



Community Pulse

FEATURED ESE: **RISE UP INDUSTRIES**



At Redefine Alliance, we believe...

The work of breaking cycles of economic exclusion — scaling employment social enterprises, supporting people overcoming barriers like homelessness and incarceration — is collective. It relies on collaboration, trust, and shared action. That's why we invest in and grow the field of **employment social enterprise** across the U.S.

These enterprises serve resolve acute challenges of systemic poverty, while also building skills that jumpstart pathways to economic power.

Our Community has more than **600**
individuals representing over **300**
enterprises across the country
building **economic power**.





FEATURED ESE: [GRID LA](#)

COMMUNITY PULSE



SHARMEEN UL-MULK
Manager
Community



GEMMA NORTH
Associate Director
Learning & Evidence



CARRIE ROSALES
Manager
Learning & Evidence



Agenda

- Community Snapshot
- Economic Power
- Community & Ecosystems
- Breakouts
- Share back

FEATURED ESE: [Hopeworks](#)

SINCE 1997

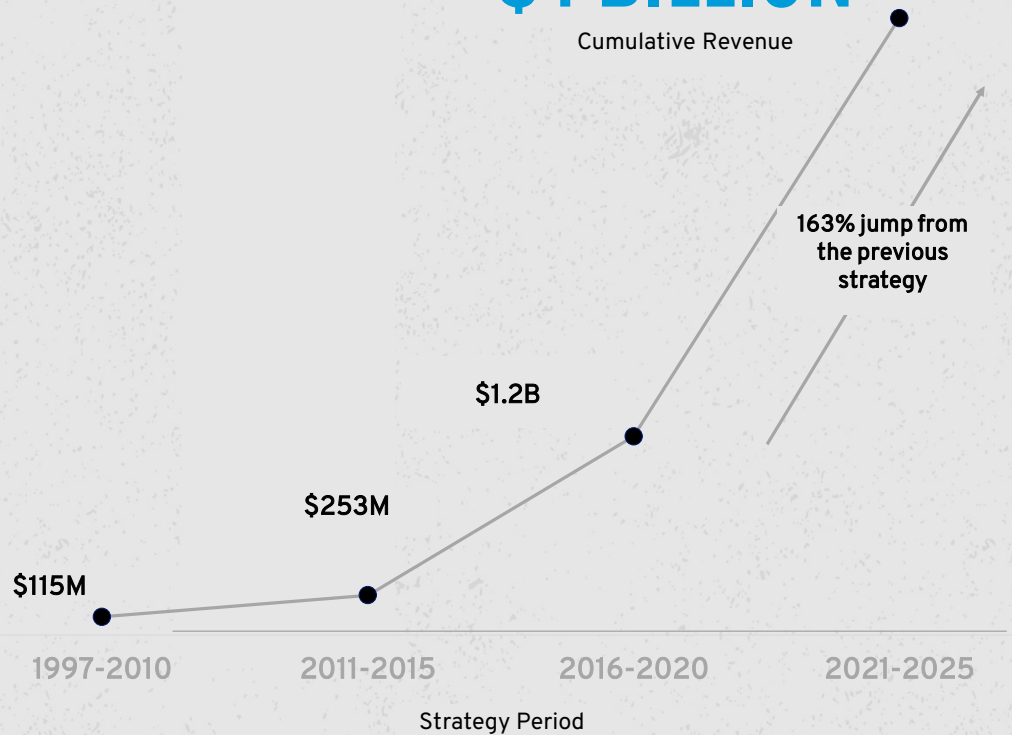
Redefine -supported enterprises have
earned ~ \$4B in cumulative revenue

... and created jobs for
over 176,000 people.



\$4 BILLION

Cumulative Revenue



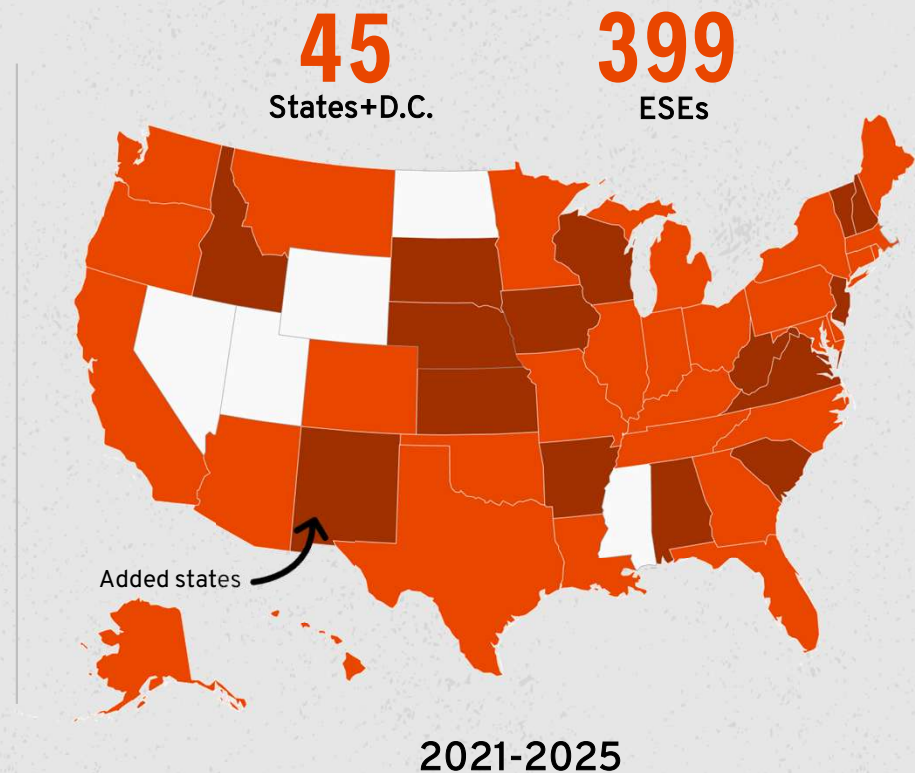
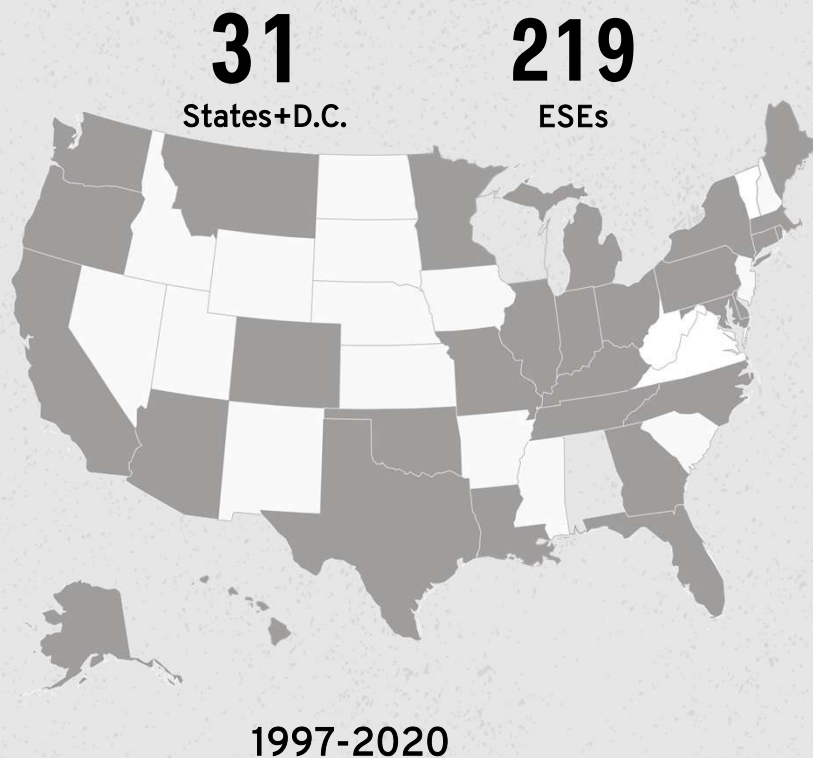
176,000

People Employed



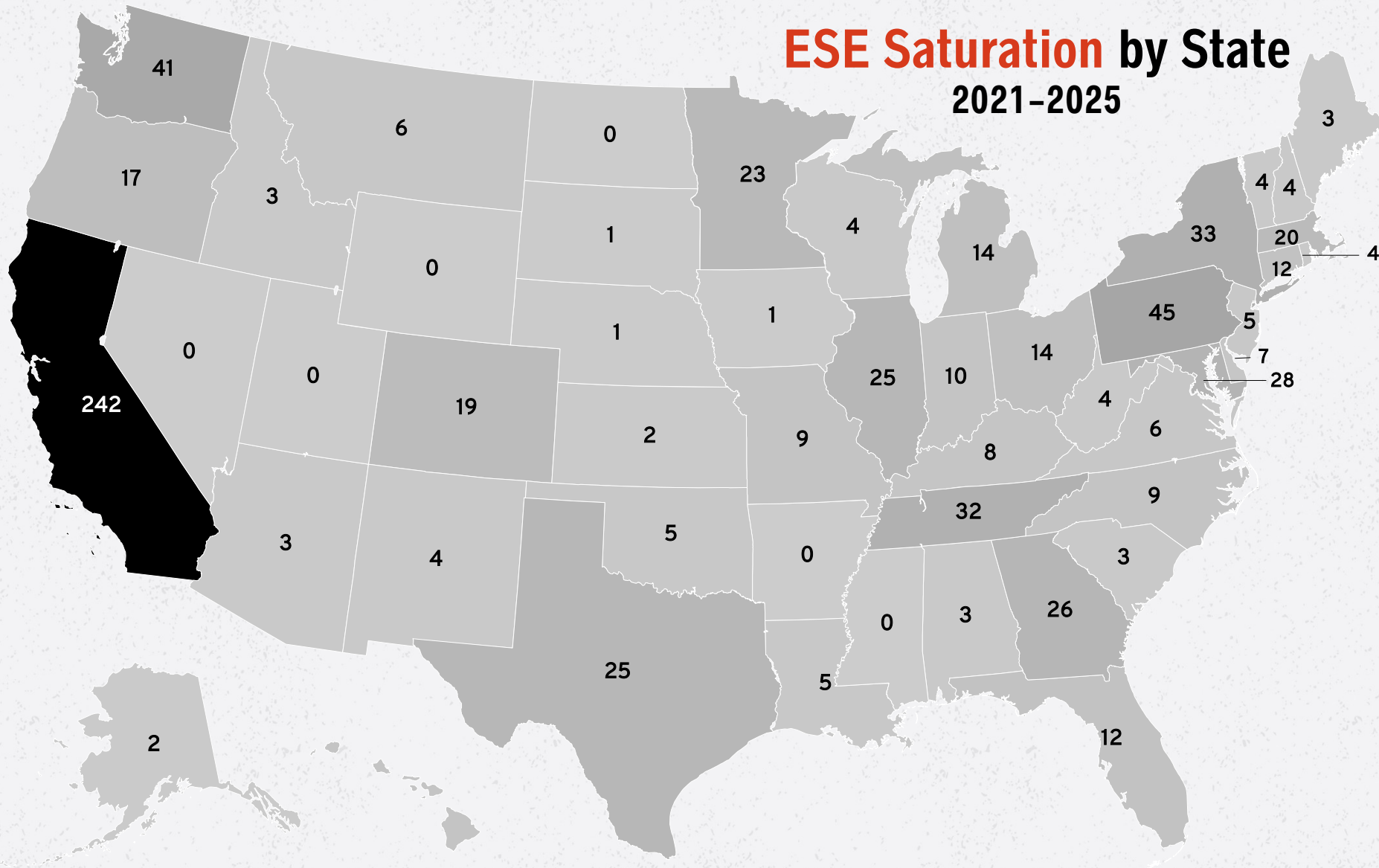
We increased our reach

We increased our presence in under-represented regions and sourced earlier-stage EEs to help build the field. From 2021 – 2025, **we increased our reach by 14 states, nearly doubling the number of unique EEs with which we work.**



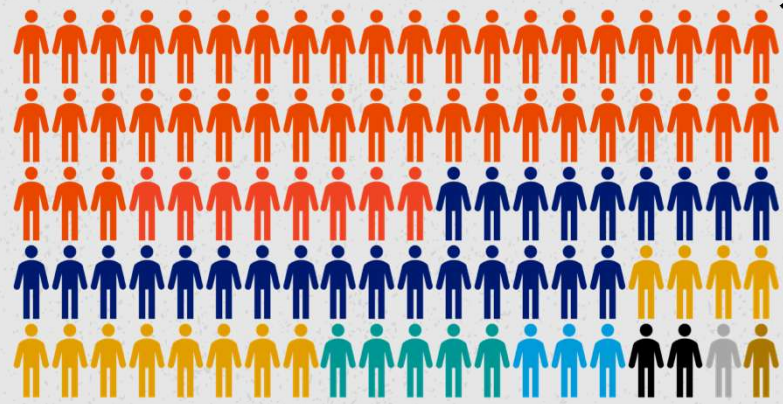
ESE Saturation by State

2021-2025

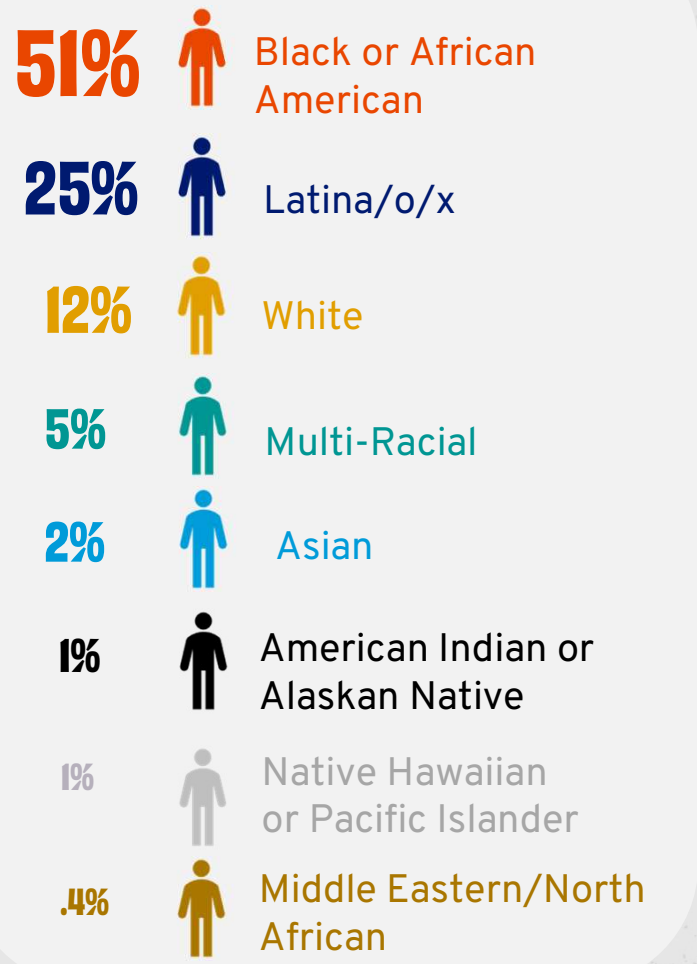


ESEs served primarily Black and Brown individuals in 2021-25

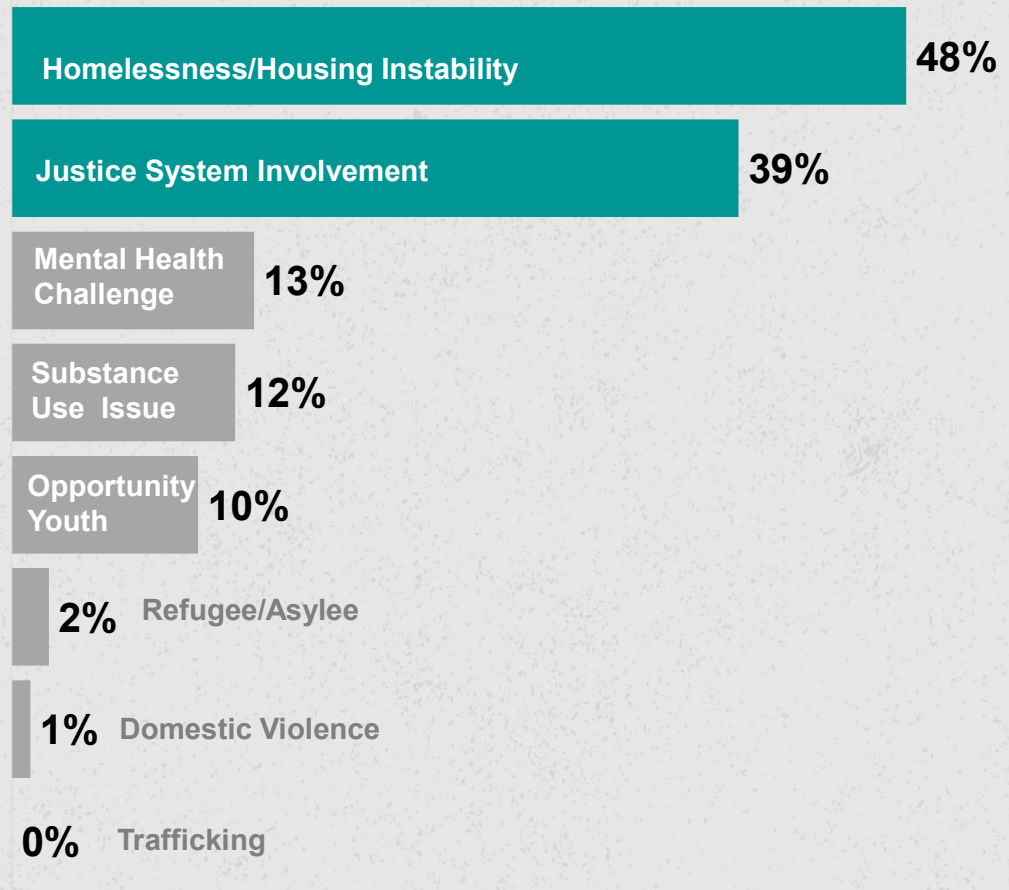
In Core, Community & GP&P



ESE service population by race/ethnicity, avg 2021-25



The most common barriers were Homelessness and Justice System Involvement



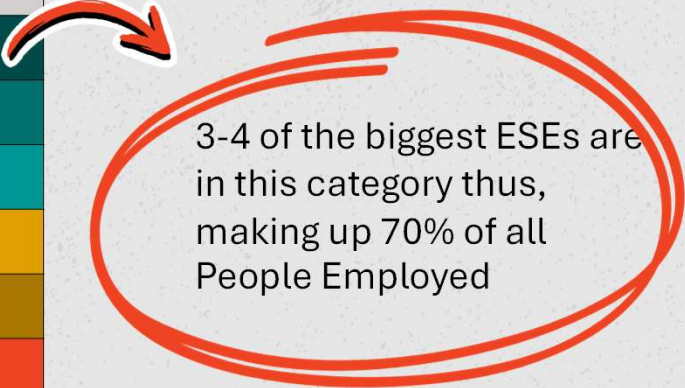
ESE service population for all ESEs (core programs, Community, GP&P), avg 2023-25

ESEs are heavily concentrated in cleaning/staffing/facilities, manufacturing/production, and food/hospitality

Percent of ESEs in Industries – 2025

(includes only ≥5% of ESEs only)

Industry Category	# ESES	% of ESES
Cleaning, Staffing & Facilities Services	33	20%
Manufacturing & Production	29	17%
Food & Hospitality	24	14%
Healthcare & Social Services	19	11%
Retail & Customer Service	14	8%
Construction & Skilled Trades	8	5%
Education & Training	8	5%



3-4 of the biggest ESEs are in this category thus, making up 70% of all People Employed

Economic Power Outcomes Important to ESEs

MOST FREQUENTLY EXPRESSED

Work

Technical Skills & Professional Competency: “Number of students with measurable skill gains and earn industry recognized credentials/certifications that are beneficial to finding living wage employment upon graduation and the exit of the program.”

Wealth

Financial Stability & Sound Financial Services: “Are participants building a cushion – opening bank accounts, reducing debt, accessing benefits they're entitled to? For many, this is their first consistent income in years. Holding onto it matters as much as earning it.”

Well-Being

Housing Stability: “Because housing insecurity is a major barrier for our population, we look at whether employees maintain stable housing over time, avoid eviction, and transition from temporary or doubled-up arrangements into secure leases or ownership pathways when possible.”

OTHER THEMES

- Job quality Purpose and meaning
- Safety, inclusivity & respect
- Voice and employee ownership
- Living wage and career advancement
- Control over debt
- Expungement of criminal records/legal support
- Access to public benefits
- Reliable transport
- Social capital & community connection
- Family and relationship health
- Access to healthcare
- Civic and community contribution
- Quality education
- Access to reliable healthcare

ECONOMIC POWER

WHAT WE KNOW

WHAT WE AIM TO KNOW

ECONOMIC AUTONOMY →

ECONOMIC EXCLUSION ←

WORK	Job Retention Rate (avg)			Positive Exit Rate (med)		Quality Job Indicators
	Transitional Employers*	78% 90-day	72% 180-day	67% 365-day	68%†**	
	Permanent Employers*	84%	71%	71%		
WEALTH	Monthly Wage Increase (med)			Hourly Wage Increase (med)		Markers of financial access and stability
		+80%*** Pre-ESE to ESE	+50%*** ESE to Post-ESE		+33%**** Pre-ESE to ESE	
					+11%**** ESE to Post-ESE	
WELL-BEING	Some evidence on housing, recidivism, receipt of public assistance, physical and mental health from prior studies.					Self-efficacy, Housing, Healthcare, Transportation

Data from 2025 Field Insights & Opportunities Survey: *Transitional: number of ESEs reporting (N)=73 ESEs for 90-days, N=29 for 180 days and N=23 for 365 days; aggregate percentages with lower number of reporting ESE should be interpreted with caution. Permanent: N=62 for 90 days, N=48 for 180 days, N=50 for 365 days. ** Based on responses from 80 ESEs. *Median monthly wages, N=*** Median hourly wages, N=33 ESEs reporting pre-ESE wages, 147 reporting wages during ESE employment and N=50 ESEs reporting wages for first job after individuals leave ESE employment. N=31 for pre-ESE to ESE wage change, and N=47 for ESE to post-ESE wage change. †Positive exit rate results vary by year and data source, ranging from 55-70% based on number of ESEs reporting, time period and data source.

HOW WE ARE BUILDING KNOWLEDGE

LEARNING: ECONOMIC POWER

July '26 launch

Develop a playbook/toolkit on implementation of key economic power building practices.

- Build stronger shared evidence showing how ESEs support those breaking through the toughest barriers to employment to build economic power. We seek to **identify specific employment practices and supports** that do this most effectively.
- Integrate a new learning approach into other programs (e.g. CA RISE, H RTP, WIOA) to understand effective supports and practices.

META ANALYSIS

Fall '26

Completing a meta-analysis to deepen our understanding of the **long-term impact of the ESE model**. Analysis will **compare ESE outcomes to alternative workforce interventions and will model long-term participant earnings and economic mobility**.

Help us better understand where and how our model drives the greatest impact, or the “if not for ESEs” effect.

ANALYZING ADMINISTRATIVE DATA

Kickoff Q3 2026

Partnership with the California Policy Lab to expand access to statewide administrative data beyond prior project on wages, and strengthen data infrastructure for Redefine Alliance and ESE partners. This work will **deepen our understanding of the ESE model's impact across key outcomes—including employment, earnings, and eventually housing stability, and health—while supporting our ecosystem-building approach by improving data access**, identifying promising practices, and enabling more effective, data-informed workforce systems.





Our Community Our Alliance

The diversity of leaders, industries, geographies, and organizational models strengthens learning and helps shape more effective solutions.

Community is a critical part of the infrastructure behind this work.

Through this network of social enterprises, funders, and public partners, we've seen growing trust, peer connection, and collaboration.

While the direct impact of this community is harder to measure, we consistently hear how valuable it is for peers to connect and learn from one another. Together contributing to stronger outcomes and greater scale.

Time and again, you emphasized the value of this community, your peers, and this growing alliance

23 Site visits

31 Attendees in 2024 Pilot

36 Attendees in 2026

10 Affinity Groups

120 ESEs

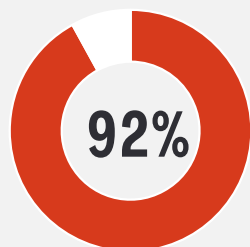
250 Leaders



Connection and Collaboration is more than nice to have, it's part of the work



Felt a Sense of Belonging and Inclusion



2025 FIOS Annual Survey



I feel welcomed, safe sharing my opinions, like I can be my whole self, and I feel valued

90%

2025 Community Survey



I have a strong network of social impact leaders that I could call on for advice or support.

81%

2025 Community Survey

"My experience in the REDF Community has provided ... connection, practical knowledge, and a sense of partnership that strengthens me as a leader and strengthens the work we do."

*Community Member
- 2025 Community Survey*



Community Members who built social capital

84%

2025 FIOS Annual Survey



I feel better equipped for my role at my ESE.

85%

2025 Community Survey

"Strong community helps us continue to know that we aren't in this alone and that there are supports along the way of this crazy journey. What we do will never be easy but community helps."

*Community Member
- 2025 Community Survey*

REDEFINE ECOSYSTEMS are dense, place-based networks of interconnected ESEs and inclusive employers, supported by public, private, and social-sector partners working together to drive direct employment and broader systemic and policy change.



ADD NOTES TO YOUR TAB

Community Pulse- Breakout Room Activity ☆ 📁 ☁

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Document tabs +

- Room 1
- Room 2
- Room 3
- Room 4
- Room 5

ROOM 1

Before you begin

Please choose:

- **Facilitator** – Keeps the discussion moving
- **Spokesperson** – Shares one takeaway with the full group
- **Note Taker** – Captures your group's responses below

Our goal is to better understand the ecosystem relationships that help Employment Social Enterprises thrive and where stronger connections could create greater opportunities for the people you serve.

Q1: What relationship or partnership has been most valuable to helping your organization advance its mission?

This could be with:

- Employers
- Another ESE or peer organization
- Workforce development boards
- Local or state government
- Funders or philanthropy
- Community-based organizations

● What relationship or partnership has been most valuable to helping your organization advance its mission?

Community based orgs and housing and supporting services. City/govt partnerships

Comm based orgs. Local state govt. Housing/financial services

partner orgs that pay wages. NGOs that steward public spaces. Govt funding. Others that hire and contract with orgs

funding: institutional, govt, california rise, redf, job placement. Professional partner networks

Philanthropy/giving. Local/state govt contracts. Employers.

● Where do you see the biggest gap in your local ecosystem today?

Workforce dev boards (build relationships and access funding)

collaboration. better onnectivity within local groups. Housing/mental health support gaps

labor shortages across industries. relationships with employers for worker movement. sometimes wont hire because of backgrounds. Employers don't see the long term benefit.

employers. Banking partners who know how to work with populations. Housing/mental health gaps.

linking communities with ESEs. Local/state officials and employer partners

● Where would stronger peer connection or collaboration make the biggest difference?

affinity models for connecting. Measuring what others find useful (tools, resources). Co-working opportunities

sharing tools. Smaller groups to collaborate

sharing impact data, what is best to be tracking. Share employer relationships and general commiserating.

support from other orgs (housing for example). Groups like RA community to discuss challenges and best practices.
"Instrumental" program/site to find grants

workforce boards and govt partnerships. Sharing tools and resources to collaborate easily

THANK YOU!