, it remains unclear whether operations are financially self-sustaining. Since the financial sustainability of a social enterprise is what enables continued social impact, this is a vital consideration for Vanguard, and for any future plans to replicate or expand this specific model.

Vanguard Laundry evaluation report 2022

Table 1 - Income and surplus/(deficit) for financial years 2020 to 2022

	FY2022	FY2021 (restated)	FY2020
Laundry Income	\$3,703,662	\$3,059,495	\$2,676,717
Other income (includes all items below)	\$580,097	\$1,917,345	\$1,965,689
Grants	\$562,514	\$895,108	\$1,425,139
Donations	\$2,079	\$1,953	-
Interest received	-	\$284	-
Other income	\$15,503	\$13,937	\$98,550
JobKeeper and Cashflow Boost revenue	-	\$975,850	\$442,000
Sale of fixed assets	-	\$30,212	-
Total income	\$4,283,759	\$4,976,840	\$4,642,406
Cost of sales	(\$3,075,605)	(\$2,623,542)	(\$2,317,690)
Total other expenses	(\$1,257,681)	(\$1,690,417)	(\$2,614,093)
Surplus/(Deficit)	(\$49,527)	\$662,881	(\$289,377)

Table 2 - Assets and liabilities for financial years 2020 to 2022

	FY2022	FY2021 (restated)	FY2020
Current assets	\$1,091,573	\$1,145,384	\$1,158,188
Current liabilities	\$1,789,588	\$1,344,537	\$2,077,498
Total assets	\$4,732,937	\$4,923,992	\$5,028,147
Total liabilities	\$2,962,626	\$3,104,154	\$3,871,190

Table 3 - Total cash, receivables and payables for financial years 2020 to 2022

	FY2022	FY2021 (restated)	FY2020
Cash and cash equivalents held	\$523,565	\$526,134	\$566,831
Total current trade and other receivables	\$253,054	\$345,464	\$188,854
Total current trade and other payables	\$793,370	\$785,758	\$742,076

While income from laundry operations has grown over the last three years, Vanguard has not yet been able to achieve consistent profitability. The audited report for FY2022 notes that Vanguard's ability to remain a going concern rests on maintaining profitability and receiving continued support through grants and flexible lending arrangements.

5.2.8 Summary analysis of financial performance over time¹

Vanguard has significantly grown its laundry business over the past five years. Revenues have increased year on year, with 2022 revenues of \$3.7m being around 1.6 times that of 2019 (\$2.27m).

In the three years to 2020, the company did not generate sufficient income (laundry income plus other income) to cover costs, with deficits in each year totalling \$944,205 over the three years. While deficits were turned around in 2021 and a surplus was recorded for the first time, this positive outcome was significantly impacted by COVID-related JobKeeper and Cashflow Boost receipts of \$975,850, without which a \$312,969 deficit (using restated 2021 figures) would have been recorded. Vanguard's 2022 financial year ended with a deficit of \$49,527 – though this amount does represent a smaller deficit compared with previous years.

Over the 4 years to 2021, Vanguard invested a total of \$1.5m cash in plant and equipment and linen. Including COVID-related government receipts, the company has been able to fund this from operations in 2021 and 2020 (but not 2019 and 2018). Expected future capital expenses need to be considered and whether these can be funded from operations or require increased loan funding. Financial performance (including receipt of COVID payments) in 2021 enabled Vanguard to reduce debt levels substantially.

It is unclear to what degree Vanguard was negatively impacted by COVID in financial terms, either in reduced revenues or additional operating costs. Rather than declining revenues during the COVID-impacted period, the company increased laundry revenues 14.3% in 2021 - recording revenues 34.4% above 2019 pre-COVID levels. It is therefore difficult to draw conclusions on past financial performance and implications for future performance following the COVID pandemic.

To date, Vanguard has required some grant funding to support its operations, receiving around \$2.9m in total grants between financial years 2020 to 2022. Overall, findings suggest that income from laundry operations alone has not yet been sufficient to cover laundry costs and fund other activities performed by the company (such as providing career support – a cost of \$190,653 in FY2022). Although laundry operations and revenues have grown substantially, it remains unclear whether laundry operations are able to be financially self-sustaining. Findings to date indicate that sustainability may require continued sourcing of grants to support current levels of service delivery.

5.2.9 A model that can be sustainably replicated or expanded

The sustainability of continued operations for the current site in Toowoomba, and the sustainability of any further plans to replicate or expand the model rest on the continuation of Vanguard's improved financial performance and position post-2022. Analysis of the FY2022 audited financial statements indicate that, while laundry income has grown since FY2020, Vanguard is yet to achieve ongoing financial sustainability. Whether Vanguard's model can be sustainably replicated remains uncertain. Evaluation findings to date indicate that some ongoing funding support would likely be necessary for any expansion or replication of this social enterprise.

¹ Associate Professor Mark Pickering of Swinburne Business School Department of Accounting, Economics and Finance contributed to this financial analysis by reviewing Vanguard Laundry's publicly available financial statements to 2021 and providing comments drawing on his accounting expertise.

6.0 SOCIAL ENTERPRISE ECOSYSTEM FINDINGS

6.1 *Impact goals for the social enterprise ecosystem*

The impacts Vanguard Laundry aims to generate for the social enterprise ecosystem are:

- Improved sustainability and reduced volatility of the social enterprise (SE) ecosystem.

6.2 *Pathways to improved sustainability and reduced volatility of the SE ecosystem*

As of 2022 - the sixth and final year of the Vanguard Laundry Evaluation - research findings to date have been documented and shared with other researchers, policymakers, social entrepreneurs, social enterprise intermediaries, funders, academics, students, research participants and the public.

6.2.1 Learning that contributes to the funding and development of sustainable social enterprises

Findings from the Vanguard Laundry evaluation to date have been shared with:

- Government policy professionals, through discussions of evaluation findings, and presentations at an evidence forum, and a Productivity Commission inquiry (2018-2019)
- Other social entrepreneurs and social enterprise intermediaries, through industry conferences and public events (2018-2020)
- Academics and social impact students, through a highly commended published paper (Elmes 2019), teaching (2018-2020), and a case study shared across three Australian universities (2021).
- The public, through public events (2018-2020), media (2019-2020), and a research summary video (2021).

Feedback received in 2021-2022 from social enterprise intermediaries has noted that the series of Vanguard evaluation reports has informed further work, including the use of previous findings to:

- Demonstrate the kinds of positive social impacts employment-focused social enterprises can generate
- Contribute to the knowledge base on social enterprise in Australia, and
- Provide relevant information that others within the social enterprise ecosystem can draw on to inform program design and further research.

6.2.2 Cross-sector support for the benefits of social enterprise

In 2022, Vanguard received a range of support from Federal and State governments, philanthropic organisations, and the business and for-purpose sectors.

In 2022, Vanguard had:

- Eleven support partners (including workshop partners)
- Eight employment partners in total, including five who supported career transition pathways in 2022, and three ongoing employment partnerships
- Four funders for the 2022 Financial Year.

Vanguard Laundry evaluation report 2022

Vanguard's employment partnerships with other local organisations have increased over time, having started with just one employment partner from 2016-2019, and growing to eight employment partners by 2022. These employment partners provide support through:

- Offering career transition pathways
- Providing work experience, and
- Facilitating workshops for Vanguard staff.

6.2.3 Improved sustainability and reduced volatility of the social enterprise ecosystem

The range of cross-sector support that Vanguard Laundry has attracted since its launch is a promising reflection on the level of engagement of the social enterprise ecosystem.

Vanguard's General Manager of Social Enterprise and Operations provided some information on the range of social enterprise ecosystem activities and advocacy work that Vanguard has done between 2020-2022, including:

- Hosting a Social Enterprise World Forum tour in 2022
- Being part of two regional Social Enterprise activation programs – in 2021 and 2022
- Spearheading the formation of the Social Enterprise Network of the Darling Downs & Southwest
- Being a Regional Activator and Regional Champion for QSEC
- Being part of the production of the Social Enterprise World Forum Manifesto
- Being part of OIM case studies produced by the Australian Government Department of Social Services and Urbis
- Being part of the Business for good report produced by Social Enterprise Australia
- Participating in ad-hoc meetings with State and Federal politicians
- Presenting to a panel for Social Impact Measurement Network of Australia in Melbourne in October 2022, and
- Presenting as part of a Community Enterprise Initiative in Darling Downs in 2022.

Vanguard continues to contribute to the social enterprise ecosystem through the range of sector activities they lead and participate in.

However, it is not feasible to meaningfully comment on any changes in volatility and sustainability in the ecosystem that arise specifically from Vanguard's actions or from the learnings that have been shared through this evaluation, given:

- the rapidly changing operating conditions that social enterprises (and others) have had to adapt to in the wake of COVID-19 between 2020-2022, and
- the current limited aggregate data on the social enterprise ecosystem in Australia.

7.0 CONCLUSION

This research shows that with the opportunity, flexibility and support offered by a social enterprise like Vanguard Laundry, people who have experienced disadvantage in accessing employment can thrive at work, and gain pathways into other employment. Overall, participants reported positive work experiences at Vanguard, and those who gained other work attributed their employment with Vanguard and the career support they received as helping them to find and gain another job.

In 2022, ratings of Vanguard's work quality factors were mostly above average compared with benchmark data and had improved on 2021. Job satisfaction ratings remained high throughout the longitudinal evaluation, suggesting that Vanguard is providing a quality work environment for staff. Access to decent, paid work (at a social enterprise or elsewhere) contributes to social connection, purpose and wellbeing, and can provide increased income that helps people afford things they need. For longitudinal participants who reported their housing stability before and during employment with Vanguard, a significantly higher proportion had stable housing since working at Vanguard.

However, the limited level of income that people can earn while working casually at a work integration social enterprise such as Vanguard can mean limited economic mobility, and a need for supplementary income sources (Cooney 2011). Like prior years, the main area transition staff identified for improvement in 2022 was job security, including desire for increased work hours among almost half of 2022 participants, and more opportunity for permanent jobs within Vanguard.

The proportion of all Vanguard participants transitioning to other work by 2022 (41%) was higher than jobactive Stream C participants overall (28.9%) (Department of Employment and Workplace Relations 2021). However, Vanguard's direct employment model as a social enterprise means people who have not yet transitioned, or who need to return to Vanguard can also remain employed. This is important, as sustained employment takes time and the right fit between a person and job - particularly where there are complex barriers to work (Williams et al. 2016). At last contact, over half (56.7%) of 134 transition staff who started at Vanguard were employed (at Vanguard or elsewhere).

Longitudinal findings showed that most transition staff commencing at Vanguard either held a TAFE qualification, or had exited school before Year 12. Most staff had experienced long-term unemployment for a year or more before starting at Vanguard. Over time, Vanguard employed a more culturally diverse group of employees, while long-term health conditions and disability were less prevalent among evaluation participants in 2022. Transition staff typically spent between 9 months up to almost three years working at Vanguard, with a median length of time at Vanguard of 18 months. Among those who moved into other work, having a well-suited job and a supportive employer were important enabling factors, alongside support from Vanguard over time.

Among longitudinal participants, there was no significant difference in participants' confidence to apply for or hold down a job either during their involvement with Vanguard, or after moving on. Participants often commented that lack of confidence was about whether other employers would give them a chance and accommodate their needs, rather than concerns about their own ability to do a job if given the right opportunity. Motivation to be in paid work was high throughout involvement with Vanguard, but there was a significant decrease in the proportion of staff motivated to work after leaving Vanguard. This often related to health issues, or negative experiences at work.

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The majority (70.6%) of longitudinal evaluation participants rated their health as better than a year ago at their first evaluation survey since joining Vanguard, and self-rated health scores did not differ significantly over time while participants were at Vanguard. But, for the 18 staff with data before and after leaving Vanguard, self-rated health scores after leaving Vanguard were significantly worse. While the small amount of data prevents firm conclusions, these findings do align with other recent research on work integration social enterprise that finds staff tend to maintain relatively stable health during their employment with a social enterprise (Lysaght et al. 2022).

There was no significant difference in longitudinal participants' wellbeing scores over time either during their employment with Vanguard, or after leaving. The absence of data on participants' wellbeing levels prior to joining Vanguard limited the ability to detect change upon commencement with Vanguard. However, among participants who left Vanguard, mean personal wellbeing scores were significantly higher among participants who were employed or studying, compared with participants who were unemployed or not in the workforce. This is consistent with research on the impacts of unemployment on wellbeing and suggests that similar patterns of lower wellbeing may have occurred if participants had not gained work at Vanguard and had remained unemployed.

Over the last three financial years, more than a third of Vanguard's laundry revenue (about \$3.4 million) came from business that was brought into the Toowoomba region. Just under two-thirds of Vanguard's supplier spend between FY2020-2022 was with local suppliers, totalling approximately \$6 million in local spending during this time. Between financial years 2020 and 2022, Vanguard employed 134 staff who faced employment disadvantage; supported 55 staff with career transitions; and paid about \$7.5 million in employee benefits (such as wages and superannuation) to local staff. In summary, the value Vanguard generates extends beyond providing laundry services and employment pathways for transition staff to benefits for local businesses and community members.

Although delivering on social impact is Vanguard Laundry's driving purpose, the financial sustainability of Vanguard is essential in enabling this. While Vanguard has grown its laundry income over the last three years, it has not yet achieved consistent profitability. Sustained profitability (and continued support through grants and flexible lending arrangements) is required for Vanguard to remain a going concern. Vanguard's future sustainability and any further plans to replicate or expand the model rest on Vanguard's improved financial performance and position over time.



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9.0 APPENDIX 1: VANGUARD LAUNDRY STAFF INTERVIEW QUESTIONS 2022

1. (For new participants/initial interviews) To start with, can you tell me a bit about the story of your involvement with Vanguard Laundry Services? (Prompts: what made you want to be involved, what was the application/interview process like for you, how did you feel being in the workspace, how has your experience of Vanguard changed over time?)
2. What are the main things you get (or got) out of coming to work at Vanguard (since starting, or since our last interview)? (Prompts: what do you enjoy or like about working at Vanguard? Are there things to do with the income your work provides, the activities you do at work, the people at work, or the way you feel about being at work?)
3. What are the things that you think have changed about your life from:
 - (New participants/initial interview) before you started at Vanguard to now?
 - (Follow up interviews) the last interview we did?

(Prompts: What's different about your day to day life or your weekly routine? What are the skills or strengths you see in yourself now that you might not have realised before? What's different about your health or wellbeing? social connections and activities? What's different about the way you feel about yourself or others?)
4. Of the things that have changed in your life, what changes do you think are related to your work at Vanguard, and what changes do you think are related to other things in your life? For example, outside of Vanguard, are there other things that have impacted on your life (since you started your work at Vanguard, or since our last interview)? (Prompts: has anything major changed with your health, relationships, living situation, or gaining other employment for example).
5. If you hadn't got involved with Vanguard, what would you be doing instead? (e.g. how would your life be different from what it's like now? Do you think you would have found other work?)
6. How has Vanguard (or your new employer/employment support) made a difference to you in:
 - Getting and maintaining work? (e.g. are there things about the application process, the working conditions, or other things that make a difference to your motivation and ability to succeed in your job – at Vanguard and beyond?)
 - Gaining skills, confidence, or training opportunities? (e.g. are there tasks you feel more capable at now, have you attended training, or has mentoring from other staff helped you learn new skills – how did these opportunities help in the longer-term?)
 - Your overall health and wellbeing? (e.g. has working at Vanguard made a difference to your physical or mental wellbeing? If so, what has made this difference, and have any changes in your health and wellbeing persisted over time/after moving on?)

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- Feeling included and supported? (e.g. overall, does it feel like staff treat each other respectfully and help each other out as a team? If so, what does Vanguard do that encourages this? Outside of Vanguard, how accepted and included do you feel in your community? Has this changed for you since working at Vanguard, or since moving on?)
7. What has your experience of the career development program been like? (Prompts: Do you think it has been helpful? What made a difference to you? What are your views on the support offered, benefits, and amount of contact with the careers team? Would you change anything about the career development program if you could?)
 8. What do you think about the transitional nature of jobs at Vanguard? (Prompts: How is your experience of Vanguard affected by knowing that the end goal is for you to move into another job outside Vanguard? Would you want to change anything about this model?)
 9. Your views on what's not working so well are just as important as positive feedback. What do you think Vanguard (or your new employer/employment support) could do more of, or do better at, that would support you or other people in:
 - maintaining employment over time (either at Vanguard, or at other jobs in the future if people would like to transition into different work)?
 - beginning or completing education or training?
 - improving your health and wellbeing?
 - creating a more inclusive and supportive local community?
 10. Is there anything else you would like to say about your experience with Vanguard (or with other employers/services etc.)?

10.0 APPENDIX 2: VANGUARD LAUNDRY STAFF SURVEY 2022

Information about this survey

Why am I being invited to participate?

You have been invited to participate in this project because you are involved with Vanguard Laundry and you agreed to receive a survey link. The survey includes some questions about you, how things might have changed for you since being involved with Vanguard, and what you think of the working conditions at Vanguard Laundry.

What is the aim of this survey?

This survey is part of a research project about Vanguard Laundry that is being done by a research team from the Centre for Social Impact at Swinburne University. The aim of the research is to understand how Vanguard Laundry might benefit the wellbeing and long-term employment of individual staff, and how staff experience the working conditions at Vanguard.

What happens to the information I provide through the survey?

Your survey responses are not shared directly with Vanguard Laundry, but will be collected by the Swinburne University research team and stored in secure computer folders at Swinburne. The information you provide will be used in current and future research about Vanguard Laundry, and the Swinburne University researchers will create research publications and a report for Vanguard Laundry to summarise the main findings. These reports or publications may be shared publicly (for example, on Swinburne's or Vanguard Laundry's website). Five years after this research project ends, your information will be securely deleted from files.

How is my privacy and confidentiality protected?

The survey does not ask for your name or other identifying details, and you will not be personally identified in any reports or publications of this research. The information you provide through the survey is not shared directly with anyone outside of the Swinburne University research team. Only a summary of the findings is shared in a report for Vanguard Laundry and in other research publications.

Do I have to do this survey?

You don't have to do this survey if you don't want to, and whether or not you do the survey won't affect your relationship with Vanguard Laundry or Swinburne University. If you take the survey but don't want to answer certain questions, you can skip these. If you are under 18, you can still take the survey, but you might wish to talk about it with a parent/guardian or other trusted adult before going ahead.

How do I take the survey?

The survey will take around 30 minutes total to complete. You can do the survey using any device with an internet connection, like a mobile phone or computer. If you enter and submit your responses in the survey, we'll accept this as your agreement to participate. If you don't want to participate, you can simply close this browser window to exit. If you would like to go ahead and take the survey, you can proceed by clicking on the "Start survey" button below.

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Initial questions

Date of completing this survey (today's date will automatically be shown):

Please choose one of the following three options. I am a:

- Potential Vanguard staff member - e.g. I am going through the interview process, or doing a work trial or work experience at Vanguard
- Current Vanguard staff member - e.g. I currently work at Vanguard
- Previous Vanguard staff member - e.g. I worked at Vanguard before and have now moved on.

Personal Wellbeing Index

International Wellbeing Group (2013). *Personal Wellbeing Index: 5th Edition*. Melbourne: Australian Centre on Quality of Life, Deakin University <http://www.acqol.com.au/instruments#measures>

Thinking about your own life and personal circumstances, how satisfied are you with your life as a whole?

0 1 2 3 4 5 6 7 8 9 10

Please choose a number between 0 and 10 to rate your satisfaction with your life as a whole



How satisfied are you with your standard of living?

0 1 2 3 4 5 6 7 8 9 10

Please choose a number between 0 and 10 to rate your satisfaction with your standard of living



How satisfied are you with your health?

0 1 2 3 4 5 6 7 8 9 10

Please choose a number between 0 and 10 to rate your satisfaction with your health



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How satisfied are you with what you are currently achieving in life?

0 1 2 3 4 5 6 7 8 9 10

Please choose a number between 0 and 10 to rate your satisfaction with what you are currently achieving in life	
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How satisfied are you with your personal relationships?

0 1 2 3 4 5 6 7 8 9 10

Please choose a number between 0 and 10 to rate your satisfaction with your personal relationships	
--	--

How satisfied are you with how safe you feel?

0 1 2 3 4 5 6 7 8 9 10

Please choose a number between 0 and 10 to rate your satisfaction with how safe you feel	
--	--

How satisfied are you with feeling part of your community?

0 1 2 3 4 5 6 7 8 9 10

Please choose a number between 0 and 10 to rate your satisfaction with feeling part of your community	
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How satisfied are you with your future security?

0 1 2 3 4 5 6 7 8 9 10

Please choose a number between 0 and 10 to rate your satisfaction with your future security	
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Vanguard Laundry evaluation report 2022

Confidence and motivation

Questions on confidence and motivation were originally developed by Distinguished Professor Jo Barraket as part of *Working for renewal: an evaluation of Mission Australia's UREEP: a social enterprise and transitional labour market program*. (2008). Victorian Department of Planning and Community Development, The Centre for Public Policy, and Mission Australia. Published by Mission Australia. Accessible online at: <http://hdl.voced.edu.au/10707/45224>.

Right now, how confident do you feel about your ability to apply successfully for a job?

- Very Unconfident
- Unconfident
- Neither Confident Nor Unconfident
- Confident
- Very Confident

Right now, how confident do you feel about your ability to hold down a job?

- Very Unconfident
- Unconfident
- Neither Confident Nor Unconfident
- Confident
- Very Confident

Right now, how confident do you feel about your ability to be actively involved in your community?

- Very Unconfident
- Unconfident
- Neither Confident Nor Unconfident
- Confident
- Very Confident

Right now, how confident do you feel about your ability to make new friends?

- Very Unconfident
- Unconfident
- Neither Confident Nor Unconfident
- Confident
- Very Confident

Right now, how confident do you feel about your ability to get access to support from friends or family?

- Very Unconfident
- Unconfident
- Neither Confident Nor Unconfident
- Confident
- Very Confident

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Right now, how confident do you feel about your ability to get access to services you need? (e.g. health services, counselling, financial assistance or others)

- Very Unconfident
- Unconfident
- Neither Confident Nor Unconfident
- Confident
- Very Confident

Right now, how motivated do you feel to be in regular paid work?

- Very Unmotivated
- Unmotivated
- Neither Motivated Nor Unmotivated
- Motivated
- Very Motivated

Right now, how motivated do you feel to be in a training course or other form of education?

- Very Unmotivated
- Unmotivated
- Neither Motivated Nor Unmotivated
- Motivated
- Very Motivated

Right now, how motivated do you feel to be an active part of your community?

- Very Unmotivated
- Unmotivated
- Neither Motivated Nor Unmotivated
- Motivated
- Very Motivated

Work and demographic questions

The next section of this survey asks for a little bit of information about you. If there are any questions you don't want to answer, you don't have to.

When did you start working at Vanguard Laundry? (e.g. what month and year did you begin work, or work experience at Vanguard) _____

Display This Question if "Please choose one of the following three options. I am a: = Previous Vanguard staff member- e.g. I worked at Vanguard before and have now moved on"

When did you stop working at Vanguard Laundry? (e.g. what month and year did you finish working at Vanguard)

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Before being involved with Vanguard, how long had it been since you were last employed in paid work?

- I was employed somewhere else when I started at Vanguard, or I had less than a month's gap in paid work before starting at Vanguard
- 1 to 3 months without paid work
- 4 to 6 months without paid work
- 7 to 11 months without paid work
- 12 months or more without paid work
- I have not had any paid employment before Vanguard

Display This Question if "Please choose one of the following three options. I am a: = Previous Vanguard staff member - e.g. I worked at Vanguard before and have now moved on"

Since leaving Vanguard Laundry, when were you last employed in paid work?

- Now - I'm currently employed in paid work
- 1 to 3 months without paid work
- 4 to 6 months without paid work
- 7 to 11 months without paid work
- 12 months or more without paid work

Are you working at the moment? (you can select more than one option if needed)

- I'm doing a work trial or work experience at Vanguard
- I'm employed in paid work with Vanguard
- I'm employed in paid work somewhere else other than Vanguard
- I'm currently unemployed or out of work
- Other (e.g.: if working multiple jobs, please note how many, or add other relevant details here): _____

Display This Question if "Are you working at the moment? (you can select more than one option if needed) != I'm currently unemployed or out of work"

What is your current employment type?

- Casual (e.g. your shifts may vary week to week and / or you don't have access to paid leave)
- Part-time (e.g. you work less than 35 hours a week but your shifts may be regular and / or you have access to paid leave)
- Full-time (e.g. you work 35 or more hours per week and you have access to paid leave)
- Other (e.g. you're seeking work; or on work experience - please enter details): _____

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Display This Question if "Are you working at the moment? (you can select more than one option if needed) != I'm currently unemployed or out of work"

How many hours do you usually work per week? (Please enter a number. If it changes from week to week, please enter last week's total hours worked) _____

Is this the amount of work you want, or would you prefer to work more or less?

- I am currently working the amount of hours that I want to work
- I want more hours of work than I have right now (please enter how many hours per week in total you would want to work) _____
- I want less hours of work than I have right now (please enter how many hours per week in total you would want to work) _____

Overall, what amount of work experience have you had before starting at Vanguard?

- No work experience or employment
- Some work experience or employment
- Lots of work experience or employment

Overall, what amount of work experience have you had since starting at Vanguard?

- No work experience or employment
- Some work experience or employment
- Lots of work experience or employment

These next few questions are about the year leading up to when you started at Vanguard Laundry

In the year leading up to when you started at Vanguard, how much unpaid work experience did you do?

- None
- Less than 1 month of unpaid work experience
- 1 to 3 months of unpaid work experience
- 4 to 6 months of unpaid work experience
- 7 to 11 months of unpaid work experience
- 12 months of unpaid work experience

In the year leading up to when you started at Vanguard, how many months of paid employment did you have?

- None
- Less than 1 month of paid employment
- 1 to 3 months of paid employment
- 4 to 6 months of paid employment
- 7 to 11 months of paid employment
- 12 months of paid employment

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In the year leading up to when you started at Vanguard, how many employers did you work for?

- None
- 1
- 2
- 3
- 4
- 5 or more

These next few questions are focused on the time since you started at Vanguard

Since you started at Vanguard, how much unpaid work experience have you done?

- None
- Less than 1 month of unpaid work experience
- 1 to 3 months of unpaid work experience
- 4 to 6 months of unpaid work experience
- 7 to 11 months of unpaid work experience
- 12 months or more of unpaid work experience

Since you started at Vanguard, how many months of paid employment have you had?

- None
- Less than 1 month of paid employment
- 1 to 3 months of paid employment
- 4 to 6 months of paid employment
- 7 to 11 months of paid employment
- 12 months or more of paid employment

Since you started at Vanguard, how many employers have you worked for?

- None
- 1
- 2
- 3
- 4
- 5 or more

Since you became involved at Vanguard, have you gained other work outside of Vanguard?

- Yes - I gained another paid job outside of Vanguard that I didn't have before I started at Vanguard
- No - I haven't gained another paid job outside of Vanguard since I started at Vanguard

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Display This Question if "Since you became involved at Vanguard, have you gained other work outside of Vanguard? != No - I haven't gained another paid job outside of Vanguard since I started at Vanguard."

Do you think Vanguard Laundry made a positive contribution to you getting another paid job?

- No, not at all
- Yes, to some extent (a little)
- Yes, to a large extent (a lot)

Display This Question if "Since you became involved at Vanguard, have you gained other work outside of Vanguard? != No - I haven't gained another paid job outside of Vanguard since I started at Vanguard"

What was it that helped you get this other paid job? (You can select as many options as apply for you, and add comments if you like)

- A Vanguard staff member helped me find another job (e.g. shared a job advertisement or opportunity with me)
- A Vanguard staff member helped me apply for another job (e.g. introduced me to an employer, helped me prepare a resume or job application, or set up an interview)
- The work experience, work skills or work reference I got from Vanguard helped me get another job
- The career support I got from Vanguard's careers team helped me get another job (e.g., talking about career path options, doing activities about my goals and strengths)
- Vanguard supported me in another way that helped me get another job (please say how else Vanguard helped you to get a new job):

- My own previous work experience or skills that I had before starting at Vanguard helped me find, apply for and get another job
- Support from someone else outside Vanguard helped me find, apply for or get another job (e.g. support from other people you know in your life, or from an employment services provider or other service).
- Something else not listed above helped me to get another job (please say what helped you):

Is your current housing situation stable? (For example, can you comfortably stay in your current situation, or do you feel that you could access other suitable housing if you needed to move?)

- Yes
- No (if your housing situation was unstable at times, please enter the reason for this if you don't mind) _____

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What is the highest level of education you've completed?

- Year 11 or below
- Year 12 or equivalent
- TAFE Diploma or Certificate
- Bachelor Degree
- Post-graduate Degree
- Other (Please give details) _____

Do you have any accredited training or qualifications? If so, please list basic details of each qualification, or you can skip to the next question if this doesn't apply.

Have you started or completed any new accredited training or qualifications since starting at Vanguard?

- I have not started or completed any new training since coming to Vanguard
- I started some training but have stopped, or don't plan to complete it
- I started some training and am continuing with it
- I started some new training and have now completed it

Display This Question if "Have you started or completed any new accredited training or qualifications since starting at Van... != I have not started or completed any new training since coming to Vanguard"

How did you get involved in this new training?

- I got involved in this training through Vanguard (e.g. Vanguard provided the pathway or opportunity)
- I got involved in this training independently (e.g. you found the pathway or opportunity yourself)

Display This Question if "Have you started or completed any new accredited training or qualifications since starting at Vanguard. = I started some new training and have now completed it"

Please list the name of any new qualification/s you've gained since starting at Vanguard

When were you last involved in education or training?

- Now - I'm currently involved in an education or training course
- Less than a year ago
- 1 to 2 years ago
- to 5 years ago
- 6 to 9 years ago
- 10 or more years ago

Vanguard Laundry evaluation report 2022

What is your current age?

How do you describe your gender?

- Man or male
- Woman or female
- Gender diverse
- I use a different term (please specify if you want to):

- Prefer not to answer

What country were you born in?

- Australia
- Italy
- Malaysia
- Nepal
- New Zealand
- Sudan
- Syria
- UK
- Other: _____

Display This Question if "What country were you born in? != Australia"

If Australia is not your country of birth, how long ago did you arrive in Australia?

- Less than a year ago
- 1 to 2 years ago
- to 5 years ago
- 6 to 9 years ago
- 10 or more years ago

Display This Question if What country were you born in? != Australia

Did you come to Australia as an asylum seeker or refugee?

- Yes
- No
- Prefer not to say

Vanguard Laundry evaluation report 2022

What cultural background/s or ancestry do you identify with? You can select whatever option/s fit best for you, or write in your own option below.

- Aboriginal
- Torres Strait Islander
- South Sea Islander
- Anglo-Australian
- African
- Italian-Australian
- Malay-Australian
- New-Zealander
- Sudanese
- Syrian-Australian
- Tibetan
- I'd describe my cultural background/s or ancestry as:

- Australian
- Prefer not to say

Do you have a health condition or disability that has affected you for six months or more? (Please select the relevant option/s, and add details if you want to provide them)

- I don't have any health conditions or disabilities that have affected me for six months or more
- I have a mental health condition or disability (please add detail such as name of condition/s if willing): _____
- I have a physical health condition or disability (please add detail such as name of condition/s if willing): _____
- I have another health condition or disability that's not already listed above (please add detail such as name of condition/s if willing)

Do you identify as:

- Straight or heterosexual
- Gay, lesbian or homosexual
- Bisexual or pansexual
- Asexual
- Another sexual orientation
- Don't know
- Prefer not to say

You're halfway or more through the survey now. We really appreciate your responses - not too much longer to go.

Self-efficacy, self-assessed health, and work environment

The questions in this section are drawn from the COPSOQ III questionnaire (middle version). COPSOQ International Network - Llorens-Serrano, C., Pérez-Franco, J., Oudyk, J., Berthelsen, H., Dupret, E., Nübling, M., Burr, H. and Moncada, S. (2020). *COPSOQ III. Guidelines and questionnaire*: <https://www.copsoq-network.org/assets/Uploads/COPSOQ-network-guidelines-an-questionnaire-COPSOQ-III-180821.pdf>.

Self-efficacy

How well do these descriptions fit on you as a person?

I am always able to solve difficult problems, if I try hard enough.

- Fits perfectly
- Fits quite well
- Fits a little bit
- Does not fit

If people work against me, I find a way of achieving what I want.

- Fits perfectly
- Fits quite well
- Fits a little bit
- Does not fit

It is easy for me to stick to my plans and reach my objectives.

- Fits perfectly
- Fits quite well
- Fits a little bit
- Does not fit

I feel confident that I can handle unexpected events.

- Fits perfectly
- Fits quite well
- Fits a little bit
- Does not fit

When I have a problem, I can usually find several ways of solving it.

- Fits perfectly
- Fits quite well
- Fits a little bit
- Does not fit

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Regardless of what happens, I usually manage.

- Fits perfectly
- Fits quite well
- Fits a little bit
- Does not fit

Self-assessed health and change in health

These questions originate from the RAND SF-36 Health Survey, which was developed at RAND as part of the Medical Outcomes Study, and is accessible at: https://www.rand.org/health-care/surveys_tools/mos/36-item-short-form.html.

In general, would you say your health is:

- Excellent
- Very good
- Good
- Fair
- Poor

Compared to one year ago, how would you rate your health in general now?

- Much better now than one year ago
- Somewhat better now than one year ago
- About the same
- Somewhat worse now than one year ago
- Much worse now than one year ago

Information about the COPSQ questions about work environment

The COPSQ questionnaire in this next section is a tool to reduce psychosocial risk, improve working conditions, and achieve a healthier work organisation. The questions are not intended to rate you as an employee, but for you to rate Vanguard as a workplace. You can read more about this questionnaire below, or just click the "Continue survey" button at the bottom to continue whenever you're ready.

The COPSQ has no specific rules or guidelines for its use as a research instrument other than the applicable ethical requirements for conducting research involving humans.

1. *Never start a psychosocial risk assessment unless there is a clear intention of taking action if indicated.*
2. *Answering the questionnaire is voluntary; however a response rate below 60% may indicate a lack of worker engagement in the process.*
3. *All respondents and their responses must be kept anonymous.*
4. *All the employees have the right to see and discuss the results they have contributed to.*
5. *Workers, workers' representatives, supervisors and managers should participate actively during the whole process.*

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6. *There are no standard solutions to problems. Solutions should be developed in a participatory, context-specific manner, and integrated with the other processes in the organisation.*
7. *It is important to distinguish between what can, and what cannot be changed. Do not try to change what cannot be changed, and do not accept what should be changed.*
8. *If interventions are made, it is recommended to repeat the survey after 1-2 years in order to see if the intended improvements have been achieved.*
9. *The risk assessment results should be seen as a tool for dialogue.*
10. *Risk assessment should be seen as part of the overall concept of the learning organisation and organisational development.*

COPSOQ questions

Is your workload unevenly distributed so it piles up?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

How often do you not have time to complete all your work tasks?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Do you get behind with your work?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Do you have to work very fast?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Vanguard Laundry evaluation report 2022

Do you work at a high pace throughout the day?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Do you have to deal with other people's personal problems as part of your work?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Is your work emotionally demanding?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Do you have a large degree of influence on the decisions concerning your work?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Do you have the possibility of learning new things through your work?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Can you use your skills or expertise in your work?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Vanguard Laundry evaluation report 2022

Does your work give you the opportunity to develop your skills?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Can you decide when to take a break?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Is your work meaningful?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

At your place of work, are you informed well in advance concerning (for example) important decisions, changes or plans for the future?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Do you receive all the information you need in order to do your work well?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Vanguard Laundry evaluation report 2022

Is your work recognized and appreciated by the management?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Are you treated fairly at your workplace?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Does your work have clear objectives?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Are contradictory demands placed on you at work?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Do you sometimes have to do things which ought to have been done in a different way?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Vanguard Laundry evaluation report 2022

To what extent would you say that your immediate superior (e.g. supervisor or manager) is good at work planning?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

To what extent would you say that your immediate superior (e.g. supervisor or manager) is good at solving conflicts?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

How often do you get help and support from your immediate superior (e.g. supervisor or manager), if needed?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

How often do you get help and support from your colleagues, if needed?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Is there a good atmosphere between you and your colleagues?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Vanguard Laundry evaluation report 2022

Would you recommend other people to apply for a position at your workplace?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

How often do you consider looking for work elsewhere?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

Are you worried about becoming unemployed?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Are you worried about it being difficult for you to find another job if you became unemployed?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Are you worried about being transferred to another job against your will?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Vanguard Laundry evaluation report 2022

Are you worried about the timetable being changed (shift, weekdays, time to enter and leave...) against your will?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Regarding your work in general, how pleased are you with your work prospects?

- Very satisfied
- Satisfied
- Neither satisfied nor unsatisfied
- Unsatisfied
- Very unsatisfied

Regarding your work in general, how pleased are you with the physical working conditions?

- Very satisfied
- Satisfied
- Neither satisfied nor unsatisfied
- Unsatisfied
- Very unsatisfied

Regarding your work in general, how pleased are you with the way your abilities are used?

- Very satisfied
- Satisfied
- Neither satisfied nor unsatisfied
- Unsatisfied
- Very unsatisfied

Regarding your work in general, how pleased are you with your job as a whole, everything taken into consideration?

- Very satisfied
- Satisfied
- Neither satisfied nor unsatisfied
- Unsatisfied
- Very unsatisfied

Vanguard Laundry evaluation report 2022

Regarding your work in general, how pleased are you with your salary?

- Very satisfied
- Satisfied
- Neither satisfied nor unsatisfied
- Unsatisfied
- Very unsatisfied

Do you feel that your work drains so much of your energy that it has a negative effect on your private life?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Do you feel that your work takes so much of your time that it has a negative effect on your private life?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Does the management trust the employees to do their work well?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Can the employees trust the information that comes from the management?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Vanguard Laundry evaluation report 2022

Are conflicts resolved in a fair way?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Are all suggestions from employees treated seriously by the management?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

Is the work distributed fairly?

- To a very large extent
- To a large extent
- Somewhat
- To a small extent
- To a very small extent

How often do you feel unjustly criticized, bullied or shown up in front of others by your colleagues or by your superior (e.g. supervisor or manager)?

- Always
- Often
- Sometimes
- Seldom
- Never / hardly ever

If yes, from whom? (You may tick off more than one)

- Colleagues
- Manager/superior
- Subordinates (people you supervise)
- Clients/customers

Final pre-submission check

If you are happy to go ahead and submit your responses, please click the "Continue survey" button in the bottom right corner to submit your survey. Otherwise, if you would like to make any changes to your responses, you can click the "Go back" button.

End of Survey