

A photograph of a modern, multi-story building with a light grey facade and large windows. The building has a green roof with various plants. A sign on the building reads 'AMICA'. The text 'Social Value Monetization Fiscal Year 2019' is overlaid in white.

Social Value Monetization Fiscal Year 2019

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1. Presentation

Amica is a social initiative whose mission is to discover the capabilities that exist in each person, supporting them in their limitations, autonomy, the exercise of rights and the participation with responsibilities in the community, so that they can become the protagonist of their lives and the necessary social change. (www.amica.es)

It was founded in 1984 and in 1993 it was declared as a Public Utility Association, formed by family members, people with disabilities and professionals. Since its constitution and throughout its history, it has become an associative entity of reference in Cantabria and Spain for its activity with people around a model of direct management, and participation of people and their families, and a personal itinerary to promote personal autonomy and social participation.

With its headquarters in Torrelavega, Amica has a network of 13 centers located in different municipalities of Cantabria, and Campus Diversia in Valencia.



Figure 1: Location of Amica's centers
(Source: www.amica.es)

Presentation

As an associative organization based on democratic principles, in its Statutes Amica sets out the functions and competencies of the different governing and participatory bodies and their relationship with the faculty and the Processes coordination team, responsible for both strategic and operational management and for the processes defined for the maintenance of its activity and its intervention model.

For the development of its activity, Amica has three companies (SAEMA, SL; SOEMCA, SLU; and DIVERSIA Empleo, SL), recognized as special employment centers of social initiative. Through them Amica generates job opportunities for people with disabilities and maintains productive activities and services to support employability. Throughout this report we will refer to Amica including the activity of the Association and the first two Companies (SAEMA and SOEMCA), since the activity of DIVERSIA Empleo in 2019 was minimal.

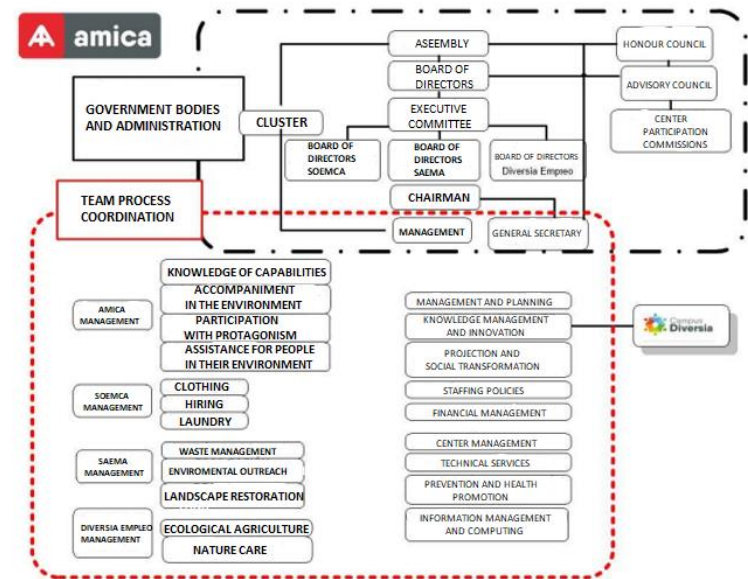


Figure 2: Amica's organizational structure
(Source: Amica Descriptive Memory)

Presentation

As mentioned above, Amica develops a productive activity in the market, establishing customer-supplier relationships in order to fulfill its social purpose. As any other organization, Amica uses financial accounting as a tool to communicate and understand the economic-financial management of its activity, both productive and associative. However, Amica's activity transcends the one reflected in financial accounting and, therefore, Amica has always been interested in finding an information system that enables it to communicate the results of its activity, beyond the economic-financial perspective.

In this framework, in 2020 and in a context in which there is an increasing need to communicate and manage the social value that every type of organization generates for Society, Amica decided to undertake a project by using the so-called Polyhedral Model of social accounting - described in chapter 2 of this document - to monetize the social value generated by Amica in the fiscal year 2019.

This model and the underlying methodology used in this project have been developed over the last decade based on the work of a research group made up of different universities and the non-profit EIG (Economic Interest Group) GEAccounting, made up of universities, users and prescribers of social accounting, whose mission is to promote the development of social accounting.

In addition to obtaining the results of social accounting, the aim was to set the bases on which social accounting can be developed in the organization in the coming years. To that end, Amica has been advised by GEACCOUNTING, a group of entities interested in social accounting, which has generated, developed and spread the calculation model used in this process.

Presentation

LKS NEXT is a consulting company integrated in this Group, with extensive knowledge and experience in working with different families of the Social Economy, including Disability Associations and Special Employment Centers, and has accompanied Amica in this process, which has also joined a team from the UNIVERSITY OF CANTABRIA interested in participating in the university network that is currently researching in the field of social accounting.

This document contains the results of the process in chapter 3, entitled Process of monetization of Social Value in Amica. It is introduced by an explanation of the study methodology and a description of the main highlights of the process carried out in Amica up to the calculation of the social value generated. This document is a complementary report to the document [Amica Social Value 2019.xls](#), in which the tracking of the aforementioned results can be analyzed in detail.

Torrelavega, March 8th, 2021

2. Methodology

Introduction

This report is based on the social accounting model for sustainability developed by Retolaza et al. (2013) to meet the challenge of organizations to determine and quantify the social value they create. This challenge has been addressed in different ways in research, but it is in the implementation where the methodology developed from this model is being endorsed by several companies, both private and public, not only in the social but also in the commercial sphere.

In particular, the proposal of social accounting for sustainability aims to monetize the Integral Social Value generated by the different organizations and has three additional proposals. On first place, it incorporates an underlying model of value, centered on the Stakeholder Theory, which we have called the Polyhedral Model. It is a theoretical model, and therefore subject to conceptual debate. Secondly, it develops a processing methodology, based on the aforementioned Polyhedral Model, which through a series of steps makes it possible to systematize the process of calculating social value for each particular entity. Thirdly, for those entities with which it has worked experimentally, it specifies a certain standardization of the value variables, as well as of the proxies that allow the monetization of the outputs linked to them; which makes it possible to generate a vademecum of recognized variables and proxies, under continuous construction by a Community of Practice, made up of user, prescribers and research entities. Translated with www.DeepL.com/Translator (free version)

Social accounting: The Polyhedral Model as support

The social accounting process follows the synthetic analytical methodology, as it divides a complex and intangible concept, such as social value, into a series of constituting factors, the Value Variables, from which outputs are identified and quantified by linking them, by means of different algorithms, with reference proxies. Once the different variables have been quantified in a differentiated manner, a synthetic and holistic integration of the data collected is carried out, allowing a multiple (polyhedral) visualization through different value ecosystems, such as the specific value for each stakeholder, the shared value, the specific social value, the social value generated by the business activity, the economic return to the Administration or the integral value. The model also allows different additional specific analyses to be generated from the results obtained. The Polyhedral Model that supports this synthetic analytical process is shown in Figure 1.

The different external areas of Figure 1 represent the value generated for each of the stakeholders; these values do not necessarily have to match; it is normal for some variables to match and others not. Thus, the central core represents the set of value attributed to the matching variables, which we could call shared value; this will be calculated by adding up the matching values for the set of stakeholders. In addition, there will be values generated for a particular stakeholder that do not match those of the other stakeholders; the consolidation of the total value generated by the organization for the set of stakeholders will constitute the integral value generated.

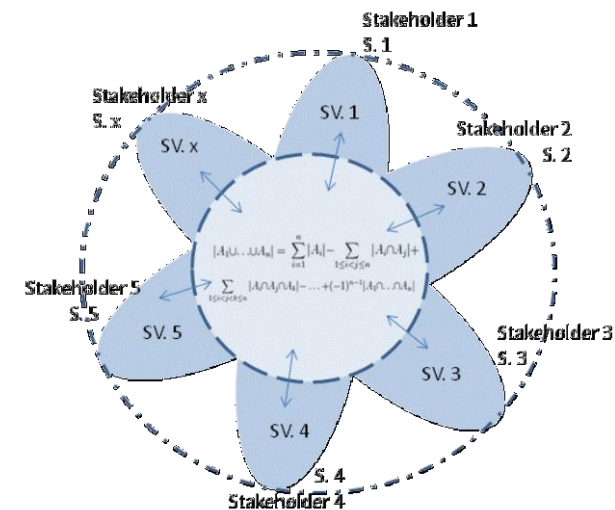


Figure 3: Polyhedral Model.
(Source: adapted from Retolaza, San-Jose & Ruiz-Roqueñi, 2016: 40).

Practical process of Social Value monetization

As mentioned above, the Polyhedral Model can be considered as the underlying analytical model, from which a process for its concrete application to an organization is derived. Figure 2 summarizes quite comprehensively the collective construction process that is developed to establish a system (accounting) for the monetization of the social value generated by an organization.

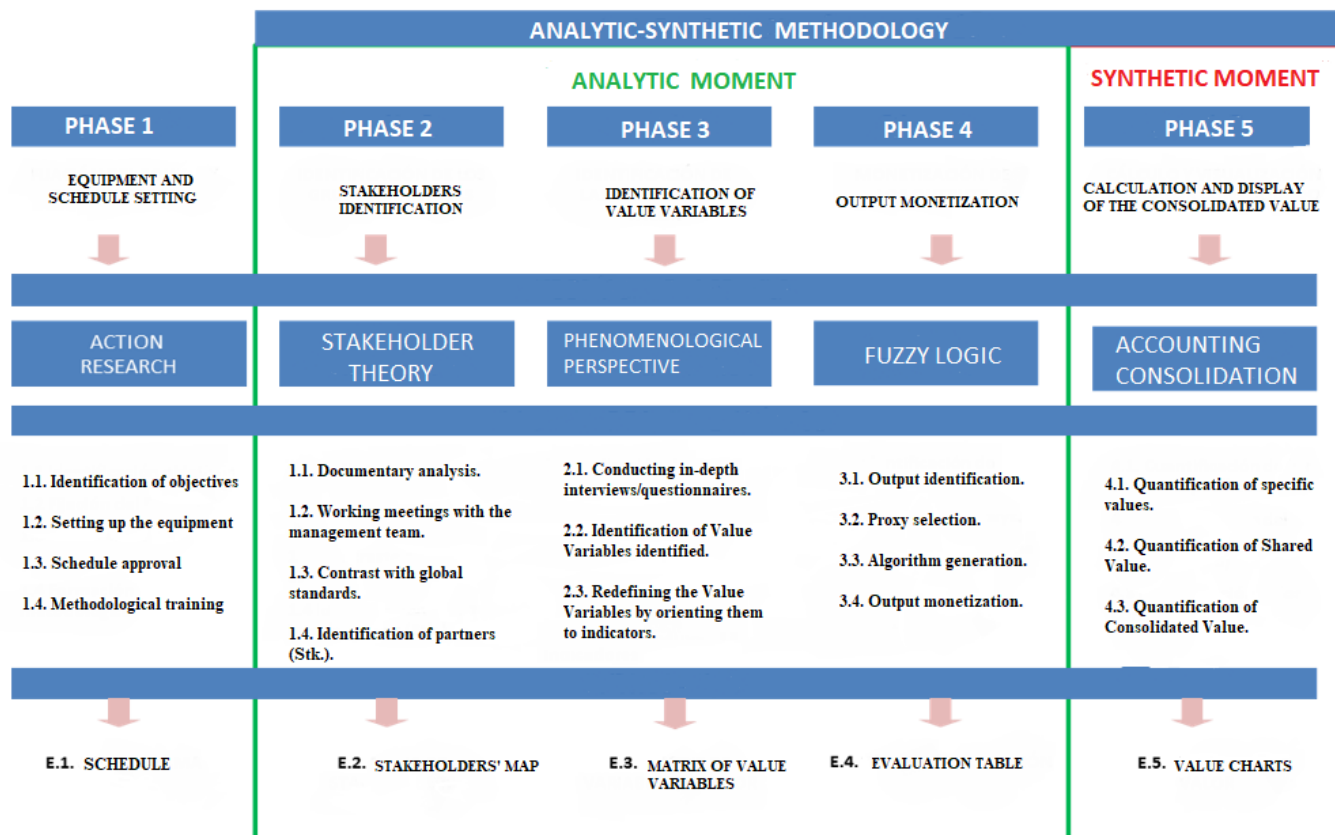


Figure 4: Phases of the process (Source: San-Jose & Retolaza, 2016: 57).

Methodology

In essence, the process therefore has five theoretical phases, some of which converge over time. This occurs because the central object of the phases is the so-called Non-Market Social Value (NSVM), but in parallel, various aspects of integration of the Social Market Value (SMV) ecosystem are incorporated. The specific aspects of this process in the Amica case are described in more detail later on in this report. At this point, the 5 phases of a standardized process and a brief explanation of each of them are presented:

- 1) **Team setting and schedule**, which could also be considered as a previous or preparatory phase; however, it is of vital importance, since the quality of the work team and its involvement with the analyzed organization determine to a large extent the success of the analysis and systematization process.
- 2) **Identification of the stakeholders to whom the organization assumes it generates value**, where value is understood in relation to the people who receive that value. In this sense, social value is understood as the set of value perceived by the different stakeholders of an organization.
- 3) **Identification of the value indicators**, understood as the aspects in which the organization generates value for third parties; which, following the approach of the previous phase, will be carried out in communication with the different stakeholders, since from a phenomenological perspective they will be the ones to identify these variables.
- 4) **Monetization of outputs**. In this phase the subjective perspective of the previous phase is redirected, although we could have carried on using the subjective valuation of the stakeholders, as is used in other areas of business economics; and we focus on quantifying the outputs linked to each value variable, through proxies. The logic applied in this process of monetary quantification is the same as that of fair value, with the difference that the ranges of value in the case of intangibles are much wider and more complex to agree upon than in the case of tangible goods.
- 5) **Calculation and visualization of the integral social value**; by integrating the results of the partial calculations using the Polyhedral Model.

Once implementation has been completed, a process of feedback and continuous improvement is undertaken, both for the organization itself in successive cycles of analysis (annual social accounting) and, if the organization so requires, for other organizations in the same or a similar sector of activity that may see the potential usefulness of the comparative data.

Figure 3 summarizes the progressive steps between phases 1 and 5 and the subsequent feedback, as well as the resulting outputs that are transformed into inputs for the next phase of the process; the technical resources normally used in each phase of the process are also mentioned

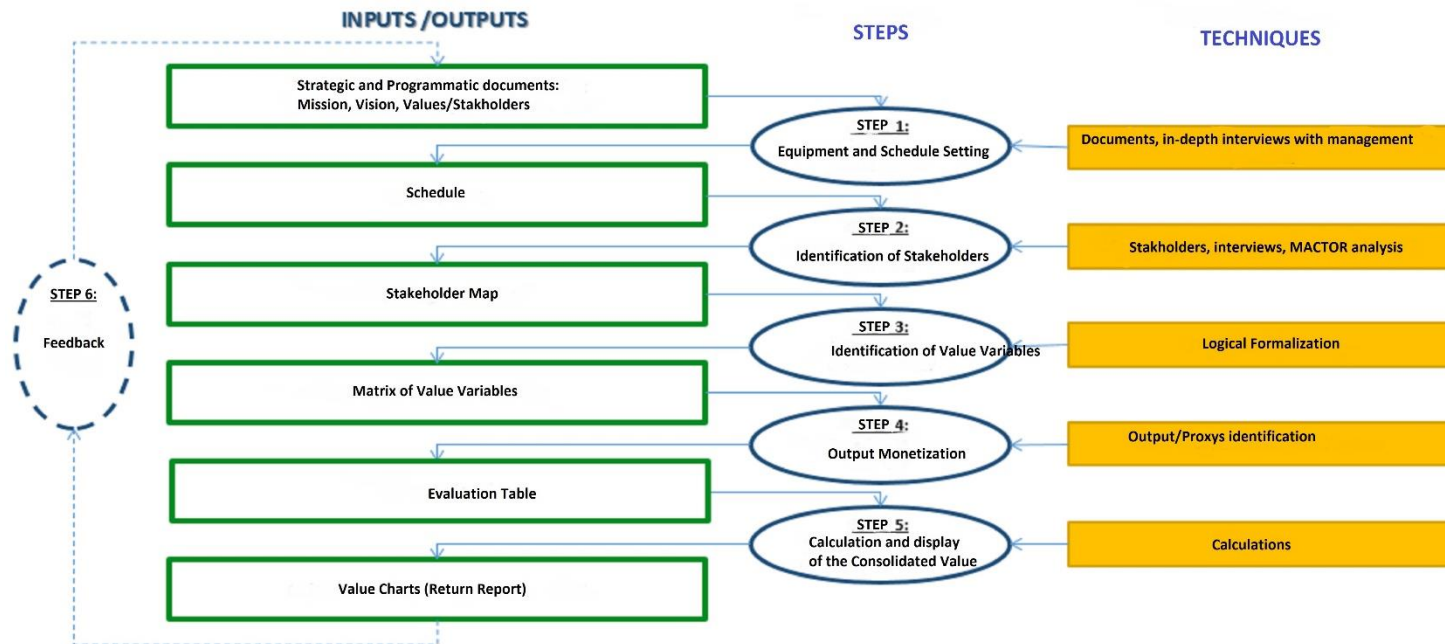


Figure 5: Inputs/Outputs and main techniques (Source: Retolaza, San-Jose & Ruiz-Roqueñi, 2016: 54).

Methodology

In the case of Amica, these phases have been developed around a process in which, as mentioned above, the advice of GEACCOUNTING (and by means of it, the UNIVERSITY OF DEUSTO, LANTEGI BATUAK and LKS NEXT) and the participation of the UNIVERSITY OF CANTABRIA have been provided. The process has involved the analysis of the value generated directly, the value mobilized through the purchase from suppliers and the value identified via the dialogue with Amica's stakeholders in relation to its non-market activities. The following chapter explains in further detail the scope and results of this process.

3. Monetization process of Social Value in Amica

Overview of the process

In September 2020, Amica started a process in which the main objective was to monetize the social value generated by the entity, in accordance with the GEACCOUNTING methodology explained in the previous chapter. In the accomplishment of this objective, complementary objectives would be achieved which, after the preparation and planning of the project, would coincide with the main phases of the process methodology defined by GEACCOUNTING for the implementation of social accounting: (i) Identify Amica's stakeholders; (ii) Establish a dialogue with stakeholders, focused on identifying the sources of value, (iii) Agree on the main value variables and associate them with indicators that allow the monetization of the value generated, and (iv) Monetize the value generated (market and non-market perspectives) and calculate the integrated social value.

With the additional purpose of generating a learning process in which different people in Amica would become familiar with and learn the various concepts involved in social accounting, different work teams were formed and actively participated in internal data collection and discussions to agree on various elements required for accounting. A fundamental source throughout the process has been Amica's management system, in which, in accordance with advanced practices, information on its processes is maintained and tracked, which has been very useful in this project.

The following pages explain the intermediate and final results of a process that, due to the situation generated by the Covid19 pandemic, had to be modified, adapting some of the work dynamics to the meeting regulations in force at the time (see work dynamics in Figure 4). The process has been kept alive for six months until February 2021, when the results of the Excel document mentioned in the presentation, which includes Amica's social accounting for the fiscal year 2019, have been ratified.

Monetization process of Social Value in Amica

A large grey arrow pointing to the right, containing the title 'Monetization of Amica's social value' in white text. Inside the arrow, there is a timeline of events from September 2020 to March 2021.

Monetization of Amica's social value

September 2020

MAIN WORK DYNAMICS

- Group training session (launching of the process).
- Face-to-face and online meetings of the Promoter Team.
- Face-to-face and online meetings of the Data Collection Team.
- Stakeholder interviews.
- Focus groups with stakeholders.
- Analysis and use of financial information and AMICA's management system.

March 2021

It should also be mentioned that in parallel to its social accounting implementation process, Amica has participated in the launching of the GEACCOUNTING Disability working group, which is working to standardize criteria for the application of social accounting in the sector.

Monetization process of Social Value in Amica. Stakeholder Map

Identification of the stakeholder map

One of the initial highlights of the process was the identification of Amica's stakeholders, organized for their visualization in the organization's stakeholder map (see figure 5), which reflects the previous work developed by the entity in the implementation of its Management Model.

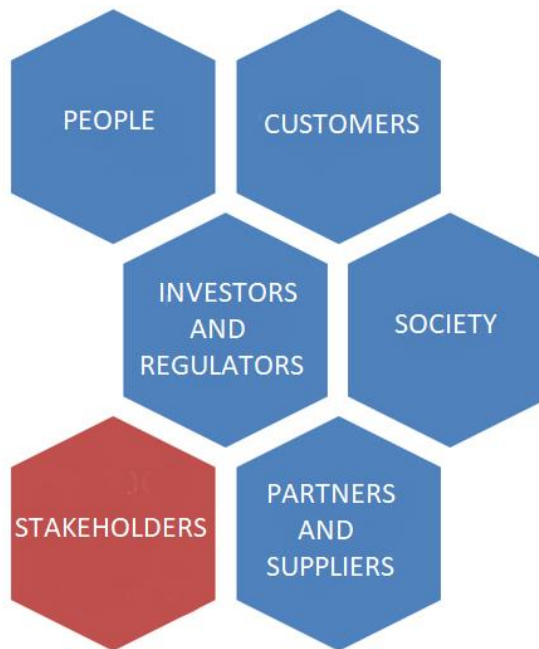


Figure 6: Amica's initial Stakeholder Map (Source: adapted from Amica's Management Model).

Monetization process of Social Value in Amica. Stakeholder Map

Stakeholder Map and representative entities

However, we were aware that the definition of the Stakeholder Map in the implementation of a Management Model responds to other criteria than those of social accounting and, in fact, the Map in itself is a standardized representation that would serve as a basis for, once the representative entities had been identified, trying to fit them into the five categories.

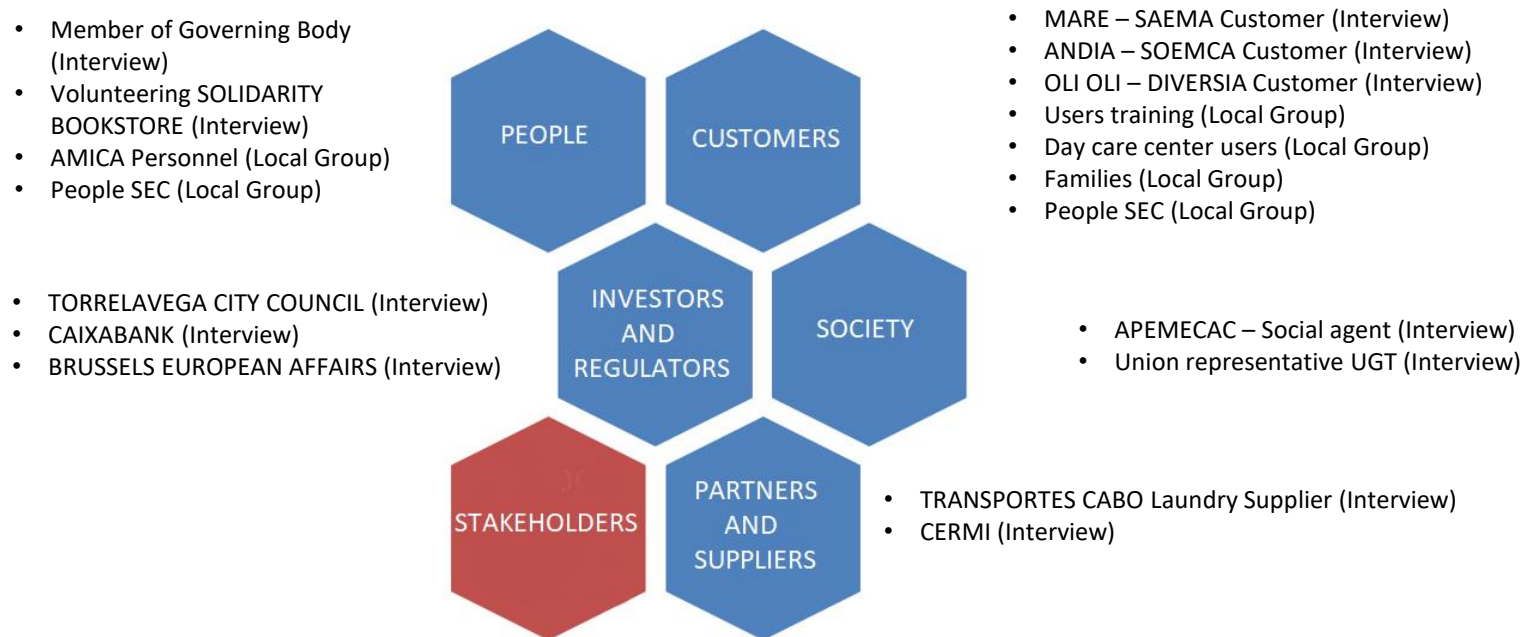


Figure 7: Amica's Stakeholder Map and their representative entities (Source: Amica's Social Value monetization project promoter team).

Monetization process of Social Value in Amica. Stakeholder Map

Stakeholder Map and representative entities

The above mentioned raised some differences that should be highlighted for the purposes of the implementation of social accounting and that led to the identification of 7 categories of stakeholders within the framework of this project.

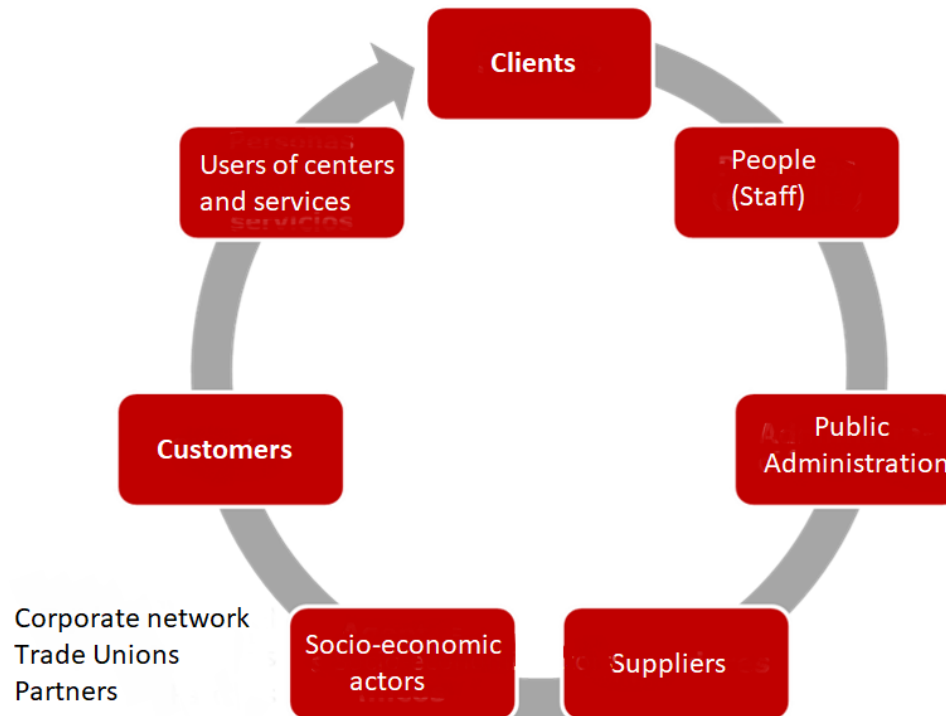


Figure 8: Amica's stakeholder categories in social accounting (Source: Amica's social value monetization project promoter team).

Monetization process of Social Value in Amica. Social Market Value

Conceptual framework

Since the objective is to monetize Amica's Social Value, the social value resulting from the entity's commercial activity was calculated, taking into account the Association and the companies SAEMA and SOEMCA. The analysis matrix shown in Figure 6 was used for its calculation.

It analyzes the distribution of the value retained and distributed, resulting in four quadrants in which various indicators are incorporated, thus making visible the value retention and distribution channels, also linked to the main stakeholders.

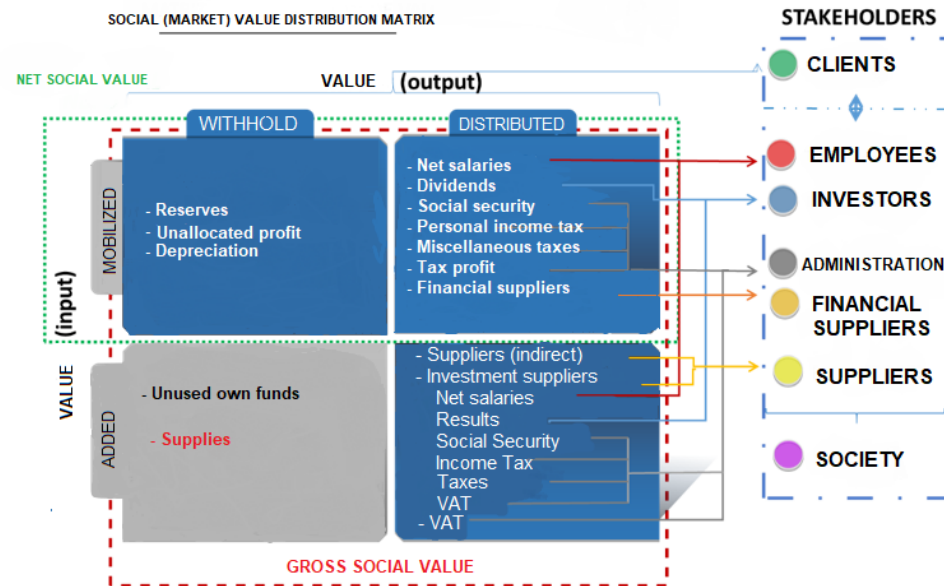


Figure 9: Conceptual framework of Social Market Value

Monetization process of Social Value in Amica. Social Market Value

Direct Market Social Value

Table 1 shows the direct social market value generated by Amica. It provides the most relevant data of the economic activity, estimating the social value generated (VES) to the different stakeholders through taxes, salaries, amortizations or results. The table details the values used. Together with the Social Value Generated (VES), which amounts to **€14,074,386** and which is calculated from the sum of the value added plus the derived tax (VAT), the generation of cash flows can also be considered, which is directly or indirectly captured by the Administration, through the sum of the income made to the Social Security and the Public Treasury, and which in 2019 amounted to **€3,581,444**.

The sources of information to arrive at this calculation were the profit and loss account for fiscal year 2019, the annual VAT return and the 10 T certificate. The income statement data have been transferred to the Value Added Statement presentation model proposed by AECA, which allows incorporating the value perspective and thus visualizing the value generated by the organization and its distribution among the production factors. This process of transference of the information from the income statement to the Statement of Added Value can be seen in further detail in Annex 1 of this report and in the Excel document which complements it.

Direct Economic Social Value		14.074.386 €
=		
VAT	Σ Output tax - Input tax	774.058 €
+		
ADDED VALUE	Σ Annual Added Value	13.300.328 €
↓		
Description	Basis for calculation	Result
Wages	Σ Net wages	7.438.456
Social insurance	Σ SS Company + SS Employees	2.038.959 €
Income Tax	Σ Withholding tax	584.388
Other taxes	Σ Taxes paid	184.039
Financial Expenses	Σ Interests	432.566
Result (-Solidarity Fund)	Result of the Fiscal Year (-Σ Annual Solidarity Fund)	296.339
Amortizations, impairments and losses	Σ Amortizations, impairments, losses and supplies	2.315.288
Grants and others	Σ Grants and others Solidarity Funds	10.293

Table 1: Direct Social Market Value generated by Amica in 2019.

Monetization process of Social Value in Amica. Social Market Value

Indirect Social Market Value - Operational Suppliers

After calculating the direct social market value, the value mobilized by suppliers, known as indirect social market value, is calculated. The work methodology is the same as for the direct social market value, since it is a matter of breaking down the value added by suppliers according to the criteria of distribution to the various stakeholders. In addition, the volume of Amica's purchases from suppliers is taken into account to determine the amount of added value of the suppliers as a whole and its distribution to the different stakeholders.

In this estimate, the SABI database is used to calculate, based on the lists of Amica's suppliers for the fiscal year, an estimate of the value generated for personnel, taxes, profit and loss and value added. The impact indicators thus obtained are proxies that make it possible to establish the added value generated by Amica's purchases and to see how it is distributed to the main stakeholders.

The social value mobilized by Amica in 2019 through purchases from suppliers amounted to **€1,301,930**.

INDIRECT ECONOMIC SOCIAL VALUE		1.301.930 €
=		
VAT	Input Tax (21%)	225.955 €
+		
ADDED VALUE	Σ Annual value added (proxy supplier data)	1.075.975 €
↓		
Description	Basis for calculation	Outcome
Purchase Suppliers	Σ Purchase suppliers	4.200.772
Net Wages	Σ Net salaries (proxy supplier data)	289.953
Social insurance	Σ ss company + ss employees	218.244 €
Income Tax	Σ Withholding tax (18,5%)	115.358
Other taxes	Σ Taxes paid (Proxy vendor data)	43.053
Financial Costs	Σ Interests (proxy supplier data)	14.559
Outcome	Result for the fiscal year	241.267
IMPACT INDICATORS		
Value added/ Revenues		25,61%
Personnel expenses/ Revenues		14,84%
Interests/Income		0,35%
Corporate income tax/ Income		1,02%
Financial year's result/income		5,74%

Table 2: Indirect Social Market Value generated by Amica in 2019.

Monetization process of Social Value in Amica. Social Value of No Market

Social Value of No Market

The non-market social value is calculated on the basis of the set of **variables** identified by the organization's stakeholders in the dialogue held with each of them. The variables, transferred in this dialogue in a spontaneous and colloquial manner, are oriented to **indicators** so that they can be monetized. For this purpose, **proxies** are also defined, which are approximations to determine the monetary value of each indicator, using the principle of fair value. Finally, it is necessary to obtain the **outputs**, which are the quantifications of the indicators provided by Amica.

The following tables show the calculation of the social market value, showing the traceability of the process from the identification of the value variables (Table 3) to the final result and Amica's total Non-Market Social Value (Table 4).

Creation of job opportunities
Job position adjustment and maintenance
Social inclusion
Support and guidance to families
Knowledge generation and transmission
Training
Change towards an increasingly inclusive society
Strategic vision - social innovation
Work-life balance
Savings to the Administration

Table 3: Amica's Value Variables (Agreed by the working group based on dialogue with Stakeholders)

Monetization process of Social Value in Amica. Social Value of No Market

VALUE VARIABLE	INDICATORS	OUTPUT	PROXY	CALCULATION	TOTAL VALUE VARIABLE
Employment opportunities creation	Employment opportunities (Newly created positions psd)	2,21	€4.500,00	€9.945,00	€274.782,50
	Job opportunities (Average number of jobs pcd at the end of year n compared to the end of year n-1)	-16,36	€47.500,00	-777.100,00	
	Employment in other companies (other EWCs)	59	€5.100,00	300.900,00	
	Regular employment	132	€5.100,00	673.200,00	
	Employment intermediation service (Advisory hours)	1507,5	€45	€67.837,50	
Job position adjustment and maintenance	Number of people assisted by job coaches in the job position	88	€150	€158.400,00	€259.872,55
	Savings on kilometers	390.645	€0,19	€74.222,55	
	Welcome hours	545	€10,00	€27.250,00	
Social inclusion	Number of people who keep their home independence thanks to the support they receive.	29	1.644,60	€572.320,80	€4.001.767,32
	People in housing places (with community approach)	43	1.770,00	€913.320,00	
	Number of places in autonomy promotion centers	122	1.521,60	€2.227.622,40	
	Number of people who undergo the capabilities awareness process	375	€150	€56.250,00	
	Persons receiving recovery services	321	€150	€48.150,00	
	Childhood	113	1.629,24	184.104,12 €	
Support and guidance to families	Hours of work with families (individual and group)	2.168	€30,00	€65.040,00	€5.717.360,00
	Actions devoted to the solving of administrative issues	530	€120,00	€63.600,00	
	Total hours released (people in concerted resources)	558.872	€10,00	€5.588.720,00	

Monetization process of Social Value in Amica. Social Value of No Market

VALUE VARIABLE	INDICATORS	OUTPUT	PROXY	CALCULATION	TOTAL VALUE VARIABLE
Knowledge generation and transmission	Papers/Publications	8	1.600	€12.800,00	€106.706,26
	Hours/people at disability knowledge transfer events (lecturers)	72	120,00 €	€8.640	
	Studies in which we have collaborated	21	1.500 €	€31.500	
	Exchange visits	4	720 €	€2.880	
	Hours of people who attend transfer projects	1.088	16 €	€17.408	
	Ad-hoc video displays	1.686	0,91 €	€1.534,26	
	Exhibition attendees	6.000	2,5 €	€15.000,00	
	Development cooperation projects	3	3.624 €	€3.624,00	
	Months of stays of people from other entities	4	3.330 €	€13.320	
Training	Transfer of management practices to other social entities	9	720 €	€6.480,00	€1.153.920,00
	Continuous training hours	7.322	12,00 €	87.864,00	
	Professional training hours	70.220	14,00 €	€983.080,00	
	Practical hours	4.781	16,00 €	€76.496,00	
Strategic vision - social innovation	People in working group on environmental initiatives x sessions x session hours	93	10 €	€11.160	€65.100
	Hours in innovation projects (from other entities)	6	60 €	€360,00	
	School children participating in environmental outreach activities	2.233	10 €	€22.330	
	Number of participants in other environmental outreach activities	3.125	10 €	€31.250	
Work-life balance	Hours of conciliation per year (of requests managed)	32.271	10 €	€322.710	€322.710

Table 4 (2): Amica's SVNMM matrix, fiscal year 2019 (Prepared according to the social accounting methodology using information from Amica's management system).

Monetization process of Social Value in Amica. Social Value of No Market

VALUE VARIABLE	INDICATORS	OUTPUT	PROXY	CALCULATION	TOTAL VALUE VARIABLE
Change towards an increasingly inclusive Society	Non-school participants in awareness-raising events	1.072	€14,00	€15.008,00	€302.853,63
	Number of schoolchildren participating in awareness events	1.000	€10,00	€10.000,00	
	Meeting hours with the Public Administration	59	€90,00	€5.310	
	Hours devoted to networking (CERMI Commissions, Cocemfe)	1.111	€60,00	€66.660,00	
	Hours in awareness-raising actions (Professionals)	940	€30	€28.200,00	
	Hours of participation in the media	52	€120	€6.240,00	
	Web visits	88.193	€0,91	€80.255,63	
	Diffusion in SSR-Increase SSR followers (from 1 SSR)	299	€100	€29.900,00	
	Press news	37	€800	€29.600,00	
	Radio programs	64	€150	€9.600,00	
	Companies committed to Amica in social transformation	32	€300,00	€9.600,00	
	Volunteer hours (For outside the entity)	17	€10	€170,00	
	Volunteer Hours (internal)	667	€10	€6.670,00	
	No. of users who participate with an active role	188	€30	€5.640,00	
Savings to the Administration	Difference between the price charged by Amica and the cost of the 24-hour disability residence of the Government of Cantabria	Cálculo ad hoc	Cálculo ad hoc	€699.074	€1.072.258
	Persons entitled to PNC who do not benefit from it	68	€5.488	€373.184	
TOTAL					€13.277.330,61
Deducting direct payments from users (SVM)					<u>€10.413.727,69</u>

Table 4 (3): Amica's SVN matrix, fiscal year 2019 (Prepared according to the social accounting methodology using information from Amica's management system).

Monetization process of Social Value in Amica. Social Value of No Market

VALUE VARIABLE	TOTAL VALUE VARIABLE	% of total SVN
Employment opportunities	€274.782,50	2,07%
Adaptation and maintenance of employment positions	€259.872,55	1,96%
Social inclusion	€4.001.767,32	30,14%
Support and guidance to families	€5.717.360,00	43,06%
Knowledge management and transmission	€106.706,26	0,80%
Training	€1.153.920,00	8,69%
Strategic vision – Social innovation	€65.100	0,49%
Work-life balance	€322.710	2,28%
Transformation towards an increasingly inclusive society	€302.953,63	2,43%
Savings to the administration	€1.072.258	8,08%
Total		€13.421.558,35
Deducting direct payment by users (SVM)		<u>€10.557.955,43</u>

Table 5: Amica's SVN synthetic matrix, fiscal year 2019 (Created according to the social accounting methodology based on information from Amica's management system).

Monetization process of Social Value in Amica. Social Value of No Market

Amica consequently generates a total amount of **€10.557.953** by means of non-market activities. The greatest weight on the total Non-Market Social Value corresponds to two variables. In fact, 72.4% of the value generated is associated with these two variables, which is in line with Amica's corporate purpose:

- The variable of *Support and guidance to families* represents a contribution of **€5.717.360**, which is a result of an association of families, people with disabilities and professionals. It should be noted that these last two stakeholders generate an important value through market transactions.
- And the *Social Inclusion* variable amounts to **€4.001.767**. In this case, it should be taken into account that a significant part of the services paid directly by the users would cause part of this value to be transferred through market activities. It is not directly deduced since not all payments are applicable to services related to this variable. In the future, it would be desirable to identify the variables affected and make a separate calculation. The current calculation does not alter the overall result but partially alters the relative weight of the value variables.

The lower relative weight of the rest of the variables should not underestimate their importance as essential or complementary values that are recognized by its stakeholders in the development of Amica's activity. In fact, in a case of *Transformation towards an increasingly inclusive Society*, it could be debated whether not only the associated indicators but all Amica's activity in general contributes to this end. This may indeed be the case. However, it should be noted that the structuring in value variables is done for the purpose of strengthening the social accounting management system that is being generated and, in some cases, responding to standards set in other organizations.

Monetization process of Social Value in Amica. Social Value of No Market

- In this sense, this variable mainly includes awareness-raising and diffusion actions aimed at the general public. This does not prevent us from recognizing that other value variables would in turn contribute to a general goal of transforming Society. According to the structure of this matrix, the generation of value stands out in relation to:
- **€1.153.920** in the *Training* variable. This includes training to various stakeholders, both people with disabilities and people without disabilities, increasing the significant value generated to other groups through the market (mainly in terms of salaries).
- **€1.072.258** in *Savings to the Administration*. Mainly generated through two concepts (see table 4.3), increasing in this case the social value generated for the Public Administrations.
- **€274.782** in *Generation of opportunities*. In this case, it should be noted that at the end of 2019 the number of jobs for people with disabilities was lower than at the end of 2018. In accordance with the accounting criteria for this variable, this represents a reduction in the result, regardless of the causes of this decrease (which could be voluntary departures, retirements, etc.). Therefore, this variable may be significantly increased in other fiscal years in which the balance between the average number of jobs at year-end compared to the previous year is neutral or positive.
- **€322.710** in *Work-life balance*. A variable recognized by the company's professionals.

Monetization process of Social Value in Amica. Social Value of No Market

- **€301.953** in *Transformation towards an increasingly inclusive Society*, taking into account the above mentioned in relation to this variable.
- **€259.872** in *Adaptation and job maintenance*. In this case, it is again an additional amount to the concept of job maintenance, which can be associated to the value already quantified in the Social Market Value tables (salaries).

Finally, there are two other variables of minor scope in terms of the result in 2019 but which are among the values recognized by Amica's stakeholders and whose evolution over the years will be interesting to assess. These two variables are also interrelated:

- **€106.706** in *Generation and transfer of knowledge*. Focused on knowledge of issues related to disability and management issues, implementation of technology,
- **€65.100** in *Strategic Vision - Social Innovation*. Focused on activities by which new solutions are provided to problems identified as such by the Society (includes Amica's environmental projects, beyond market activity).

Monetization process of Social Value in Amica. Integral Social Value

Finally, the complete evaluation table is included, which integrates the market and non-market social value and also shows the distribution of this value among the different stakeholders. The "Society" column is not that of a specific stakeholder but results from the sum of the value distributed to the different stakeholders, deducting in any case from the Non-Market Social Value the amount corresponding to the value shared between two or more stakeholders.

	COMPANY	USERS	FAMILIES	AAPP	CUSTOMERS (n)	PEOPLE (STAFF)	INV.	RETAINED ENTITIES	SOCIO-ECONOMIC ACTORS	PROV. (n)	PROV. (b)
GENERATED SOCIAL VALUE	€14.074.386			€3.581.444		€7.438.456	€432.566	€2.611.627	€10.293		
VALUE MOBILIZED PURCHASE SUPPLIERS	€1.301.930			€602.609		€289.953	€14.559	€394.808		€1.075.975	4.200.772 €
SOCIAL MARKET VALUE (direct + fixed assets)	€15.376.316	€0	€0	€4.184.054	€0	€7.728.409	€447.126	€3.006.435	€10.293	€1.075.975	
VALUE GENERATED TO CUSTOMERS (USERS)	€2.863.603	€2.863.603									
VALUE GENERATED TO CUSTOMERS (COMMERCIAL)	€8.711.663				€8.711.663						
SOCIAL MARKET VALUE (total)	€26.951.581	€2.863.603	€0	€4.184.054	€8.711.663	€7.728.409	€447.126	€3.006.435	€10.293	€1.075.975	
SAVINGS TO THE ADMINISTRATION	€1.072.258			€1.072.258							
NON-MARKET SOCIAL VALUE	€9.341.469	€2.734.720	€5.717.360	€113.180		€493.910			€449.718		
NON-MARKET SOCIAL VALUE [NMSV].	€10.413.728	€2.734.720	€5.717.360	€1.185.438	€0	€493.910	€0	€0	€449.718	€0	
INTEGRATED SOCIAL VALUE [ISVA]	€37.365.309	€5.598.323	€5.717.360	€5.369.492	€8.711.663	€8.222.319	€447.126	€3.006.435	€460.010	€1.075.975	

Table 6: Amica's Comprehensive Social Value Matrix, fiscal year 2019.

Monetization process of Social Value in Amica. Integral Social Value

The reading of Table 6 enables us to draw some conclusions. Firstly, it is the ultimate manifestation that Amica has addressed a process of monetization of the social value generated in 2019, in accordance with its Mission and with the need to make visible, beyond the result of the exercise, the added value generated and its distribution among the different stakeholders of the entity. It has been done following the Spoly methodology, in accordance with the Polyhedral Model developed by Retolaza et al. (2013), which requires the understanding and structuring of its own system for measuring social value. Amica intends to incorporate this measurement into its work systematics in such a way that the comparative evolution data is incorporated into the management dynamics and, ultimately, into the organization's strategic decision-making.

The result of the first year shows that Amica generated a social value of **€37.365.309** from its activity. In a first analysis, two aspects relating to the distribution of value among the different stakeholders should be highlighted:

- According to the stakeholders' identification in the stakeholder map agreed at the beginning of the process, five of the identified categories (commercial customers, staff, users, families and Public Administration) receive a value of more than 5 million euros, which leads to a balanced distribution of the distributed social value.
- Understanding people with disabilities as a group of analysis, this would be the one that receives the largest volume of value from Amica (**€10.453.575**), in which Market Social Value (as staff and as users) and Non-Market Social Value are shared. On the other hand, although the structure of the stakeholder map differentiates between users and families, in this case it is also difficult to separate the value generated for both groups. As a whole, people with disabilities + families receive a social value of more than 16 million euros.

From other perspectives, additional conclusions can be drawn from the formulation of the analysis ratios in Table 7 on the following page.

Monetization process of Social Value in Amica. Integral Social Value

The analysis table relates the creation of value by means of different ecosystems (rows) to the financing received (columns), in a way as follows:

- The cash return ratio relates exclusively the value generated through market for Public Administrations to the total public funding received (1,134).
- The two economic return ratios relate the value generated through the market for all stakeholders, both with respect to total funding (1,702) and with respect to public funding (4,167).
- The two social return ratios relate the value generated through non-market activities for all stakeholders, both with respect to total funding (0,658) and public funding (2,822).
- The two integral social value ratios relate the integral social value generated with respect to total funding (2,360) and public funding (10,125). In an organization such as Amica, which generates value through non-market and non-market activities, we believe that these are two significant ratios for analyzing efficiency in the use of funding. In both cases the value of 1 is exceeded, which would mark the limit between the efficient or inefficient use of resources.
- Finally, the break-even ratio refers to the relative weight of non-market social value over the total. Amica has a very important position in the market, where, with a social purpose, it carries out activities efficiently and competitively under market conditions, generating a significant volume of social value through the market. In the case of Amica, the ratio is 0,28. This ratio becomes more meaningful when assessing the evolution over several years, as it can provide relevant information on the strategic orientation of the organization.

	SOCIETY	AAPP
Cash Return Ratio		1,134
Economic Return Ratio	1,702	4,167
Social Return Ratio	0,658	2,822
Integral Social Value Ratio [VSI]	2,360	10,125
Social / Market Balance Ratio	0,28	
Ratio VSM customers/other factors	0,429	

Table 7: Ratios of analysis of Amica's Integral Social Value, 2019.

Monetization process of Social Value in Amica. Integral Social Value

In conclusion, the calculation of Amica's integral social value has made it possible to integrate economic and social results into a single integral concept of value generation, overcoming the traditional separation of these two areas. For an organization such as Amica, this integration is a way to improve the communication and management of its results. As a conclusion to this report, Figure 10 shows the summary information on the social value generated by Amica in 2019.

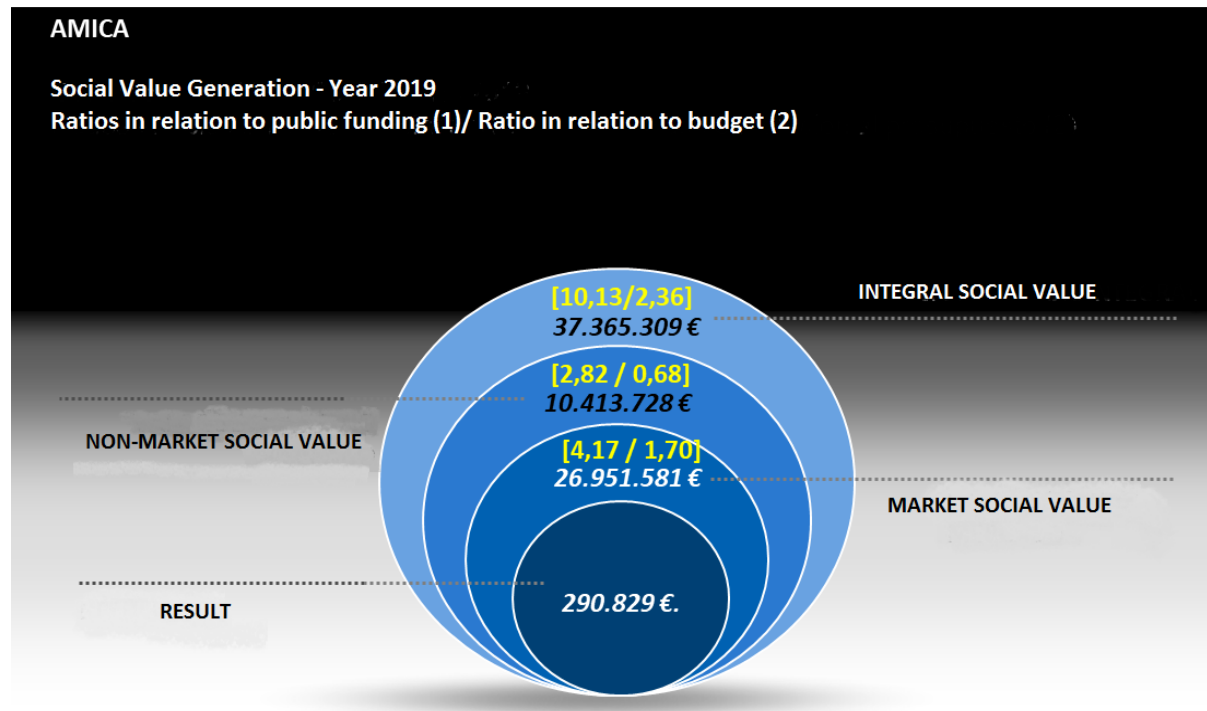


Figure 10: Social value generated by Amica and its distribution among the different value eco-systems.

Amica's Statement of Added Value Fiscal Year 2019

GENERATION OF AMICA'S GROSS VALUE ADDED

Statement of Value Added (direct or subtractive method)	31.12.19	%
Income generated by the company in the period	13.159.834	
Total net sales	12.596.961	100,0%
Change in inventories of finished goods and work in progress	-27.135	-0,2%
+ Work carried out by the company for its assets	373.228	3,0%
+ Other operating income (excluding operating subsidies)	216.779	1,7%
To be deducted: cost of factors acquired from other companies	-4.200.772	-33,3%
- Operating consumption (without deterioration of materials)	-1.456.295	-11,6%
a) Consumption of merchandise	-43.001	
b) Consumption of raw materials and other consumables	-1.349.653	
c) Work performed by other companies	-63.641	
Other operating expenses (excluding impairment due to commercial operations and taxes)	-2.744.478	-21,8%
a) External services (including rentals to companies)	-2.744.478	
b) Other current operating expenses	0	
= Gross value added generated by the company	8.959.061	71,1%
+ Operating subsidies included in income for the year	2.668.619	
+ Allocation of subsidies for non-financial fixed assets and others	188.476	
Results on sale of fixed assets and other non-recurring items	1.179.520	
a2) losses on fixed assets	0	
b) Gains/losses on disposal of fixed assets	0	
c) Other exceptional results	1.179.520	
d) Negative difference on business combinations	0	
+ Financial income	304.651	
Change in fair value of financial instruments	0	
Exchange differences (net)	0	
16 a2) Losses on financial instruments	0	
16 b) Gains or losses on disposal of financial instruments	0	
= Gross value added to be distributed	13.300.328	105,6%

DISTRIBUTION OR APPLICATION OF AMICA GROSS VALUE ADDED

Value - added status (indirect or additive method)	31.12.19	%
Labor factor distribution	7.438.456	55,90%
6a) Wages, salaries and similar (includes work services to members)	7.438.456	
6c) provisions for employee benefits	0	
Capital factor allocation	432.566	3,30%
Shareholders' equity		
Dividends	0	
Outside capital		
Financial expenses	432.566	
Distribution to the State	2.807.386	21,10%
Public finance		
7b) Taxes	72.943	
6b) Company social charges	1.481.936	
Workers' social security charges	557.023	
Personal income tax withholding	5.843.388,3	1
17. Tax on profits	111.097	
Shared with other stakeholders	10.293	0,10%
AMICA's solidarity fund	10.293	
Withheld by the company	2.611.627	19,60%
Depreciation of fixed assets	1.720.973	
Impairment of merchandise, raw materials and other supplies	0	
Losses, impairment and changes in provisions for trade operations	8.509	
Excess of provisions	0	
Impairment of fixed assets	585.620	
Impairment of financial instruments	185	
Annual increase in Solidarity Fund	5.510	
Applied to reserves	290.829	
TOTAL VALUE ADDED DISTRIBUTED	13.300.328	100%

Tables 8 and 9 : Statement of Value Added - Generation and Distribution (Source: Own elaboration based on Amica, SAEMA and SOEMCA profit and loss accounts and Amica Solidarity Fund data).

Annex 2. Dialogue with stakeholders.

Looking to the future

During the stakeholder dialogue, in addition to identifying the perceived sources of value, participants were asked to assess how Amica should act to maintain or increase the value generated in the coming years. In sum, a look into the future of particular interest at the moment (last quarter of 2020), in which Amica, in addition to implementing social accounting, is developing its Strategic Plan for the coming years.

Seven areas emerge in which the interest and expectations of Amica's stakeholders for the future are focused. The following slides develop the ideas associated with each of them.

**AMICA
INFLUENTIAL
AND
PROACTIVE**



**AMICA ON THE
MARKET**



**AMICA LOOKING
AT GROWTH**



**AMICA'S
VISIBILITY**



PEOPLE IN AMICA



**EMPLOYMENT
AT AMICA**



USERS' REQUESTS



Concerns for the next period: where does Amica need to go?

**AMICA
INFLUENTIAL
AND
PROACTIVE**



- ✓ Society has evolved and has nothing to do with what it was a few decades ago. But we still have a society with a closed hand, in which people with disabilities continue to face many obstacles. Amica must work hard to open up the Society.
- ✓ Amica has to recover or, at least, not lose the demanding character with which it was born.
- ✓ It must work to lighten the burden on people with disabilities. The judgment and the demand for perfection in their work is not comparable to that of other people's work. They are not given the right to make mistakes.
- ✓ Amica has to work with the political class so that they do not remember people only every 4 years. It must be more influential and proactive in order to generate social change.
- ✓ In addition, we must take into account that the generational change also affects the political class and a generation is approaching that does not know Amica as it was known before.
- ✓ A priority: To make the presence of third sector entities in decision making about people with disabilities mandatory.
- ✓ In short, Amica has to be an important agent in social transformation.

Concerns for the next period: where does Amica need to go?

AMICA ON THE MARKET



- ✓ Do not forget the context in which we move (uncertain, rapid changes). To be in the market we need:
 - ✓ Flexibility
 - ✓ Ability to answer
 - ✓ Strict compliance with the agreement
 - ✓ Quality of service
 - ✓ Excellent interlocution
 - ✓ Proximity and willingness
- ✓ In particular, the world of waste will evolve significantly. Amica must participate in this evolution.
- ✓ Continuing to incorporate technologies to improve the service. The traceability of the service, a key aspect to develop.
- ✓ Identifying new sectors for the generation of job opportunities.

AMICA LOOKING AT GROWTH



- ✓ Different visions work together:
 - ✓ Not being afraid to grow and expand, with the only limitation of keeping people at the core.
 - ✓ Stop... because a lot of things have been achieved, a great contribution has been made and maybe it is time to stop and reflect. Avoid excessive self-demand and overloading.
- ✓ A duality that needs to be managed arises : *The fear of failing vs. The demand that Amica not lose heart.*
- ✓ Give preference to the sustainability of the project.
- ✓ Promote expansion but without losing the roots in Cantabria.

Concerns for the next period: where does Amica need to go?

AMICA'S VISIBILITY



- ✓ From several stakeholders (families, social agents, public administration, suppliers and customers) it is proposed that Amica's visibility needs to be strengthened. This involves specific demands:
 - ✓ To disseminate what Amica does all over Cantabria.
 - ✓ Increase visibility.
 - ✓ Raise awareness by means of real cases.
 - ✓ Communicate all the good things it does, the important clients it works with.
 - ✓ Publicity, visibility.
 - ✓ Do not forget the importance of communicating.

PEOPLE IN AMICA



- ✓ In a general sense, taking care of all people. In particular:
 - ✓ Ensure opportunities for low-income families.
 - ✓ Ensure the rights of elderly people.
 - ✓ Accompany people with serious disabilities.
- ✓ The support framework. Underline:
 - ✓ That people without disabilities are available to facilitate the work of the rest.
 - ✓ That vocational and professional aspects must be combined. Further professionalization.
 - ✓ That the processes have to be made more effective.
 - ✓ That we must learn to say no
 - ✓ That there is a risk of losing the feeling of belonging, due to a lack of contact... The value of unity must be further developed.
- ✓ Incorporate other people with disabilities.

Concerns for the next period: where does Amica need to go?

EMPLOYMENT AT AMICA



- ✓ Various stakeholders (customers, union representation) refer to employment-related issues that need to be maintained:
 - ✓ Dignified employment.
 - ✓ With skilled people to face the challenges of the future.
 - ✓ Investing more in salaries, not perceiving the increase in the minimum wage as a problem.
 - ✓ In overall, improving working conditions.

USERS' REQUESTS



- ✓ Monitoring and adjusting the processes in case of difficulties, as has been the case so far.
- ✓ Autonomy.
- ✓ Specific training:
 - ✓ Occupational risks courses.
 - ✓ Courses to upgrade to a higher category.
- ✓ Continue with leisure and sports activities (more excursions, basketball team...).
- ✓ ... and a shared desire: to return to *a normal life*!