Impact measurement and management system

Part I How to measure and report on Unicus' impact 3

1.1 Why measure and report on the impact that Unicus creates? 4

1.2 Our impact areas and indicators 5

1.3 The methods used to measure our impact 6

1.4 Questionnaires and how to use them 7

1.4.1 How to interpret and present results 11

1.5 The content of Unicus' external impact report 13

Part II Methodology and scientific support 15

2.1 Methodology 16

2.1.1 Understanding the problem that Unicus' employees face in society and in the workplace 16

2.1.2 Mapping Unicus' processes and activities to explore how these could contribute to reduce the challenges identified in step 1. 18

2.1.3 Establishing causal relationships between Unicus' activities and desired outcomes and validate these with external and preferably scientific data. 19

2.1.4 Selecting impact areas where Unicus' likely creates the most impact, validating these impact areas with employees and deselecting those where causal relationship cannot be established. 19

2.1.5 Establishing Unicus' Theory of Change 21

2.1.5 Selecting impact indicators for each impact area 23

2.1.6 Selecting measurement methods for each set of indicators 24

2.2 Scientific support and models used 26

2.3 Continuous development of Unicus' impact system 29

Part III Operational metrics 30

3.1 Introduction 31

Part I

How to measure and report on Unicus' impact

1.1 Why measure and report on the impact that Unicus creates?

Unicus was founded upon the conviction that people with Asperger and autism deserved just as good employment opportunities and equal chances for high quality of life and mental wellbeing as the rest of the population. We also knew that there are jobs and tasks that people with Asperger and autism excel at, such as software testing.

Success for a company like Unicus is therefore not only profitability, but also the social value that we create for our employees.

Therefore, we strive to deliver two types of returns:

a) financial returns – we need these to sustain and grow the company, and
b) impact or social returns – making sure our employees experience improved employability, disposable income, quality of life and mental well-being.

Our mission:
By taking advantage of the positive characteristics of autism we create unique results for our customers and increased quality of life for our employees.

Our values:
Our values pervade our daily operations, our internal relationships and to the outside world. Unicus' core values act as rules of conduct and characterize how we do business.
We have a *Human Focus*
We strive to be *Inspiring*
We are *Solution oriented*
We deliver high *Quality*

Our services:
Data science
Data Management
Quality Assurance of Data
Test Design and Manual Testing
Test Automation

While it is evident to most that a company must measure, track and report on the financials, it is relatively new to do the same for impact. Measuring and reporting on impact is not something we do for communication purposes or to satisfy our investors. We do this to make sure that we stay true to what we want to achieve in this world, to make sure we continue to deliver high value to our employees, and in a larger perspective to society.

1.2 Our impact areas and indicators

After thorough research, analysis, and expert consultations – as well as validation with Unicus' employees – five main areas of impact has been identified for Unicus.

Impact area	Definition	Indicators
1. Improved employability levels	Employability is defined as "basic preconditions that enable an individual to become part of the labor market and function productively in a workplace". We were able to validate that our target group has particular challenges in being considered as "employable" and to comply with requirements in non-adapted workplaces.	Employability level, evaluated at employment and then measured regularly once a year.
2. Improved employment rates	Several sources confirmed the relatively high employment-to-population ratio within our target group. In Sweden, 37% of individuals with neuropsychiatric disorders are in employment, compared with 54% for those with other disabilities and 78% for the entire population.	- Improved employment levels, measured as number of days worked per week during the six months prior to joining Unicus compared to full time employment at Unicus. - Number of individuals holding an employment at Unicus or that have left Unicus for another employer and how many of these that were still in employment 12 months after leaving Unicus.
3. Improved disposable income	We could confirm that the higher-than-average unemployment rate, as well as higher than average sick-leave rates with the target group, led to lower-than-average disposable income and a dependence on other sources (welfare contributions or family) to cover basic needs.	Disposable monthly income, measured as the employees' perception of income level and capability to cover basic needs, asked in questionnaire about this perception before employment and then at employment and regularly once a year.
4. Improved Quality of Life	Among those who are not integrated in working life, who receive social assistance or live with mental and physical health problems, dissatisfaction with life is 40–65% compared with 16% in the population as a whole	Quality of life metrics measured at employment and then regularly once a year
5. Mental Well-being	The target group's difficulties in the labor market create low mental wellbeing, which eventually leads to sick leave. 44% stated that they had been on sick leave in the past year due to difficulties caused by their diagnosis. More than twice as many people with AST suffer from anxiety and stress-related syndromes than the rest of the population.	Mental well-being metrics measured at employment and then regularly once a year

1.3 The methods used to measure our impact

In the second section of this report, we go through *how* these measurement methods were selected more in depth. Below you find the impact indicators, the measurement methodology chosen and a brief explanation as to why this method was chosen.

Impact Indicators	Methodology	Why Chosen
1. Employability level	The model of Basic Employability - a Swedish evaluation method by Carlos Cerna and Rolf Dalin, evaluated at employment and then measured regularly once a year.	The model addresses the basic conditions that enable an individual to become part of the labor market and function productively in a workplace and has been empirically tested.
2. Employment level, number of individuals holding an employment at Unicus or that have left Unicus for another employer	Surveys and Unicus internal statistics, looking at the situation prior to Unicus employment and after.	Easy to measure and follow up on.
3. Disposable monthly income, measured as employees perceived income level and capability to cover basic needs.	Unicus internal statistics, asked in questionnaire about disposable income before employment, then at employment and regularly once a year.	Easy to measure and follow up on.
4. Quality of life metrics	EUROHIS Shorter QoL questionnaire developed to estimate how a person experiences their quality of life (developed jointly by WHO and European Commission). Measured at employment and then regularly once a year	Quality of life is both difficult to measure and changeable it was key to choose a method that was scientifically proven. To avoid a long and complicated scoring system, we chose the shorter version. Validated by Autism specialists: Sven Bölte and Helen McConachie
5. Mental well-being metrics measured at employment and then regularly once a year	A selected number of questions from the CORE-OM questionnaire - Developed by the Mental Health Foundation and a well-known method for measuring mental well-being.	The model looks at how a person has felt over the past week. A time frame which specialist Sven Bölte validated as to be suitable for a person with Asperger/Autism.

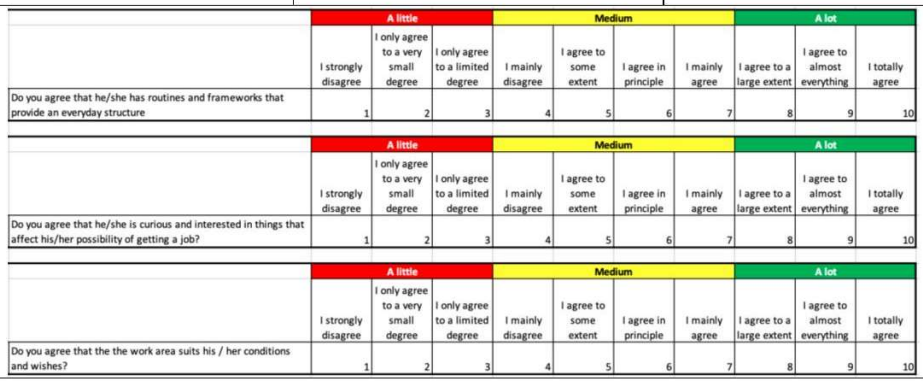
1.4 Questionnaires and how to use them

The selected measurement methods have been integrated into two questionnaires with five subsections, corresponding to the five impact areas. Both questionnaires are to be distributed and managed through the &Frankly-system that Unicus already uses.

1) The first one is designed to be used as a baseline measurement for all current employees (as per November 2021). The aim of this questionnaire is to ask respondents about how they perceived the indicators at the start of an individual's employment at Unicus. We do this one-off measurement to be able to compare future metrics to a starting point, so that we can see and track the evolution.
2) The second one is designed to be used at the end of the internship period and then regularly for all employees at least once a year. The questions are asked the same way at every measurement occasion. Employees should have been with Unicus at least 6 months when answering this questionnaire for the first time. This means that if an employee is hired between July and December year n, then they will answer this questionnaire for the first time in January of year n+2.

Both questionnaires contain mostly the same set of questions, only asked in a slightly different way; for A: "When you started your employment at Unicus, would you say that you…..?" and for B: "Currently, would you say that you….?".

Below we describe the five sections of the questionnaires. We also state *who* should answer the questions and how the different scales work.

<table>
<tr><td rowspan="2">Employability</td><td>Who should answer this section?</td><td>When should the questions be asked?</td><td>Scales</td></tr>
<tr><td>- Unicus consultant managers
- Unicus customers</td><td>- Unicus consultant manager does a baseline evaluation at the start of the internship period, then at least once a year.
- Customer and consultant manager at the end of each assignment.</td><td>Scale from 1-10 where 1 is "I strongly disagree" and 10 is "I strongly agree".</td></tr>
<tr><td colspan="3"> 
</td></tr>
</table>

Employment	Who should answer this section?	When should the questions be asked?	Scales
	- Unicus employees (two questions) - Unicus internal data (five questions)	- Unicus employee answer this section only once at the start of the internship period - Unicus internal data to be answered yearly	Employees: Multiple choice Internal Unicus: actual data

	Not at all		A bit		Medium		Largely		Completely	
	Not at all	Only a very few days	Irregularly	Regularly 1 day/week	Regularly 2 day2/week	Regularly 3 days/week	Regularly 4 days/week	Regularly 5 days/week	Fulltime employment during the whole period	Fulltime employment for more than the last 6 months
During the last 6 months how much have you worked (paid employment)?	1	2	3	4	5	6	7	8	9	10

	Unemployed	Studying	Internship	Job training	Other	
During the days you did not work, what did you do?						

Internal statistics	Number
How many people have been employed at Unicus since the start?	
How maany are currently employed with Unicus?	
What is the average duration of employment?	
How many have left Unicus for another employment?	
How many of these are still employed 12 months after leaving?	

Disposable income	Who should answer this section?	When should the questions be asked?	Scales
	Unicus employees	Unicus employee answer at the start of the internship period, then at least once a year.	Scale from 1-10 where 1 is “Far from enough” and 10 is “Extremely good level”.

Questions - self assessment - at time for confirmed full time employment	Anwser Alternatives									
	Not at all		A bit		Medium		Largely		Completely	
	Far from enough	Not enough	Not a lot	A little	Just enough	Moderate	Largely	Good level	Very good level	Extremely good level
How much money do you currently earn?	1	2	3	4	5	6	7	8	9	10
Do you currently think you have enough money to meet your basic needs ?	1	2	3	4	5	6	7	8	9	10

	Who should answer this section?	When should the questions be asked?	Scales
Quality of life	Unicus employees	Self-assessment: Unicus employee answer at the start of the internship period, then at least once a year.	Answers are given on a scale from 1 to 10. 1 always means low level of satisfaction and 10 high level.

	Very Low		Low		Neither low or high		High		Very High	
	Extremely low	Very Low	Rather low	Low	Slightly low	Slightly high	High	Rather high	Very high	Extremly high
How would you rate your quality of life?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with your health?	1	2	3	4	5	6	7	8	9	10

	Not at all		A bit		Medium		Largely		Completely	
	Far from enough	Not enough	Not a lot	A little	Just enough	Moderate	Largely	Good level	Very good level	Extremely good level
Do you have enough energy for your every day life?	1	2	3	4	5	6	7	8	9	10

	Not at all		A bit		Medium		Largely		Completely	
	Far from enough	Not enough	Not a lot	A little	Just enough	Moderate	Largely	Good level	Very good level	Extremely good level
Do you have enough money to meet your needs?	1	2	3	4	5	6	7	8	9	10

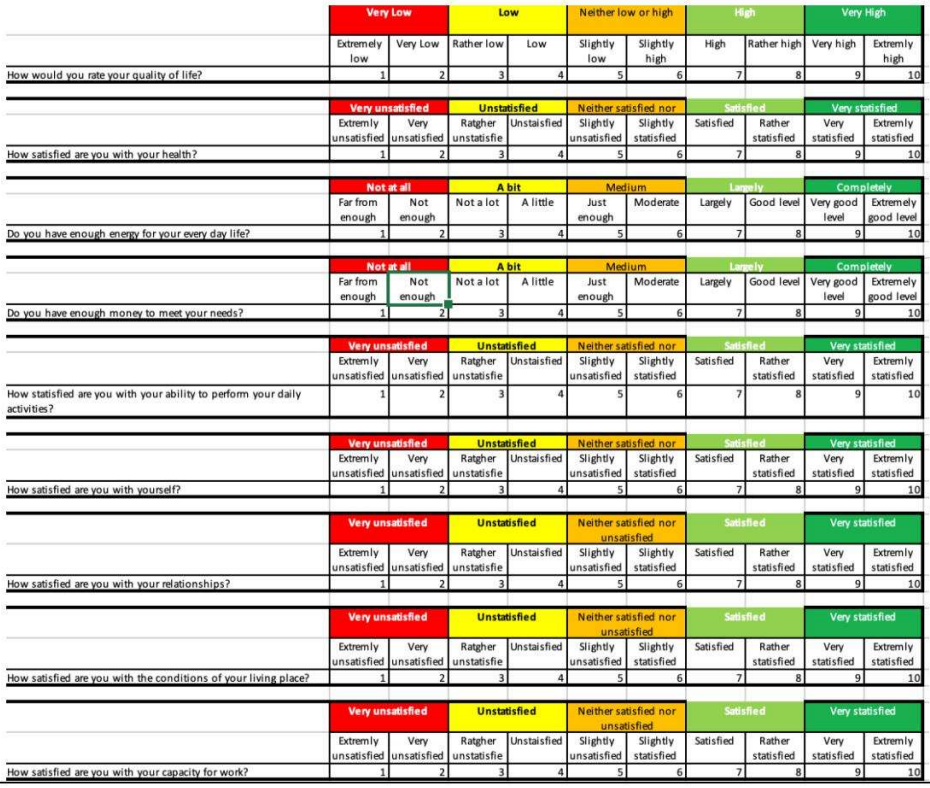
	Very unsatisfied		Unstatisfied		Neither satisfied nor		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How statisfied are you with your ability to perform your daily activities?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with yourself?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor unsatisfied		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with your relationships?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor unsatisfied		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with the conditions of your living place?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor unsatisfied		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with your capacity for work?	1	2	3	4	5	6	7	8	9	10

	Who should answer this section?	When should the questions be asked?	Scales
	Unicus employees	Self-assessment: Unicus employee answer at the start of the internship period, then at least once a year.	Answers are given on a scale from 1 to 10, with “all the time” being 1 and “never happened” being 10, the most positive answer.
Mental well-being			

	Very Low		Low		Neither low or high		High		Very High	
	Extremely low	Very Low	Rather low	Low	Slightly low	Slightly high	High	Rather high	Very high	Extremly high
How would you rate your quality of life?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with your health?	1	2	3	4	5	6	7	8	9	10

	Not at all		A bit		Medium		Largely		Completely	
	Far from enough	Not enough	Not a lot	A little	Just enough	Moderate	Largely	Good level	Very good level	Extremely good level
Do you have enough energy for your every day life?	1	2	3	4	5	6	7	8	9	10

	Not at all		A bit		Medium		Largely		Completely	
	Far from enough	Not enough	Not a lot	A little	Just enough	Moderate	Largely	Good level	Very good level	Extremely good level
Do you have enough money to meet your needs?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How statisfied are you with your ability to perform your daily activities?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with yourself?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor unsatisfied		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with your relationships?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor unsatisfied		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with the conditions of your living place?	1	2	3	4	5	6	7	8	9	10

	Very unsatisfied		Unstatisfied		Neither satisfied nor unsatisfied		Satisfied		Very statisfied	
	Extremly unsatisfied	Very unsatisfied	Ratgher unstatisfie	Unstaisfied	Slightly unsatisfied	Slightly statisfied	Satisfied	Rather statisfied	Very statisfied	Extremly statisfied
How satisfied are you with your capacity for work?	1	2	3	4	5	6	7	8	9	10

1.4.1 How to interpret and present results

Impact area	How to interpret results	Indicators to be presented	Example of values
Employability	The answers to the 25 questions in the questionnaire give an overall employability score. This will be an average number between 1-10 for each employee, and of course also for a whole group of employees. The results should be interpreted as the development of this score for the whole group from the end of the internship to the current date.	The employability score should be tied to the time the employee has spent with Unicus. Our suggestion is to present the average score at internship end, then after 1, 2, 3 years of employment.	Avg. employability score at internship end: 4,4 Avg. employability score after 1 year employment: 6,7 Avg. employability score after 2 years employment: 7,1 Avg. employability score after 3 years employment: 7,5
Employment	The results of the section answered by the employees should be interpreted as “increase in employment level”, meaning average number of days worked per week previously to joining Unicus, compared to after joining Unicus. The internal data in this section are hard facts that could each be presented as one independent indicator.	If f.ex. prior to joining Unicus, the employees worked on average 2 days a week 40% employment level and they now hold full time positions (100% employment level), then that is the data that should be presented. It can also be presented what they did other than worked before joining, f.ex. 40% were unemployed and 30% in job training. For Unicus internal data, number of people employed etc should be presented.	• Average employment level prior to joining Unicus: 40% • Current employment level: 100% • Total nbr of people employed by Unicus since start: 354 • Nbr of current employees 223 • Nbr of former employees currently in other employments: 123 • Nbr of former employees still in employment 12 months after leaving: 118

Continued on the following page

How to interpret and present results, continued.

Impact area	How to interpret results	Indicators to be presented	Example of values
Disposable income	The results of this section are to be interpreted as the evolution of self-assessed level of income and capacity to cover basic needs. The questionnaire gives a score per question and per employee, that then translates into an average score per question for the whole group. The answers should be tied to *when* in the employment history of the employee that the answer is given, meaning that we compare the evolution between the situation at internship start and then after 1, 2 and 3 years of employment.	Two indicators to be presented: for the first question: 1) perceived level of income prior to employment 2)perceived level of income 1, 2 and 3 years after employment Two indicators for ability to cover basic needs: 1)perceived capacity to cover basic needs prior to employment 2)perceived capacity to cover basic needs 1, 2 and 3 years after employment	• Perceived avg. level of income prior to employment: 3(not a lot) • Perceived avg. level of income 1 year after employment: 6 (moderate) • Perceived avg. capacity to cover basic needs prior to employment: 2 (not enough) • Perceived capacity to cover basic needs 1 year after employment: 7 (good level)
Quality of life	The answers to the 9 questions in the questionnaire give an overall quality of life score. This will be an average number between 1-10 for each employee, and of course also for a whole group of employees. The results should be interpreted as the development of this score for the whole group from the start of the internship to the current date.	The QoLscore should be tied to the time the employee has spent with Unicus. Our suggestion is to present the average score at internship start, then after 1, 2, 3 years of employment. If some questions stand out, i.e. there is a particular improvement in some aspects of QoL, then evolution on this particular question can be reported separately.	Avg. QoL score at internship end: 3,6 Avg. QoL score after 1 year employment: 6,2 Avg. QoL score after 2 years employment: 8,3 Avg. QoL score after 3 years employment: 9,1
Mental well-being	The answers to the 12 questions in the questionnaire give an overall mental well-being score. This will be an average number between 1-10 for each employee, and of course also for a whole group of employees. The results should be interpreted as the development of this score for the whole group from the start of the internship to the current date.	As for the previous section, the mental well-being score should be presented the average score at internship start, then after 1, 2, 3 years of employment. If some questions stand out, evolution on this particular question can be reported separately.	Avg. QoL score at internship end: 3,6 Avg. QoL score after 1 year employment: 6,2 Avg. QoL score after 2 years employment: 8,3 Avg. QoL score after 3 years employment: 9,1

1.5 The content of Unicus' external impact report

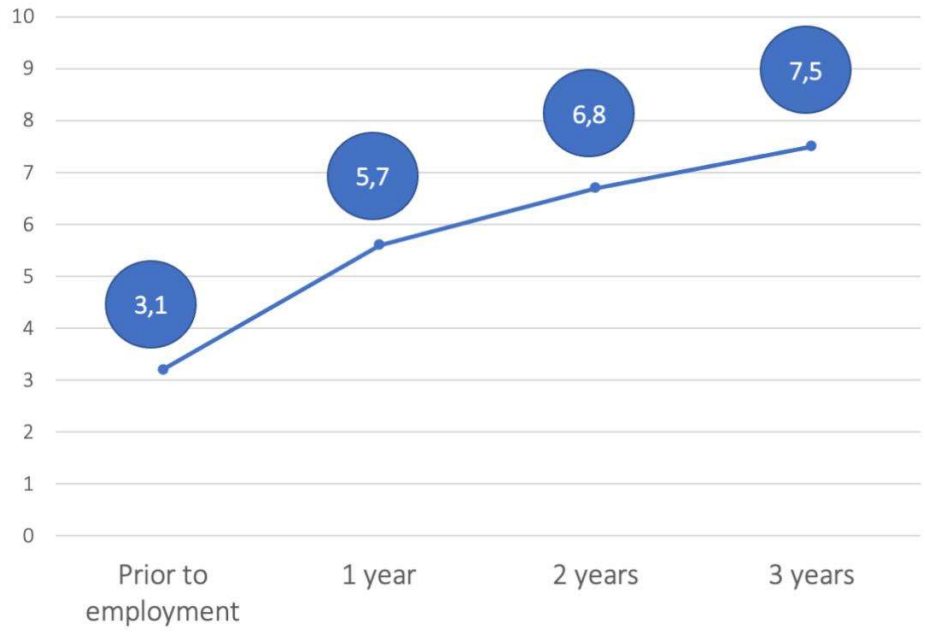
The Unicus external report should be accessible and easy to understand for all external stakeholders. It is therefore recommended to use an infographics format, completed with in depth explanations in a methodology section. The structure of the report could be as follows:

a) Introduction:
What does Unicus do and what do we want to achieve for our employees and for society.
Here we describe Unicus' commercial activity, the specificities of your employees and what challenges they face in society (lower employability, higher unemployment rates, lower disposable income, lower quality of life and lower mental well-being). We also explain how the Unicus model can provide a solution to these challenges.

b) Our impact:
Here we showcase our impact in an infographics like manner (see example of infographics below):

Data shared in this section are simple, non-infographic example below):

1. *Employability:*
    a. Increase in employability (
2. *Employment*
    a. Improved employment level
    b. Number of people employed by Unicus since start
    c. Number of people currently employed by Unicus
    d. Number of people that have left Unicus for other employment
    e. Percentage of people who have left Unicus that are still employed after 12 months
3. *Disposable income*
    a. Improved average perceived level of income
    b. Improved average perceived capacity to cover basic needs
4. *Quality of life*
    a. Improved self-assessed quality of life
5. *Mental well-being*
    a. Improved self-assessed mental well-being



c) Methodology

In this section, we give a brief overview of the methods used to assess the five different impact areas, especially the questionnaires based on selected models such as the ones used to assess employability, quality of life and mental well-being. It would also be worthwhile have a section on ethics, where you state that the employees are answering this voluntarily and anonymously.

Part II

Methodology and scientific support

2.1 Methodology

The Unicus impact measurement and management system was developed with the support of an external expert organisation in the field, prosper Impact Consulting AB in Sweden. Prosper has over 7 years of experience in developing impact models and measurement systems that comply with international standards of what impact is and how it should be measured.

We used a 7-step approach:

1. Understanding the problem that Unicus' employees face in society and in the workplace
2. Mapping Unicus' processes and activities in order to explore how these could contribute to reduce the challenges identified in step 1.
3. Establishing causal relationships between Unicus' activities and desired outcomes and validate these with external and preferably scientific data.
4. Selecting impact areas where Unicus' likely creates the most impact, validating these impact areas with employees and deselecting those where causal relationship cannot be established.
5. Establishing Unicus' Theory of Change
6. Selecting impact indicators for each impact area and measurement methods for each set of indicators
7. Establishing a n impact measurement, management and reporting system with ready to use questionnaires and suggested impact report content.

2.1.1 Understanding the problem that Unicus' employees face in society and in the workplace

At Unicus, we have a deep understanding of the challenges that people with Autism and Asperger face in society and in a potential workplace. For us to make sure that we identify the areas where we can have the greatest impact on the people we employ and on society, we started out by consulting experts, reports, statistics, and scientific data that gave us a completer and more unbiased picture of these challenges. Examples of sources that were consulted are:

- Unga vuxna med Aspergers syndrom – Vad främjar etablering på arbetsmarknaden? (Linda Löjdmark, 2018)
- Does unemployment contribute to poorer health-related quality of life among Swedish adults? (Fredrik Norström, Anna-Karin Waenerlund, Lars Lindholm, Rebecka Nygren, Klas-Göran Sahlén & Anna Brydsten, 2019)
- Med Asperger på jobbet (Sara Bergkvist Månsson, Emma Nilsson och Ingela Halvarsson, for Riksförbundet Attention 2015)
- Perspektiv på arbetslösheten i olika grupper (Arbetsförmedlingen, 2017)
- Rapport: Medlemsundersökning om utredning och åtgärder i sjukvården (Autism- och Aspergerförbundet, 2019)
- Situationen på arbetsmarknaden för personer med funktionsnedsättning (SCB, Statistiska centralbyrån, 2020)

- Bilaga med statistik och fakta Uppföljning av funktionshinderspolitiken 2019 (Myndigheten för delaktighet, 2020)

Examples of institutes we turned to for information:

- Riksförbundet Attention: https://attention.se/
- IFAU - Institutet för arbetsmarknads- och utbildningspolitisk utvärdering: https://www.ifau.se/
- The National Autistic Society https://www.autism.org.uk/
- The Foundation for People with Learning Disabilities: https://www.learningdisabilities.org.uk/
- Autism- och Aspergerförbundet: https://www.autism.se/
- Autism Speaks: https://www.autismspeaks.org/

This initial research allowed us to establish several challenges for our target group, both in society and in a potential workplace:

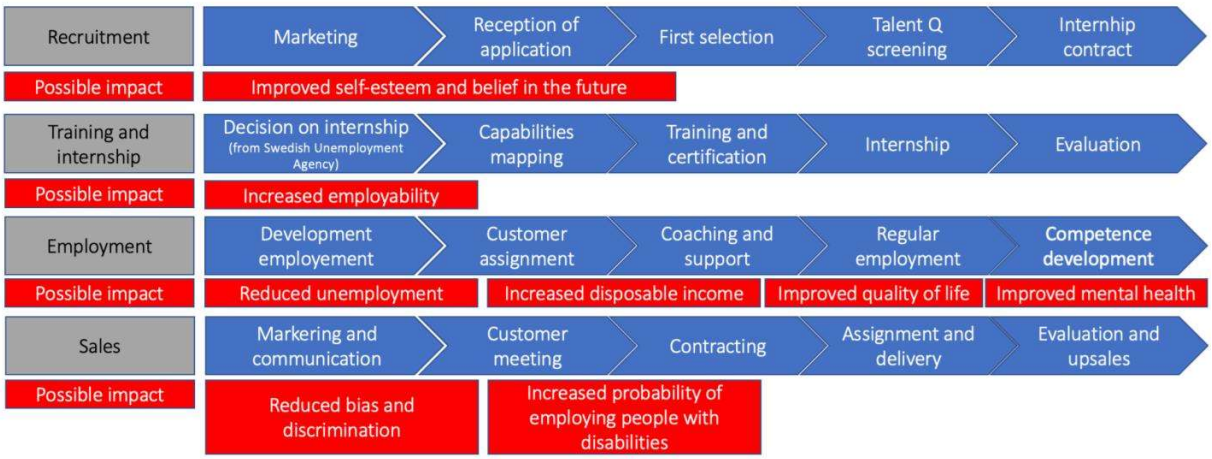
Challenge	Rationale
Low over all employability	Employability is defined as "basic preconditions that enable an individual to become part of the labor market and function productively in a workplace". We were able to validate that our target group has particular challenges in being considered as “employable” and to comply with requirements in non-adapted workplaces.
Higher than average unemployment	Several sources confirmed the relatively high unemployment rate within our target group. In Sweden, 37% of individuals with neuropsychiatric disorders are employed, compared with 54% for those with other disabilities and 78% for the entire population.
Lower than average disposable income and ability to cover basic needs	We could confirm that the higher than average unemployment rate, as well as higher than average sick-leave rates with the target group, led to lower than average disposable income and a dependence on other sources (welfare contributions or family) to cover basic needs.
Low perceived quality of life as a result of low independence and lack of integration into society	Among those who are not integrated in working life, who receive social assistance or live with mental and physical health problems, dissatisfaction with life is 40–65% compared with 16% in the population as a whole
Low mental wellbeing in the target group is high, partly as a result of poorly adapted workplaces and lack of integration into society	The target group's difficulties in the labor market create low mental wellbeing, which eventually leads to sick leave. 44% stated that they had been on sick leave in the past year due to difficulties caused by their diagnosis. More than twice as many people with AST suffer from anxiety and stress-related syndromes than the rest of the population.
Low self-esteem and self confidence	The target group often suffer from these problems as a result of their relative exclusion and lack of positive recognition.

Lower physical health levels	Social exclusion and inactivity has been proven to lead to physical health issues such as cardio-vascular disease, diabetes, obesity and other lifestyle related disease.
Employers' bias and discrimination	Reports show that large shares of the target group have experienced discrimination in recruitment situations and a negative bias when revealing their diagnosis.
Low number of employers employing people from the target group	Low employability in the target group, bias and discrimination together give the result that very few companies offer workplaces and employment opportunities that are adapted to the needs of the targe group.

2.1.2 Mapping Unicus' processes and activities to explore how these could contribute to reduce the challenges identified in step 1.

To identify the effects that Unicus' operations may have on the above challenges, we started by going through Unicus' core processes and activities.

We identified four core processes with related activities that *could* have an impact on one or several of the identified challenges:



2.1.3 Establishing causal relationships between Unicus' activities and desired outcomes and validate these with external and preferably scientific data.

We used the research that we have done in step 1, as well as conducting additional research, to try to establish causal relationships between Unicus' processes and activities and desired positive outcomes on the identified challenges. We took our hypothesis and challenged them with independent specialists to get confirmation that there is indeed a strong causal link between activities such as Unicus' and the desired outcomes:

- *Professor Jacqui Rodgers Chair in Psychology & Mental Health Population Health Sciences Institute Newcastle University*
  Mrs. Rogers has been working together with Helen McConachie on autism and anxiety. A part of their work has been focusing on how well-suited different measuring methods (as for example WHOQoL Bref) would be for individuals with ASD.

- *Professor Sven Bölte Professor of Child & Adolescent Psychiatric Science, PhD Head of Neuropsychiatry Division, Director of the Center for Neurodevelopmental Disorders at Karolinska Institutet*
  Mr Bölte is a well-known Swedish specialist in autism and has published more than 400 original articles, reviews, book chapters, assessment and intervention tools in the field of autism spectrum, ADHD, other neurodevelopmental conditions and mental health.

We exchanged with Mrs Roger via email, and she shared several useful studies carried out by her research institute. With Sven Bölte we had a 2-hour working session going through each aspect of our findings.

2.1.4 Selecting impact areas where Unicus' likely creates the most impact, validating these impact areas with employees and deselecting those where causal relationship cannot be established.

As Jaqui Rogers, Sven Bölte validated many of our findings linking well adapted employment, coaching and support to several positive effects for a person with an Asperger/autism diagnosis. This of course, provided that the employment – as is the case for Unicus - is organised in a way that takes into account the strength and weakness of the individual. Sven shared one particularly interesting study: "TRANSITION: Utveckling och utvärdering av en kurs med mentorstöd i övergången till vuxenlivet för personer med Autismspektrumtillstånd och/eller ADHD"

Our own research, coupled with the interviews with Jaqui Rogers and Sven Bölte, allowed us to select five main impact areas where Unicus has the highest probability of creating the desired outcomes. We also deselected four impact areas where the causal relationship could *not* be established:

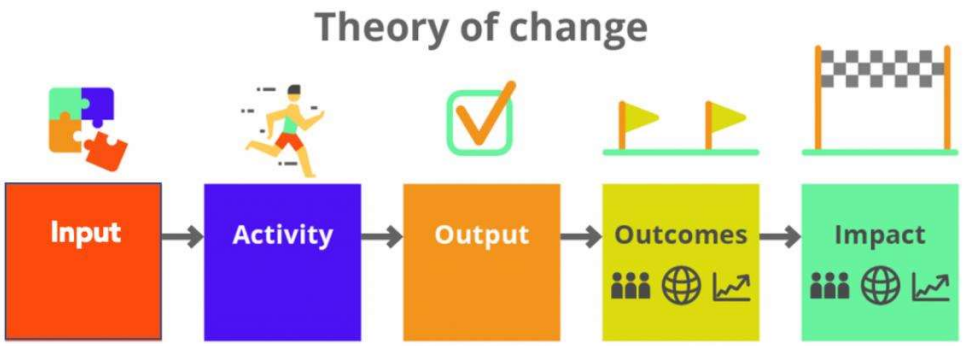
	Impact Area	Causal Relationship
Selected	Employability	Strong causal relationship between Unicus' activities and potential improved employability
	Employment	Strong causal relationship between Unicus' activities and reduced unemployment / lasting employment.
	Disposable income	We could confirm that the higher-than-average unemployment rate, as well as higher than average sick-leave rates with the target group, led to lower-than-average disposable income and a dependence on other sources (welfare contributions or family) to cover basic needs.
	Quality of life	A strong causal relationship between low perceived quality of life and unemployment, low disposable income and generally non-adapted workplaces could be established, as well as Unicus' ability to generate significant positive outcomes in this area.
	Mental well-being	Social exclusion, unemployment, and dependence on others for covering basic needs have a strong causal relationship with low mental well-being. It was established that Unicus can generate significant positive outcomes in this area.
Not Selected	Self-esteem and self confidence	It could not be established that an improved employment situation would be enough to lead to improved self-esteem and self-confidence. But Unicus, as one of the pioneers within autism and ordinary employment, own experience shows that there is a positive correlation between improved employment and self-esteem and confidence.
	Physical health	It could not be established that an improved employment situation would be enough to lead to improved physical health.
	Employers' bias and discrimination	It was judged that Unicus' scope of action – i.e.number of potential customers – is currently too small to talk about a significant reduction in employer's bias and discrimination against the target group on a societal level. That being said, Unicus experience is that there is an significant positive correlation between working with Unicus and the positive change in bias and discrimination.
	Number of employers employing people from the target group	Same as above, Unicus' scope of action is not important enough to generate significant improvements in this area on a societal level. That being said, Unicus experience is that there is a significant positive correlation between working with Unicus and the positive change in nr of employed people from target group.

2.1.5 Establishing Unicus' Theory of Change

When the impact areas had been selected, we then map Unicus' activities and how we believe they create positive effects for their employees and for society. This is done in an established framework called a Theory of Change.

A Theory of Change is a description and illustration of how and why a desired change is expected to happen as a result of specific inputs and activities. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a company does (its activities or interventions) and how these lead to desired impact goals being achieved.

The standard Theory of Change has five main parts: Inputs, Activities, Outputs, Outcomes, and Impact.



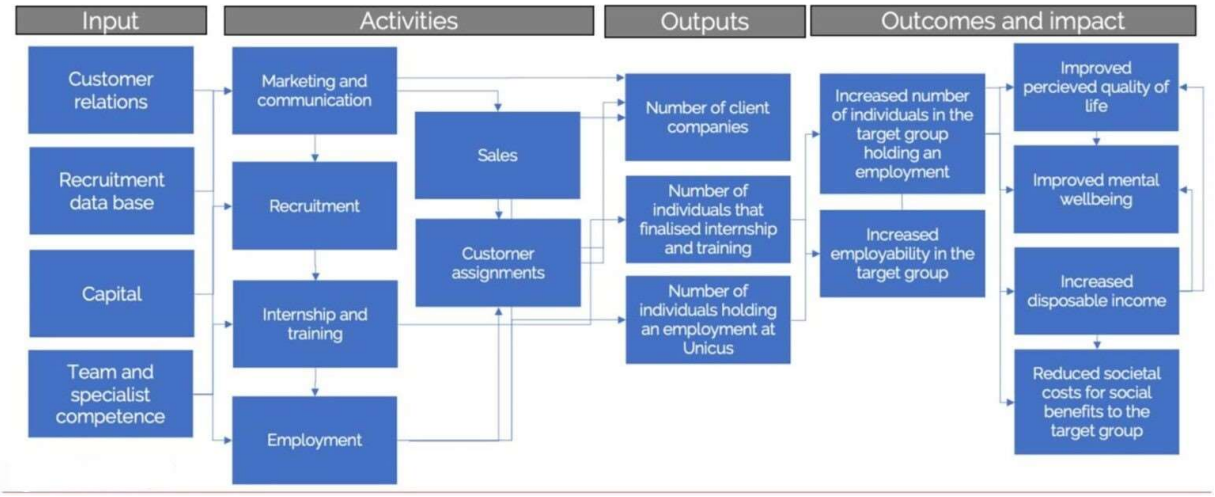
Inputs are our specific resources that we deploy to carry out our activities and create the desired change. In our case, this is our team, our specific competencies, our operating model, our recruitment database, our customer relations and our financial investments.
Activities are the main things that we do in the company such as recruitment, internships and training, employment, marketing, sales and customer assignments.
Outputs are the direct results of our activities, things that need to happen for it to be possible to create the desired change and positive impact for our employees. In our case outputs are:

- Number of customers
- Number of people that apply for a job at Unicus
- Number of people that gets an internship
- Number of people that finalises the internship and associated training
- Number of people that get or have an employment at Unicus
- Number of people that have left Unicus for another employment.

These are indicators that we are already tracking for business purposes, but that are important to follow also to see how any of these influence the impact we create, our outcomes metrics.
Outcomes are the measurable indicators of change that we create for our employees on the main challenges that they are facing as previously defined. In the section further down, you will learn how we will measure these outcomes.
Impact in our case, are the longer-term effects that the outcomes we generate will create for the target group. These can be effects such as less social exclusion, higher living standards

and independence, improved health, and self-sustainability. All these effects or impacts are positive for the individuals we employ but also for society at large. Happy, healthy, and independent individuals are net-contributors to society, and we believe that everybody should get an equal chance to be just that.

Below is a graphic representation of Unicus' Theory of Change. The Theory of Change is not intended to give representation to *all* possible, and sometimes individual, effects that an employment at Unicus can create. The measurements we will carry out and the analysis and conclusions we will draw will always be at group level.



2.1.5 Selecting impact indicators for each impact area

As previously mentioned, we selected impact indicators for each of the five impact areas. Indicators should fulfil the following criteria:

The indicators should represent an established measurement of the intended outcome	The indicators must be measurable, using a method that is generally accepted and validated.	The indicators should be measurable on a scale, i.e. not be binary and have only yes/no answers	The indicators must be measurable over time and comparable.

Impact area	Indicators
1. Improved employability levels	Employability level, evaluated at employment and then measured regularly once a year.
2. Improved employment rates	- Improved employment levels, measured as number of days worked per week during the six months prior to joining Unicus compared to full time employment at Unicus. - Number of individuals holding an employment at Unicus or that have left Unicus for another employer and how many of these that were still in employment 12 months after leaving Unicus.
3. Improved disposable income	Disposable monthly income, measured as the employees' perception of income level and capability to cover basic needs, asked in questionnaire about this perception before employment and then at employment and regularly once a year.
4. Improved Quality of Life	Quality of life metrics measured at employment and then regularly once a year
5. Mental Well-being	Mental well-being metrics measured at employment and then regularly once a year

2.1.6 Selecting measurement methods for each set of indicators

We can measure indicators for both Employment and Disposable income in straight forward ways. However, more advanced measurement methods are required to properly capture Employability, Quality of life and Mental well-being. We started out by looking at various methods used in each respective area and then validated the ones to use with Sven Bölte.

- Employability: this concept is not new and has been used in various forms in relation to recruitment and career development. Two Swedish scholars, Carlos Cerna och Rolf Dalin, worked on this issue 2008-2012 and their work contains a detailed comparative study of different angles of employability: https://www.fouvasternorrland.se/Filer/Rapporter/2012-3Grundlaggande-anstallningsbarhet.pdf
  Their work resulted in the concept of "Basic Employability", which we chose to present to both Unicus and Sven Bölte for validation.

- Quality of Life: Quality of life is both difficult to measure and fluctuating. It is reasonable to place high demands on the measurement methods, which must be scientifically proven for their area of use.
  There are different methods that have been used for slightly different end goals. One is the World Health Organization's Quality of Life measure (WHOQoL-BREF).
  There is criticism of the WHO's method (long and complicated scoring system). In Sweden, researchers at Karolinska Institutet and Stockholm University have developed a simpler form, the Brunnsviken Brief Quality of life scale (BBQ). The idea was to develop a freely available and easy-to-use method, validated for use in both clinical and non-clinical contexts.
  After having consulted Helen McConachie's work on WHOQOL-BREF and Autistic Adults, we wanted to validate this option with Sven Bölte. He agreed that the basis in this methodology was very well adapted to measuring quality of life in the target group, but that the complexity and length of the questionnaire would probably prove to be counterproductive. He recommended a shorter version of the same methodology developed by the European Regional Office to the WHO. This methodology contains only 9 questions and is called the EUROHIS. This is the methodology that we validated with specialists and selected for measuring quality of life in Unicus' impact measurement and management system.

- Mental Well-being: Mental well-being is both difficult to measure and a very sensitive area. We looked at several examples that had been tested. As an example can be mentioned one methodology from Linköpings Stadsmission, where they looked at the *change* in mental well-being rather than trying to define how the person in question felt at a given time.
  Sven Bölte sent us several methodologies to consider: WHODAS - World Health Organization Disability Assessment Schedule, CORE-OM - Clinical Outcomes in

Routine Evaluation-Outcome Measure, KASAM - Orientation to Life Questionnaire, and SCL 90– Symptom Checklist 90.

During our work session with Sven Bölte we spent considerable time discussing the various measurement methods. We learnt:

- Questionnaires for people with an Asperger/autism diagnosis do not require a special approach. However, it is recommended that you avoid asking questions with a negative wording, avoid issues that may be perceived as wanting to establish a diagnosis and that you focus the questions on what they can instead of what they can not.
- Since the most important thing is that the selected questions deal with the areas you want to measure, you can take different parts of different methods.
- That you should do the surveys several times over for example a year with a smaller number of questions so that you increase the chance of getting as many answers as possible

We validated with Sven Bölte our choice of using a selected number of questions from the Basic Employability questionnaire and a selection of the CORE-OM questionnaire for mental well-being and the EUROHIS Shorter QoL questionnaire.

2.2 Scientific support and models used

As we have described in the section above, we worked to find the most suitable and evidence-based methods for measuring the selected indicators. Below is a more in-depth description each selected measurement methodology, with links to further reading.

1. Basic Employability
   According to Swedish researchers Cerna and Dalin, the concept of basic employability (Generell Anställningsbarhet = GA) is defned as “the basic preconditions that enable an individual to become part of the labor market and function productively in a workplace". Cerna’s and Dalin's purpose when developing an instrument for assessing employability is to measure the factors - apart from professional experience and competence - that significantly impacts an individual’s ability to get and / or keep a job.

   Their model consists of one structural, one dynamic and one functional dimension.
   The structural dimension is related to the individual's mental capabilities and how these have an influence on the individual's behaviour in social contexts. It relates to how the individual sees him/herself and who they want to be or become.
   The dynamic dimension refers to factors that positively affect the individual's drive, overall energy, and capability of proactive behaviour, to self-management and forward-thinking.
   The functional dimension is about how the individual's proactivity is expressed in the person's behavioural patterns and strategies when interacting with the outside world.
   To put it simple, “an individual’s capability to actively take part in the labor market”.

   They went on to develop a feedback instrument to measure a person’s basic employability. The measuring instrument consists of 36 statements that measure basic employability separated into 8 categories:

Orientation	Social skills	Focus	Adaptability
Ability to act	Self-trust	Communication	Capabilities

   For more information, please follow the link below:
   https://www.fouvasternorrland.se/Filer/Rapporter/2012-3Grundlaggande-anstallningsbarhet.pdf

2. EUROHIS Shorter Quality of Life Questionnaire
   The original World Health Organisation's Quality of Life measure WHOQoL-100 contained 100 questions to evaluate a persons' quality of life and was shortened in the 1990s to 26 questions to the so-called WHOQoL-BREF. It has since been widely recognized that the two WHO tools are good and empirical well tested tools to evaluate quality of life. More information about these tools can be find following the link below:
   https://www.who.int/mental_health/media/en/76.pdf

   However, their length and relatively complicated scoring system have led to criticism and work has been done to simplify and adopt the tools to different target groups notably for target groups with disabilities:
   "What Is Important in Measuring Quality of Life? Reflections by Autistic Adults in Four Countries" and questionnaire that followed this work (Helen McConachie, PhD et al. Institute of Health and Society Newcastle University, 2020)

   The EUROHIS-QOL 8-item index was developed as an adaptation of the WHOQOL-100 and the WHOQOL-BREF to meet the need for a more practical, shorter, and easily administered QOL instrument. The aim was to use it not only as monitoring instruments but also for screening purposes in clinical studies and to build health economic measures. Answers are given on a scale from 1 to 5 with 5 being the highest satisfactory level.

   After consulting with Sven Bölte, we expanded the scale to 1-10. We did this mainly to have consistency across all sections of the questionnaire, but also to better capture changes in the employees perceived quality of life.

   For more information, please follow the link below:
   https://www.euro.who.int/__data/assets/pdf_file/0015/101193/WA9502003EU.pdf

3. CORE-OM - Clinical Outcomes in Routine Evaluation-Outcome Measure
   The CORE Outcome Measure (CORE-OM) is a self-report measure of psychological distress and was designed to be administered during a course of treatment to determine treatment response. The broad-spectrum nature of the measure means it captures a wide variety of problems associated with mental health difficulties, beyond typical symptom measures, making it suitable for other areas of use than clinical. The individual is asked to respond to 34 questions about how they have been feeling over the last week, using a 5-point scale. It covers four dimensions: Subjective well-being, Problems/symptoms, Life functioning and Risk/harm. An example from the questionnaire below.

During the past week:	Never	Rarely	Sometimes	Often	Always
I have felt terribly alone and isolated					
I have felt tense, anxious, or nervous					
I have felt that I have no one to turn to when I need help					

It has been shown that when the questionnaire is administered periodically, comparison of the pre-and post-therapy scores offers a robust measure of 'outcome' (i.e. whether or not the individual's level of distress has changed, and by how much).

Here again, we adapted the answering scale to the rest of the questionnaire by offering a scale from 1-10.

For more information, please follow the link below:
https://www.coreims.co.uk/About_Core_System_Outcome_Measure.html

2.3 Continuous development of Unicus' impact system

Measuring impact is a continuous learning process. By no means is this impact measurement and management system to be seen as set in stone. Several types of incidents and feedback can and should trigger development of this system.

Issues (examples)	Actions (examples)
Employees are less and less inclined to answer the questionnaire.	Analyse why this happens and take action Change frequency or timing of surveys.
Some questions remain unanswered to a large extent	Analyse why. Change the way the question is asked
Some answers seem contradictory, unreasonable or unlikely	Assess if question is difficult to understand Try to analyse how answer options are perceived
Employees give feedback that changes on other impact areas are not captured in the surveys	Add a new impact area if the causal relationship between Unicus' activities and the expected outcomes can be established
New employees do not want to answer the questionnaire	Evaluate whether the one-off questionnaire used this fall on existing employees can be used to create a baseline f.ex. six month into the employment when a more solid trust has been established between Unicus and the new employee.
There is a general resistance in answering the questions	Assess if the communication around why we do this has been clear enough. Involve employees more in the process.

We advise to not mix impact metrics and operational metrics.
Impact is the measurable change on a prioritized problem for the target group and for society. Operational metrics are a way for you to track your operations, your efficiency, your quality and your profitability.

Therefore, we encourage to continuously develop and refine our impact measurement and management system, but to keep the impact integrity high, not mixing impact metrics with other metrics.