

Measuring the impact of sheltered workshops through the SROI: a case analysis in southern Spain

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Abstract:

The socio-labour integration of people with disabilities is a major social problem for European countries and, especially, for Spain. Sheltered workshops, with their productive activity, are a kind of Work Integration Social Enterprise (WISE) whose aim is to create jobs for those people, supporting them through an insertion process in the employment market. Given the need to publicise the important role of sheltered workshops, the aim of this study is to contribute to the academic debate by measuring the added value of this kind of social enterprise and to provide empirical evidence of their social and economic impact. To do so, the impact of a specific sheltered workshop, UNEI, located in the Spanish region of Andalusia, is analysed. Results allow us to conclude that, firstly, there is a demand to measure the impact caused by sheltered workshops and social enterprises in general, and that SROI methodology is the most appropriate methodology. And, secondly, being based on results of this method [and on a sensitivity analysis application](#), sheltered workshops contribute to sustainable development, generating an impact much higher than could be expected, surpassing the economic and personal limits of the people involved and benefitting society as a whole.

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1. INTRODUCTION

In the European Union, there are around 80 million people who suffer from some form of disability, and this group of people shows a poverty rate of 70% above the European average, largely as a consequence of limited access to employment (European Commission, 2010). Specifically, in Spain, 9.8% of the population in 2019 - more than 4.5 million people - had some type of disability (INE, 2020). In 2019, this group had a risk-of-poverty rate of 28.9%, 9 percentage points higher than the overall risk-of-poverty rate in Spain (EAPN, 2020). Added to this problem, they have difficulty accessing the employment market. Not only do people with disabilities have an unemployment rate of 23.9%, 10 percentage points higher than that of people without disabilities, but their employment participation rate is also much lower, at less than half (INE, 2020).

These figures show the extent of the problem of social and labour integration of people with disabilities, a social problem that sheltered workshops (SWs) are trying to mitigate. SWs are considered a specific type of Work Integration Social Enterprise (WISE) and, consequently, they are entities of the Social Economy (SE). SWs seek to provide paid employment to people with disabilities through the development of a productive activity, thus contributing to their socio-labour integration (Spears & Bidet, 2005; Bellostas et al., 2016).

In recent years, there has been a growing demand to evaluate the socio-economic impact generated by WISEs and, in general, by other social enterprises. Both the entities themselves and the investors, public or private, are keen to know to what extent the contribution of social enterprises is helping to tackle social problems (Stevenson et al., 2010; GECES, 2014; Rinaldo, 2010; Stevenson et al., 2010; Hornsby, 2012; Clifford et al., 2013; Krlev et al, 2013; Gardner et al., 2013).

To meet this demand, research has been looking for ways to analyse that socio-economic impact, evaluating the contributions that social enterprises make to achieving sustainable development (Chaves & Monzón, 2012; Hudon & Huybrechts, 2017; Noya & Clarence, 2007; Vézina, Malo & Ben Selma, 2017). In this way, those companies can then be more accountable to the Public Administration (Cabinet Office, 2013) and investors (Rinaldo, 2010; Stevenson et al., 2010; Hornsby, 2012; Clifford et al., 2013; Krlev et al, 2013; Gardner et al., 2013). Furthermore, they also have the opportunity to recognise their own successes and failures in creating social value and react accordingly (Rinaldo, 2010; Clifford et al., 2013; Krlev et al, 2013).

Therefore, this research focuses on studying that socio-economic impact, paying special attention to sheltered workshops (SWs), and to a specific impact measurement method, the SROI. The empirical analysis will consist of applying this method to a specific case study, the non-profit company UNEI, a SW from the Spanish region of Andalusia, which employs more than 1,000 disabled people. In Spain, SWs are specifically called Special Employment Centres (SECs). This type of social enterprise has had legal and political support since the 1990s, nowadays involving a high level of institutionalisation and consolidation in the market (Monzón-Campos & Herrero-Montagud, 2016; Monzón et al., 2014). For this reason, focusing this research on the Spanish context is considered interesting at an international level, given the maturity of this business model and its possible generalisation to the WISE model.

In summary, this research sets out to emphasise the value of the social and economic impact of sheltered workshops (SWs) and to demonstrate that this type of WISE belonging to the Social Economy can act as an instrument of socio-labour integration for people with disabilities. This study also aims to contribute to the academic debate by using the specific SROI (Social Return on Investment) methodology to measure that impact and thereby provide empirical evidence of the relevance of SWs to solve socio-labour problems of disabled people.

To do so, firstly, the nature of SWs is theoretically addressed by clarifying their concept, functions and impacts. Next, a review is carried out of the different impact measurement methods applied to the activity of social enterprises, studying specifically the SROI methodology. Then, the Spanish context in the case of SWs is analysed, identifying the legal framework for this type of WISE and the main support measures offered by the Spanish Public Administration. The methodology section describes the case study used for the empirical analysis and details the data analysis carried out to calculate the SROI. Later, results of the empirical study are presented, explaining the different stages of the SROI methodology, a breakdown of results at each stage [and a sensitivity analysis to test the robustness of the obtained result](#). Finally, the main conclusions and recommendations of the research are outlined.

2. THEORETICAL FRAMEWORK

2.1. SHELTERED WORKSHOPS AND THEIR SOCIAL IMPACT

SWs were created out of the need for the social and labour integration of people with disabilities, responding to an important social demand. Their activity goes beyond mere therapeutic care, addressing other factors of the social environment of disabled people and providing material resources that encourage their social integration (Ruiz & Moya, 2007; Rodríguez et al., 2012). Specifically, SWs are companies whose mission is to provide paid employment to people with disabilities, complementing it with skills learning, job training and support services for insertion (Spears & Bidet, 2005; Bellostas et al., 2016). It is not surprising, therefore, that the literature highlights this type of centre as a paradigm

of active labour insertion policies, forming part of the so-called sheltered employment model (Jones, 2006; Wuellrich, 2010; Vall, 2012).

From a European perspective, these types of companies are identified as social initiatives that seek the socio-labour integration of people with difficulties through business activity. These companies are usually called Work Integration Social Enterprises (WISE), a specific case of social enterprise that exists in many European countries. Specifically, in Spain, they are called Special Employment Centres (SECs) and Integration Enterprises (Spear & Bidet, 2005; Davister, 2004; Defourny & Nyssens, 2006; Socias & Horrach, 2012; O'Connor & Meinhard, 2014).

Although there is not a universally accepted definition of social enterprise, there is a consensus that these companies fulfil an explicit social objective through competing in the markets. Thus, with this feature in mind, the literature distinguishes between two schools of thought on social enterprises: the Anglo-Saxon and the European. While the Anglo-Saxon school focuses on the social entrepreneur and the fulfilment of its social objective, the European school focuses on the company and goes further in considering a company to be social, for example, by carrying out behaviours such as reinvesting profits or being participative. Thus, certain initiatives will or will not be considered as social enterprises depending on the school of thought. However, in the case of Special Employment Centres (SECs), there is no doubt that they are a clear example of social enterprise whatever the school of thought (Monzón-Campos & Herrero-Montagud, 2016; Borzaga et al., 2013; Defourny et al., 2014; Kerlin, 2013, Dees, 1998; Defourny and Nyssens, 2017).

SWs, such as other types of social enterprises, develop a positive relationship between the creation of economic and social value (Bellostas et al., 2016; Shoham et al., 2006; Vázquez et al., 2002). In fact, through its orientation towards gaining social value, an increase in its economic value is also possible (Jäger & Schröer, 2013; Santos, 2012; Bellostas et al. 2016). These arguments reinforce the idea that, although the social objective is the priority, SWs are also capable of generating an economic impact, which gives them legitimacy and recognition.

More specifically, SWs, as Work Integration Social Enterprises (WISE), have a great impact on the creation of employment for people with problems in their entry to the labour market. For example, Spears and Bidet (2005) confirm in their study at a European level that WISEs efficiently contribute to job creation for low-skilled or less-skilled workers, demonstrating their effectiveness and capacity for innovation. In the same way, Fonteneau et al. (2011) affirm that these types of social enterprises have emerged as innovative institutional solutions for supported employment that favour workers who are discriminated against by conventional enterprises.

WISEs are also credited with reaching the most disadvantaged groups through their integration into local networks and communities (Dean, 2013). Furthermore, because of their independence from the public

sector and their close relationship with disadvantaged groups, they enjoy a position of greater trust with these groups (Mendell & Nogales, 2007; Billis & Glennerster, 1998; Borzaga et al., 2010). This allows them to develop their activity in a more adaptable way, focused on the personal needs of the individual rather than reacting in a standardised or inflexible way (Syrett, 2008).

Additionally, we cannot forget that SWs, as other social enterprises, are companies that belong to the Social Economy. Consequently, such as with other entities of the social economy, they contribute with their socio-economic impact to sustainable economic development (Chaves & Monzón, 2012; Hudon & Huybrechts, 2017; Noya & Clarence, 2007; Vézina, Malo & Ben Selma, 2017). That contribution arises due to the specific characteristics of social economy entities. Firstly, their social objective, which is a central aspect for them, is a small-scale reflection of the challenges faced by sustainable development, such as unemployment or increasing poverty (Huybrechts, 2013; Nyssens, 2006).

Secondly, the democratic and participatory governance adopted is another important characteristic of these companies that impacts on sustainable development. In fact, this way of operating enables the empowerment of stakeholders that traditionally do not hold any power within the value chain, contributing to achieving greater social justice and, therefore, better sustainable development (Tremblay & Gutberlet, 2012; Phills et al., 2008).

Thirdly, social economy entities work under conditions of financial sustainability (Coraggio, 2008; Battilana & Dorado, 2010), competing with traditional companies and serving, at the same time, as inspiration for other companies that intend to contribute to sustainable development (Loorbach et al., 2010; Vickers & Lyon, 2012).

Beyond those characteristics, the socio-economic impacts of the social economy and, consequently, of SWs, can be explained through the role of their functions within the socioeconomic system (Berger & Newhaus, 1977; Chaves & Monzón, 2008; Van Der Meer & Van Ingen, 2009; Enjolras, 2010). These functions can be grouped into three main areas: economic, political and social (Chaves & Monzón, 2012). Within the economic sphere, the social economy contributes to correcting failures in the allocation of resources (capital, work, business function), to achieving a fairer distribution of income and wealth and the fight against poverty, and to encouraging economic development focused on the local. The political functions include promoting active citizenship by improving democracy and improving the efficiency of public policies. With regard to social functions, the contribution to generating social cohesion is significant, promoting social commitment, social values and the generation of social and relational capital.

However, although all the previous literature highlights the impact generated by SWs and other social enterprises, its quantification is an aspect that has hardly been explored (Becerra et al., 2012; Bellostas et al., 2016; Calvo, 2004; Carrio, 2005; Cueto et al., 2008; Gómez et al., 2010; Laloma, 2013; López-

Arceiz et al., 2014; Pérez & Andreu, 2009; Rubio, 2003). Therefore, our analysis presented below intends to increase the empirical evidence that is still limited to date.

2.2 MEASURING SOCIAL IMPACT: THE SROI (Social Return on Investment)

Since the early 1990s, there has been a growing interest in the achievements of social enterprises. This is because investors and other economic agents who finance social projects, both public and private, demand information on the results derived from their investments, since they have the desire to make good use of their resources. These demands have been more evident since the global financial crisis of 2008, which highlighted the shortcomings of the current economic system and the speculative use of resources. Specifically, economic agents demand tangible and concise information, which is focused on the social and economic return generated by their activity (Stevenson et al., 2010; GECES, 2014).

In the context of the public sector, this demand for results from entities is especially important, since Administrations not only consider economic factors when carrying out their public procurement processes, but also social benefits, choosing those entities that generate a greater economic and social impact on society. For example, in 2012 the “Social Value Act” was approved in the UK, updated in 2016, according to which authorities are obliged to make their purchases based on economic, social and environmental criteria (Cabinet Office, 2013).

Likewise, social enterprises themselves have an interest in measuring the social results obtained, to demonstrate the scope of their activity, recognise their successes and failures in terms of creating social value, and react accordingly (Rinaldo, 2010; Clifford et al., 2013; Krlev et al, 2013). In addition, the emergence of social investment markets and new financial instruments help companies to present their results clearly and concisely with the aim of attracting investment capital in what is a highly competitive environment (Rinaldo, 2010; Stevenson et al., 2010; Hornsby, 2012; Clifford et al., 2013; Krlev et al., 2013; Gardner et al., 2013).

All this has led to the emergence of different methodologies to measure the social impact of companies. This methodological diversity is the result of two circumstances. On the one hand, in the absence of a universally accepted definition of “social impact”, entities understand the concept of social impact in a different way, and, consequently, apply different methodologies. Although there have been many attempts to define social impact in the literature (Vanclay, 2003; Ebrahim & Rangan, 2010; Clifford et al., 2013; GECES, 2014), none of them have prevailed over others. However, it does seem that all of them agree that social impact implies a significant improvement, sometimes long-lasting, in the characteristics of the target population, which justifies the implementation of the project (Marcuello et al., 2013). On the other hand, the existence of so many methodologies could also be explained by the wide range of activities carried out within the social sector, leading each relevant entity to develop its own tool adapted to its specific interests (Rinaldo, 2010; Krlev et al., 2013). Given this methodological

diversity, the relevant literature considers that impact measurement should fulfil three purposes: 1. to serve as a monitoring instrument to identify the strengths and weaknesses of the entity; 2. to serve as a decision-making instrument for distribution of the scarce resources between the different programmes of the entity; and 3. to serve as a strategic instrument to attract financing and increase the visibility of the entity (Nicholls, 2009; Clifford et al., 2013; Herrero, 2015).

Several authors have tried to combine all the impact measurement methodologies into a single document with the aim of comparing them and carrying out a study of the situation to date (Clark et al., 2004; Tuan, 2008; Olsen & Galimibi, 2008; Ebrahim & Rangan, 2010; Maas & Liket, 2011). Among these methodologies, we can find the Balanced Scorecard (Lueg & Carvalho e Silva, 2003), the Expanded Value-added Statement (Richmond et al., 2003) and the Blended Value Approach (Emerson, 2003). However, the most prominent methodologies are the classic methodologies, such as Social Cost-Benefit Analysis, Social Cost-Effectiveness Analysis, Social Account and Audit or Social Return on Investment (SROI). The latter seems to be the most highly recognised, due mainly to the fact that “The New Economic Foundation” in the UK developed a guide for the application of this methodology (Doherty et al., 2014; Muyambi et al., 2017; Kim & Ji, 2019), and the government in the UK encouraged social entities to use the SROI to measure their impact (Nicholls, 2007; Gardner et al., 2013; Gibbon & Dey, 2011). It is also worth mentioning that, in recent years, the Integrated Social Value (ISV) methodology, which is based on social accounting, has also been acquiring a lot of attention from scientists and researchers (Retolaza et al., 2014). However, ISV has some disadvantages regarding the SROI, as the former is still being developed and there are many methodological issues that lack standardisation, so the resulting values can hardly be compared with the results of other organisations (Hendriksen et al., 2016; Arimany-Serrat & Tarrats-Pons, 2021). Although these limitations are supposed to be overcome in the future with the maturation of the method (Ayuso et al., 2020), the SROI constitutes, for the reasons appointed above, the methodology more widely accepted nowadays by the field of social value measurement.

The SROI was developed in 2000 in the US by Jed Emerson at the Robert Enterprise Development Fund (REDF) and is based on a cost-benefit methodology from a broad perspective. It is an analytical instrument that puts stakeholders at the core, and the change experienced by them in relation to the investment required to achieve it. In this way, the SROI incorporates a broader concept of created value that goes beyond a mere economic benefit by including a social and environmental approach, integrating all those groups directly or indirectly affected by the activity of the organisation and the changes that these groups experience. The SROI also assigns a monetary figure to the social value created, making it possible to weigh the social benefit against the cost of the investment (Nicholls, 2017; Kim & Ji, 2020).

For this social perspective to be possible, the calculation of the SROI includes three types of returns: 1) economic returns, that is, the financial returns of a certain project or investment, such as the income obtained by a labour integration entity by selling their products on the market; 2) socio-economic returns, such as State savings from unemployment benefits, for example, or increases in taxes collected from social security or VAT; and 3) social, or intangible, returns, such as increased independence, self-esteem or liberalisation of families with dependents (Kerl et al., 2013; Torres, 2015). In this way, the SROI measurement process takes a broader view of the change experienced by stakeholders beyond the strictly economic field.

The SROI method is considered one of the best ways to approximate the impact of social enterprises (Arvidson et al., 2010) because it allows the complexity of the social impact assessment to be reduced to a single figure, facilitating its understanding and rationalising decision-making (Ali et al., 2019; Nielsen et al., 2021). For example, if the SROI result is 1: 3, this means that for every euro invested, 3 are obtained as an outcome. In this way, the SROI is a tool that can be used by the management of entities to assess whether their activity is being carried out properly and achieving the objectives set. Assessment of the company by its management is useful for detecting not just the strengths but also the errors and weaknesses in its activities, thus facilitating organisational learning and prompting a response to improve services. In other words, it can be used as a tool to improve strategy. The SROI, therefore, enables the activity to be carried out in a more efficient and effective way, reinforcing the social mission of the organisation (Lingane & Olsen, 2004; Maier et al., 2015; Millar & Hall, 2013).

This information is interesting for all stakeholders related to the activity of the social enterprise. The SROI shows the entity's achievements and this helps stakeholders to make further decisions, allowing the interests of all the people involved to be considered (Manetti, 2014; Maier et al., 2015). The Public Administration also plays a fundamental role. The public sector can use the SROI as objective information to support its decisions and policies when considering the contracting of services or granting certain subsidies. This, in turn, encourages entities to further develop their activities to obtain a higher SROI and thus win more public funding (Mook et al., 2015). This is also true for social investors, who can refer to SROI when making their investment decisions (Kim & Ji, 2020). The SROI, therefore, can legitimise decision-making by both the public sector and private investors in an increasingly competitive environment, in which more and more organisations are competing to attract financial support (Ryan & Lynne, 2008; Ali et al., 2019).

However, the relevant literature also considers some weaknesses and challenges of this recent methodology. One such challenge is the difficulty in attributing a monetary figure to certain outcomes, such as confidence or self-esteem, which involves subjective value judgements when making assessments (Arvidson et al., 2010; Lingane & Olsen, 2004; Gibbon & Dey, 2011; Muyambi et al.,

2017). Likewise, the SROI is a methodology whose application requires professionals specifically dedicated to this task, which consumes financial resources and time that entities can ill afford (Lingane & Olsen, 2004; Gardner et al., 2013; Ebrahim & Rangan, 2010; Millar & Hall, 2013). Furthermore, assessing what the impact would have been if the activity had not been carried out is crucial for comparisons, but this is difficult to measure and can result in significant calculation errors (Muyambi et al., 2017; Nielsen et al., 2020). Despite these weaknesses, there are authors who highlight that the SROI is underused (Millar & Hall, 2013) and that, judging by the articles published in journals that have undergone a peer review, its use by academics is limited (Hutchinson et al., 2019). This article contributes to solving this shortfall.

2.3 SPANISH CONTEXT OF SHELTERED WORKSHOPS

As mentioned previously, SWs in Spain are called Special Employment Centres (SECs). Law 13/1982, of 7 April, on the Social Integration of Disabled People, provided a legal framework for this type of entity and determined its peculiarities and characteristics. One of these characteristics is that the workforce of each SEC must be made up of at least 70% of workers with a disability greater than 33% and that the SEC must have support units to provide personal and social insertion services (Royal Decree 469/2006).

Later, SECs were specifically defined by Royal Decree 1/2013 as “those whose main objective is to carry out a productive activity of goods or services, their purpose being to ensure paid employment for people with disabilities; they are also an effective way of incorporating a large number of these people into the ordinary employment regime” (Art. 43 RD 1/2013). The same Royal Decree establishes two types of SECs: social initiative SECs and private SECs. The main difference between these two types of SECs is that social initiative SECs are centres promoted by or involving non-profit entities or that have their social character recognised in their statutes (associations, foundations, cooperatives of social initiative or other entities of the social economy) and, in this way, the profits generated from their economic activity are reinvested in the entities themselves to guarantee the achievement of the social objective.

According to Monzón et al. (2014), the number of SECs in Spain in 2012¹ stood at 2,104, of which 1,020 were identified as social initiative SECs. In that year, the total employment generated by all SECs was 75,906 people employed, with 88% of the positions being held by people with disabilities. The 66,790 people with disabilities employed in SECs represented 18.8% of the total number of people with

¹ It should be noted that there is a lack of statistical data at national level with reference to SECs. For this reason, other sources are used to illustrate the scope of SECs by type in Spain.

disabilities employed in Spain. This shows that SECs play a major role in offering employment to people with disabilities.

In this context, it is important to point out that, in Spain, there are public policies that allocate significant resources for solving the insertion problem of people with disabilities. One of the most important is the promotion of SECs, understood as an active employment policy.

Ministerial Order (MO) 16/10, of 1998, and RD 469/2006 regulate the subsidies aimed at improving the financing of SECs and these consist of:

- Subsidies for job-generating projects
- Subsidies for maintaining jobs at Special Employment Centres
- Subsidies for Professional Activity Support Units

These subsidies represent a significant investment by the Public Administration. In 2019, more than 404 million euros were allocated to finance these measures, helping to create 1,493 jobs, maintaining 85,901 jobs for people with disabilities and offering support to 18,913 people (Ministry of Labour and Social Economy, 2019).

Although this public investment is large, there are studies that show that the SECs, through development of their activity, pay back, in the form of taxes and savings on social service costs, more money than the Public Administration invests (KPMG, FEACEM & Fundación ONCE, 2013; Tasubinsa, 2013). For this reason, SECs are considered to be net contributors to the state coffers (KPMG, FEACEM & Fundación ONCE, 2013).

Our study involves going one step further and analysing the impact that SEC activity has not only on the State but also on all stakeholders involved in the development of its business. The methodology used for this is explained below.

3. METHODOLOGY

3.1 CASE STUDY

UNEI is an Andalusian company based in Seville that was founded in 1991 under the name of IDEMA Grupo (Iniciativas de Empleo Andaluzas S.A.) and renamed UNEI in 2020. The founding partners were ILUNION and FAISEM (Andalusian Public Foundation for the Social Integration of the Mentally Ill). While ILUNION is a national social enterprise whose social objective is to generate quality employment for people with disabilities, FAISEM, as its name suggests, is a public foundation aimed at specifically integrating the mentally ill. Thus, the social objective of the IDEMA group, latterly the UNEI, is to seek the integration of people with disabilities who have difficulties integrating into the workplace, whether that be due to mental or other disabilities. This group includes those people with a level of disability

greater than 33% in the case of mental disability, and greater than 65% in the case of other disabilities. UNEI is dedicated to generating employment for people who, due to their mental or physical disorders, find it more difficult to find a good, stable job. In this regard, UNEI constitutes a benchmark SEC with more than 1,000 employees.

For this reason, UNEI is recognised by the state as a social initiative SEC, that is, a non-profit entity. This means that it reinvests all its profits into the organisation itself and that, legally speaking, it has been able since 2016 to apply for financial support offered by the public sector and reserved for companies of this type. This also comes with the obligation to introduce adjustment measures to adapt jobs to people with disabilities, assisted by a percentage of support staff in the welfare department.

With regard to its prime activity, UNEI is an international reference in terms of coordination, installation, repair and maintenance of telecare, both directly to the end user, and indirectly to other service providers. Telecare consists of mobile telemonitoring systems for the elderly and dependents. UNEI is a leader in the design and development of monitoring hardware and software, with the potential to integrate a call centre service for specialised or urgent attention. This shows UNEI's commitment not only to its social objective of integration through employment but also to society in general, increasing the well-being, safety and quality of life of vulnerable sectors. This company is committed to innovation and professionalism, being leaders in the market, which demonstrates that the social objective does not need to be at odds with the technological and commercial advances of the company.

But, in addition to being leaders in the telecare sector, they are also involved in developing the following areas of business:

-Smart Supply: refers to the activities carried out to incorporate tasks into the value chain of other companies that are looking to outsource these services. In this way, UNEI tries to establish a traceability of the product offered by a third company, from the purchase of its raw materials from suppliers, through storage, product customisation, delivery, customer service and repair and maintenance. Currently, they provide these services in the food sector, preserving the food cold chain, and in the social and health sector, with the home assembly of cranes, beds, storage, after-sales technical service, etc. However, these services are also expected to be applicable to other sectors.

-Social and Health: refers to all activities related to telecare. The “MIMOV” is included, which is a mobile telecare device created by UNEI and unique to the market. Likewise, this area also includes the comprehensive services provided to residences, such as catering, cleaning, gardening and access control. All this aims to modernise these spaces and thus optimise the attention received.

-Active: this includes the management of a sports and leisure centre with the aim of influencing the health welfare of society in general. UNEI manages a swimming pool and tennis courts in Jerez de la

Frontera called Arena Village and The Racket Club, respectively. This is a more recent area of business that aims to have a greater impact on society.

-Nature: this includes gardening and environmental conservation services from a sustainability approach. UNEI carries out cleaning, maintenance and conservation work on beaches and their infrastructures, greenways and rural or agricultural roads, also recreational and leisure areas, in addition to interventions, such as reforestation, clearing or phytosanitary treatments. Furthermore, its employees carry out the necessary work for the care and design of the green areas of our cities and towns: preventive and curative pest control treatments, pruning at height and earthworks, etc.

-Services: provision of cleaning services for buildings, municipal roads and private urbanisations, as well as the recovery of plots by removing vegetation and waste, including exceptional events and natural disasters. In addition, auxiliary services such as concierge, access control, reception services and other similar services are provided.

3.2 DATA ANALYSIS

To measure the social impact of UNEI, the Social Return on Investment (SROI) methodology is followed. This methodology translates the social and economic impact generated by the entity in question into a single figure. To do this, the following 6 steps are carried out (Figure 1) (The SROI Network, 2012; New Economic Foundation, 2008; Nicholls et al., 2012; Nicholls, 2017):

1. The scope of the assessment is established, and the key stakeholders affected by the company's activity identified. Stakeholders are defined as 'any group or individual who can affect or is affected by the achievement of the organisation's objectives' (Freeman, 2010:46). In the specific case of SECs, stakeholders are considered both the groups directly linked to the activity (workers, partners, clients, suppliers, investors), and other social actors that are affected by and affect the SECs (Public Administration, organisations that support people with disabilities, family members of workers with disabilities, community and local area, service users of the support service of Andalusia). This is because the objective of the SECs goes beyond a mere economic activity. It also seeks to solve a social problem: the socio-labour exclusion of people with disabilities.
2. An impact map is drawn up to relate the inputs, outputs and outcomes of each of the stakeholders. This is what is called the Theory of Change because it describes how investments are linked to the results obtained. The difference between outputs and outcomes is that the former are the tangible results of a project (easily measurable), such as goods and services, for example, and the latter can be defined as the probable or achieved effects of an intervention, that is, the change achieved (Context, International cooperation, 2010).

3. A value is assigned to these outcomes, that is, a proxy variable is chosen for each one. The variables are usually financial but, if not, techniques are used to monetise them (such as willingness to pay (Cordes, 2017), required compensation (Nicholls et al., 2012) or opportunity costs (Classens, 2015; Richmond et al., 2003). In this case, we use data provided by the company itself, data from official data sources and data from studies and reports related to UNEI's activity.
4. The impact is determined carrying out the necessary adjustments, discounting, from the final results, the dead weight (what would have happened if the activity had not been carried out), the displacement (what results were displaced by the activity analysed), attribution (what other organisms contribute to the outcome) and decrement (if outcomes decrease over time, this calculation only reflects results that last more than one year). For all these adjustments, estimates must be made and, depending on the situation, consideration is given as to whether to apply them or not. In this case, in line with other similar studies (Tasubinsa, 2013) and considering the scope of the research and the information available, only the dead weight will be applied.
5. The SROI is calculated by comparing the monetarily valued outcomes with the investments made. This calculation provides the SROI ratio and the net SROI ratio, although for the purposes of this study, the former is used. The difference between the two lies in the value given to the outcomes. While the SROI ratio shows the UNEI's present value, the net SROI applies a discount rate to the outcomes to update their value. This second option is relevant when the impacts generated by a project that runs over several years or periods are measured and the results lose value over time. In this study, given that the benefits reported by UNEI last as long as the provision of the service lasts (which may be several years), and given that we are going to focus on the impacts generated in 2020, the SROI ratio is more appropriate. [Furthermore, to test the robustness of the obtained result, we develop a sensitivity analysis. To do it, two different scenarios are assumed: one more conservative, with stricter values of proxies and technical parameters, and one more inclusive, with more optimistic values of variables.](#)
6. This final point concerns the fact that the result obtained must be reported and disseminated, sharing it mainly with stakeholders (Nicholls et al., 2012; Nicholls, 2017). This also helps the company reassess its actions and react accordingly.

FIGURE 1 AROUND HERE

In this case study, the assessment was carried out on the entity's last year of accounting data, 2020. To do this, we held several telematic meetings with the representatives of UNEI at the beginning of 2021. The meetings involved company representatives with whom contact was maintained throughout the assessment in order to correctly obtain the necessary data. With their help, the stakeholders affected by the company's activity were defined, as well as the inputs and outputs and outcomes of each of them.

Additionally, the representatives provided all the accounting information to be able to determine the SROI ratio both globally and by business area. Finally, we communicated the results to them and, based on these, advised them on areas requiring improvements.

4. RESULTS

4.1 IDENTIFICATION OF STAKEHOLDERS AND MAPPING OUTCOMES (PHASE 1 AND 2)

The first stage for determining the SROI requires the identification and justification of the stakeholders affected by the company's activity. Following a review of the relevant literature and after a number of meetings with UNEI, the group of workers with disabilities was identified. This group is the target group of the SEC, and its main social mission is to integrate this group into society through employment. Likewise, workers without disabilities were identified as key stakeholders; these make up a significant percentage of workers who assist in the development of the activity and are paid a salary.

The partners ILUNION and FAISEM are important stakeholders in UNEI's activity since, in addition to providing capital to set up the original company, they are social entities that are driven to fulfil the social mission and generate a social impact. Suppliers and customers are also distinguished as stakeholders. These two groups interact with the company by providing and procuring services respectively, and so have a vested interest in knowing the results of UNEI's activity.

The Public Administration also constitutes an interested party because it benefits from savings and income generated by UNEI. The Public Administration can reduce its costs in social benefits as a result of previously unemployed people starting work and receiving a salary, and by collecting more taxes as a result of the economic activity generated by this workforce. This same reasoning can be extended to disability support organisations, or what UNEI refers to as “Mental Health”, which would include clinics, professionals, associations, etc., that are in charge of treating the mentally ill. These organisations would also see their workload lightened because of the improvements made in people with disabilities being employed, as they are less likely to suffer a relapse of their illness.

Family members of employees with disabilities are also stakeholders. As a consequence of the improvement in the employment situation of people with disabilities, there is a knock-on effect on their family members, both financially and emotionally. Likewise, the community and the local territory would also constitute an interest group, since the unemployment level for people with disabilities would decrease significantly, releasing resources that could be used for other purposes in the community.

With regard to indirect stakeholders, the users of the Andalusian dependency service are not, strictly speaking, direct clients of UNEI but they are customers of UNEI's clients, since UNEI is in charge of the installation and delivery of material, dealing directly with users in their homes.

Finally, it is worth mentioning the investors and owners of the premises where UNEI carries out its activity. Both groups see their benefits increased through interest and income paid by UNEI.

Once the stakeholders have been identified and justified, the mapping outcomes can be developed, or the Theory of Change can be created, this being the second phase of the SROI process. Table 1 shows the results of this stage.

TABLE 1 AROUND HERE

4.2 MONETISE OUTCOMES AND ADJUSTMENTS (PHASE 3 AND 4)

To assess the outcomes, proxy variables are selected for all changes that could be measured using company information, official data sources and other similar studies (Table 2). Due to problems related to data protection law and other barriers encountered, it was not possible to access all the stakeholders to obtain direct information from them. However, attempts have been made to overcome this barrier through other available sources.

Once the variables to measure outcomes are defined, the nature of the change experienced (economic, socioeconomic and social) is distinguished, as is whether the change is a direct or indirect consequence of UNEI's activity (Table 2). Next, to assess the outcomes, the accounting information provided by UNEI is used. This includes the cost of salaries paid to workers with and without disabilities (from which the increase in family income would also be obtained due to the worker's contribution to the family economy, but this outcome is not accounted for numerically in order to avoid including any salary twice, thus opting for the most conservative option), the amount paid to suppliers, taxes paid to the Public Administration for certain accountable items, loan and rent payments and the number of workers, customers and suppliers (Table 2). Clients are not included in the outcomes since, following discussions with the company itself and based on similar studies (Tulla et al., 2020), clients experience a change in satisfaction after consuming the service received, and this measurement is outside the scope of this study. Moreover, in this particular case, clients are of a different nature due to the diversity of activities carried out by the company, which makes measuring the impact of this group more complex.

In addition, for the stakeholder group of workers with disabilities, "improvements in quality of life" are also obtained as an outcome. To monetise the increase that occurs in this regard, the SIS survey of Intensity of Supports carried out by another SEC, Tasubinsa, on its employees has been taken as a reference, in which they clarified that, for workers with disabilities of difficult inclusion, working in the company translated into the freeing-up of 1,404 hours of support that would otherwise be needed for their daily activities (Tasubinsa, 2013). This figure is multiplied by the average cost of a home carer according to the VII State Collective Framework Agreement (€7.8/hr) and, through this calculation, the

increase in quality of life can be accounted for in financial terms (Table 2). To see calculation details, go to Annex 1, Table 1.

With regard to the “Public Administration”, in addition to the taxes collected, there is the outcome of the savings produced as a consequence of people being employed who would otherwise have been unemployed and, furthermore, requiring care (“Savings in expenses in benefits for unemployment”). The State Public Employment Service gives the average time of unemployment for a person with and without disabilities as 14 months for the former and 11 for the latter. Furthermore, the benefit payment they would receive in each case is calculated based on the average salary and considering the procedure used by the Public Administration to calculate the benefit (70% for the first 6 months and 50% for the following 6). The total amount of both groups is combined, giving the figure of €4,991,817, as shown in Table 2. To see calculation details, go to Annex 1, Table 2.

Regarding the “savings in non-contributory disability pensions”, the annual data per person provided by the Ministry of Labour and Social Economy (2020) (€5,488 per year) is taken as reference and is multiplied by the total number of employees with disabilities. Likewise, with regard to savings in social assistance services, an average is calculated with respect to the monthly cost established by the Junta de Andalucía for a place in a day centre, a residence or a day centre with occupational therapy. From this, the annual average cost is calculated and multiplied by the number of workers with disabilities, giving the figure of €10,362,880 (Table 2). For calculation details, go to Annex 1, Table 3.

Regarding the group of stakeholders who are “relatives of employees with disabilities”, the “savings in family spending related to disability” is measured through the report entitled “The economic overexertion that intellectual or developmental disability causes in the family in Spain 2014”, published by the Spanish Confederation of Organisations in Support of People with Intellectual Disabilities (FEAPS, 2015), which calculates the average cost per person with disabilities per year for their daily activities according to their degree of disability. In our case, we have selected the mildest disability levels since these disabilities are less likely to prevent people from working. By incorporating any inflation since then (4% according to the INE), this gives us a figure of €1,333 per worker with disabilities per year (Table 2). To see calculation details, go to Annex 1, Table 4.

The outcome “Income from the possibility of working (hours released from family care)” is calculated taking as a reference the average salary in Andalusia for the last available year (2019) and choosing the most conservative option, where family members may be working part-time and the employment of the person with disabilities at UNEI allows them to change to a full-time position. The indicator figure would therefore be the amount corresponding to part-time (€11,016), which is what the increase would be with respect to a situation in which the family member with disabilities was not working (Table 2). To see calculation details, go to Annex 1, Table 5.

Lastly, to measure the “respite from family obligations”, the estimate that was calculated in a similar study (Tasubinsa, 2013) is taken as reference, according to which families free up an average of 50.5 hours per month of care as a result of a person with disabilities being in employment. To assign a financial value, these hours are multiplied by the hourly wage that a home carer receives (€7.8/hr), obtained through the corresponding Collective Agreement. From this, the annual figure is calculated and multiplied by the number of employees with disabilities in UNEI (€4,704 per disabled worker per year). To see calculation details, go to Annex 1, Table 6.

Clearly, if UNEI did not carry out its activity, most of the stakeholders would not obtain the majority of the outcomes that UNEI yields them, or at least not under the same conditions. So, even if the providers, investors or owners of the workspaces obtained their outcomes through other companies, their great diversity would mean that the measurement of the dead weight would be beyond the scope of this research. For this reason, the calculation of the dead weight is either zero (in those cases in which the outcome would not exist without UNEI) or is not applicable (because the stakeholders would obtain the outcome through other very different ways).

However, it is possible to consider what would happen to the workers if UNEI did not exist. On the one hand, as workers with disabilities are considered difficult to include in the workforce, the dead weight is determined to be zero, since they are not likely to be working elsewhere. But, on the other hand, people without disabilities working at UNEI could be working somewhere else, apart from a certain percentage that may be unemployed. For this reason, we deduct 22.26 % (Andalusia unemployment rate for 2020) from the final outcome of workers without disabilities and their corresponding salary. It is also worth mentioning that, in families of people with disabilities, where the family members are not working, the outcomes would not exist, so the dead weight in this case would also be considered as zero (Table 2).

TABLE 2 AROUND HERE

4.3 SROI CALCULATION

Once the value of the outcomes has been identified, the monetary values of the inputs or investments for the stakeholders, obtained through the UNEI accounting information (Table 3), are calculated. With the values of the outcomes and inputs, the impact generated can now be calculated according to equation 1. This gives a SROI ratio of 2.9, meaning that for every euro invested by stakeholders in UNEI, the SEC generated 2.9 euros of impact on society in 2020.

TABLE 3 AROUND HERE

EQUATION 1.
$$SROI\ ratio = \frac{total\ value\ of\ outcomes}{total\ value\ of\ inputs}$$

Looking at the nature of change (Table 4), it is clear that the economic impact is the most significant since, of the total impact generated (€2.9 for each euro invested), 47.60% is of an economic nature (€1.4), followed by socio-economic changes at 31.61% (€0.9) and social changes at 21.24% (€0.6). However, in terms of the nature of exchange, the distribution is very balanced (Table 4), with 48% (€1.4) of the change produced being direct and 51.19% (€1.5) indirect, with respect to the total result. Looking at both categories simultaneously, the largest change is seen to be the direct economic impact, being 30.79% of the total (€0.9), followed by the indirect socio-economic impact, with 28.37% (€0.8). The least important impact is seen to be the indirect socio-economic impact, with 2.79% (€0.1).

TABLE 4 AROUND HERE

Lastly, in terms of business areas, the same methodology is applied as for the entire company. Table 5 shows the results. As can be seen, there is considerable disparity between the impacts generated by each of them. The one with the highest SROI ratio is Active, which, despite having the lowest number of employees (49) and being the one with the lowest revenue, has a greater impact by not having the Public Administration as a client, which is usually the main client in such situations, with the consequent corresponding investments. For this reason, the denominator of the ratio is much lower than for the rest of the business areas, thus allowing a much higher SROI ratio to be obtained (€4.1 per euro invested).

The business areas of Nature and Services have an SROI of 3.2 and 3.5 respectively, ratios higher than that of UNEI as a whole (2.9). This is because the bulk of employees are found in these areas (197 and 640, respectively). For this reason, despite having the Public Administration as their main client, outcomes generated are far superior to the inputs.

This is also true for the business areas of Smart and Supply, and Social and Health, although the impacts in these areas are below the total of UNEI (2.9), being 2.4 and 1.6 respectively. The former is a recently created area, with 129 employees, and a large part of its income is from the Public Administration. The latter, Social and Health, is third in relation to number of employees behind Services and Nature (196), and second in turnover volume behind Services, and it also has the Public Administration as its main client. However, as there are fewer employees, the outcomes generated by Smart and Supply and Social and Health are lower than in the previous cases, thus reducing the numerator of the ratio and ultimately causing it to decrease. Even so, a fairly high impact is obtained for each euro invested.

TABLE 5 AROUND HERE

4.4 SENSITIVITY ANALYSIS

In order to test the robustness of the obtained result, we develop a sensitivity analysis. This tool considers two different scenarios to that taken as reference in the study, which is called “Balanced version”. Thus, a more conservative situation is contemplated, which gives place to the “Conservative version” of the SROI ratio, in which an extremely conservative approach of proxies and technical parameters is used. This means that a stricter position is kept when assigning the values to proxies. In addition to this, a more inclusive situation is also examined, whose product is the so-called “Inclusive version” of the SROI ratio and which considers a broader (but still realistic and cautious) approach to the included values (Belluci et al., 2018). In this way, this additional analysis including both opposite scenarios help to determine to what extent the results obtained under the SROI method are consistent or dependent on the hypotheses and estimations carried out.

Table 6 shows the results obtained once we have developed the sensitivity analysis in UNEI. As it can be observed, the SROI ratio still takes a very significant figure under a conservative scenario, taking the value 2,7. In addition to this, the SROI takes a value beyond the original value of the Balance version in the inclusive scenario, passing from 2,9 to 3,1, which is higher but still a reasonable value. Consequently, these results confirm the robustness of the positive and considerable SROI ratio in our enterprise object of study.

TABLE 6 AROUND HERE

5. CONCLUSIONS

Socio-labour integration of people with disabilities is a major social problem for European countries and, in particular, for Spain. Sheltered workshops, with their productive activity, aim to contribute towards solving this problem by creating jobs for people with disabilities and supporting them through the insertion process. Given the need to publicise the contribution and effect that sheltered workshops generate with their activity, this article focuses on analysing and measuring the social and economic impact of sheltered workshops to demonstrate the extent of economic and social value that they generate through the integration of people with disabilities.

Firstly, a review of the literature was carried out, discussing the definition, functions and impact of sheltered workshops as social enterprises and as part of the social economy. Secondly, the need to quantify these effects and impacts was researched and different impact measurement methods were reviewed, with a particular focus on the SROI methodology. Finally, taking as a reference the effects and impacts determined in the theoretical debate and using the SROI methodology, the impact

measurement of a specific case of a social initiative SEC, the UNEI, located in Andalusia, Spain, was carried out. This led us to draw the following conclusions.

Firstly, sheltered workshops, considered social enterprises (Monzón-Campos & Herrero-Montagud, 2016; Borzaga et al., 2013; Defourny et al., 2014; Kerlin, 2013), contribute to solving social problems through developing a productive activity, and generate sustainable development based on their own characteristics and guiding principles. More specifically, sheltered workshops within the field of socio-labour integration are considered companies with the capacity for innovation, and are particularly effective when it comes to incorporating people with disabilities (Spears & Bidet, 2005; Fonteneau et al., 2011; Dean, 2013; Bellostas et al., 2016; Calvo, 2004; Carrio, 2005; Gómez et al., 2010; Laloma, 2013; López-Arceiz et al., 2014). Our research constitutes another advance in the specific literature on sheltered workshops by highlighting their contribution to sustainable development, beyond the recognised contribution of the Social Economy to sustainability.

Secondly, there is a demand for the impact generated by sheltered workshops to be measurable, and this extends to all social enterprises. This demand derives, on the one hand, from the entities themselves, which seek to demonstrate the scope of their activity to their stakeholders and to society in general (Rinaldo, 2010; Stevenson et al., 2010; Hornsby, 2012; Clifford et al., 2013; Krlev et al., 2013; Gardner et al., 2013), and to acknowledge their own successes and failures and react accordingly (Rinaldo, 2010; Clifford et al., 2013; Krlev et al., 2013). On the other hand, investors, both public and private, demand detailed information on the social return generated to be able to value this from a broader perspective, incorporating the social value as well as the profitability generated by their investments (Stevenson et al., 2010; GECES, 2014).

Thirdly, the SROI constitutes a very suitable tool for measuring impact due to the advantages it offers, especially in a social enterprise such as a sheltered workshop (Arvidson et al., 2010). With this methodology, the complexity in the evaluation is reduced by translating the impact into a single figure using the cost-benefit analysis and financial proxies (Ali et al., 2019; Nielsen et al., 2021). In addition to this, the SROI method has the advantage of counting on all the stakeholders involved in the company's activity, something that most other methods lack. Thus, the SROI allows the manager of the organisation to use it as a strategic tool in order to check if the expectations of the different collectives affected by the activity are being satisfied and, at the end, if the social aim is being met. In this sense, the SROI facilitates managers in detecting errors and weaknesses in the achievement of the organisation's social mission (Lingane & Olsen, 2004; Maier et al., 2015; Millan & Hall, 2013) and, at the same time, it allows stakeholders to make decisions based on objective data, legitimising decision-making (Manetti, 2014; Maier et al., 2015; Ryan & Lynne, 2008; Ali et al., 2019). Both points are especially relevant in the case of a SW because different collectives are affected by the organisation's activity, from workers with

disabilities and their families, to Public Services such as Mental Health, Hospitals, Public Accounting, and so on (Jones, 2006; Spear & Bidet, 2005; Wuellrich, 2010; Belluci et al, 2019). With all of the foregoing in mind, this conclusion is in line with Maldonado and Corbey (2016), who stated that the “*SROI is the perfect tool because it combines cost-benefit analysis, stakeholder engagement, financial proxies and project improvement*”.

Fourthly, through the use of the SROI methodology and taking the UNEI case study as a reference, it can be affirmed that SWs generate an impact much higher than could be expected, surpassing the economic and personal limits of the people involved, and benefitting society as a whole. Not only do stakeholders benefit, but since one of them is the Public Administration, which gains through the collection of taxes and savings in unemployment payments, these benefits also represent an outcome for society. These statements follow along the same vein as other authors (Chaves & Monzón, 2012; Hudon & Huybrechts, 2017; Noya & Clarence, 2007; Vézina, Malo & Ben Selma, 2017), who consider that sheltered workshops contribute to sustainable economic development, generating benefits for the whole of society, beyond the actors involved.

This argument is also valid for the field of Work Integration Social Enterprises (WISEs), as UNEI is a SW, which is a kind of WISE. Thus, the results obtained at UNEI reinforces the part of the literature that recognises the important role of WISEs in societies, beyond integrating collectives at risk of exclusion (Chisvert et al., 2018; García Calavia, 2020). However, this study goes one step ahead in the field of WISEs, overcoming the pending task of offering quantitative data on its performance (Spear & Bidet, 2005). This study also contributes to the debate of WISEs, showing that, despite these entities living in an “unstable resources environment” (O’Hara & O’Shaughnessy, 2021), their capacity to innovate and generate value is quite large. In this regard, this study demonstrates that WISEs can also reinvent themselves and enter into sectors with higher added value that goes beyond the traditional activities such as recycling, clothing, etc. In this way, UNEI is an example of how a WISE can be professionalised and dynamic, even becoming a reference in international terms. This idea would contradict the part of the literature that usually appoints this kind of firm as backward, uncompetitive or even economically less viable (Borzaga et al., 1997; O’Hara & O’Shaughnessy, 2021).

Lastly, one conclusion drawn from the application of the SROI methodology to a case study is the need to highlight recommendations for improvement, as pointed out by Rinaldo (2010), Clifford et al. (2013) and Krlev et al. (2013). In this case study, among the recommendations highlighted to UNEI was the need to further diversify their clients so that their services are less focused on the Public Administration. In this way, they can spread the risk if faced with a crisis or recession that affects the public coffers and the services contracted by it (Doherty et al., 2014; Laville & Nyssens, 2001). This aside, it is clear that

all business areas generate a strong impact on society, with the gains made outweighing the costs of the company.

In short, this study makes the following contributions to the specific literature on the impact of the Social Economy. Firstly, the effects and impacts that SWs as social enterprises produce through their activity are brought together and revealed from different analytical perspectives (social economy, social enterprise, WISE). Secondly, the SROI methodology is used to measure impact, which, despite its advantages, is underused by academics in their publications. Thirdly, it contributes to the academic debate by providing empirical evidence of the social and economic impact generated by the business model of social initiative SECs in the field of socio-labour insertion of people with disabilities. And finally, this study contributes to the international debate of WISEs, demystifying the fact that WISEs are considered an uncompetitive and undynamic entity by default.

As a practical implication of the study, through the application of the SROI methodology to a specific case, it becomes clear that this methodology would serve as an evaluation tool for Public Administrations in the contracting of services. The SROI offers an objective assessment of the impact, both social and economic, which would serve Public Administrations in establishing priorities when contracting services, incorporating social criteria in public tenders. However, depending on the activity sector of the social enterprise, the SROI may be higher or lower, which should also be assessed when evaluating the different proposals. Apart from this, this study may be a reference to replicate the study in other organisations of this nature and places.

It should be mentioned that this study is not without limitations. Despite having qualitatively identified all the outcomes that are generated, some of them have not been valued, such as the satisfaction of certain stakeholders, which would show a more realistic reflection of the set of outcomes created by UNEI. This would increase the SROI ratio and, therefore, the quantification of the impact generated would be even greater. However, this study aims to be the starting point for a more exhaustive analysis of these parameters.

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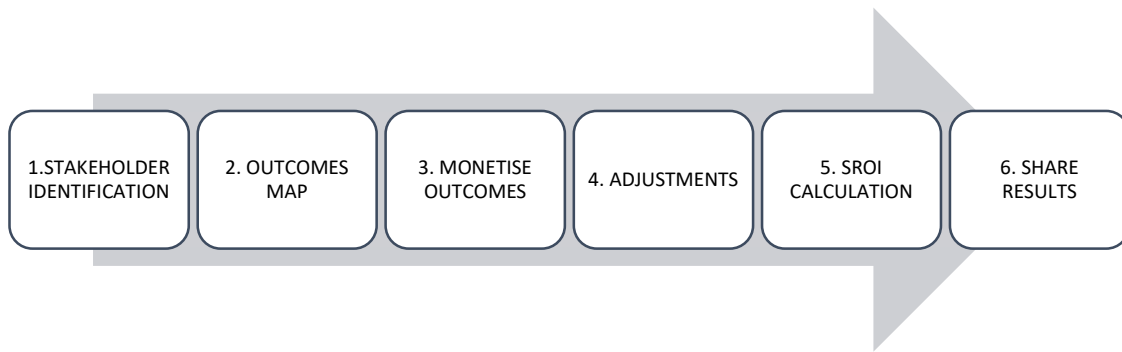
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FIGURE 1: STEPS TO CALCULATE THE SROI



Source: compiled by the authors from Nicholls et al. (2012) and Nicholls (2017)

TABLE 1. MAP OF OUTCOMES

<i>Who do we have an effect on? Who has an effect on us?</i>	<i>What do they invest?</i>	<i>Summary of activity in numbers</i>	<i>How would you describe the change?</i>
Workers with disabilities	Time, effort and commitment	<ul style="list-style-type: none"> - Number of people with disabilities employed - Productivity 	<ul style="list-style-type: none"> - Access to employment (labour integration) - Salary and social security - Professional development, new skills - Sense of fulfilment for taking part in a community-based project - Personal development and improvement in interpersonal skills - Independence - Empowerment and increased self-esteem through earning a salary instead of relying on subsidies
Workers without disabilities	Time, effort and commitment	Hours worked	<ul style="list-style-type: none"> - Access to employment - Salary and Social Security - Professional development, new skills - Sense of fulfilment for taking part in a community-based project - Personal development and improvement in interpersonal skills
Partners	Investment in social capital Participation on the management board	Hours contributed to the management board, administration tasks and attending events	<ul style="list-style-type: none"> - Complying with the social objectives of the company - Involvement in society - Joint marketing strategy - Access to social capital specific to the sector
Clients	Financial investment for hiring services	Number of services received	<ul style="list-style-type: none"> - Satisfaction with the goods and services - Satisfaction from contributing to a project that supports diversity and inclusion (CSR)
Suppliers	Services contracted	Number of services provided	<ul style="list-style-type: none"> - Payment received - Satisfaction from conducting their business activities - Satisfaction from contributing to a project that supports diversity and inclusion (CSR)
Public Administration	Financial investment for hiring services and subsidies	Number of services received	<ul style="list-style-type: none"> - Savings in social benefit payment costs - Savings in social care services - Savings in medical costs - Increase in social security returns - Increase in VAT revenue - Increase in personal income tax revenue - Increase in corporation tax revenue - Increase in property tax revenue - Increase in business tax revenue - Satisfaction with the services received
Organisations that support people with disabilities: Mental Health (clinics, associations, professionals...)	Support to UNEI employees	Hours invested in supporting workers with disabilities	<ul style="list-style-type: none"> - Improved wellbeing of service users, who are less likely to relapse - Savings in relapse care costs
Family members of workers with disabilities	Not applicable (no direct relationship with UNEI)	Not applicable (no direct relationship with UNEI)	<ul style="list-style-type: none"> - Savings in family expenses related to the disability - Increased income to the family unit as a result of the person with disabilities contributing a salary, and increased income for family members who can work during hours previously dedicated

			<ul style="list-style-type: none"> to care - Financial stability - Break from family responsibilities - Improved relationships
Community and local area	Not applicable (no direct relationship with UNEI)	Not applicable (no direct relationship with UNEI)	<ul style="list-style-type: none"> - Decrease in the unemployment rate for people with disabilities - Labour and social inclusion of a significant group (people with disabilities) - Frees up resources for other purposes
Service users of the support service of Andalusia	Time and financial resources (where appropriate)	Installation of equipment and guidance on its usage	<ul style="list-style-type: none"> - Improvement of physical, mental and emotional wellbeing, and quality of life for the service users and their families.
Investors	Amount invested	<ul style="list-style-type: none"> -Interest -Number of hours invested in attending the UNEI 	<ul style="list-style-type: none"> - Profit increase - Satisfaction from contributing to a project that supports diversity and inclusion
Owners of premises and workspaces	Spaces used by the UNEI	The amount received in rent	Increase in income

TABLE 2: MONETISATION OUTCOMES AND ADJUSTMENTS

Stakeholders	Outcome	Nature of the change	Type of change	Indicator (proxy)	Data	Total (discounting the dead weight)	Source	Description of dead weight
Workers with disabilities	Access to employment (labour integration)	Social	Direct	Number of employees with disabilities	1,024	1,024	UNEI	The dead weight is determined to be zero because disabled people from UNEI have special insertion difficulties and without UNEI, they would not be working
	Salaries (minus income tax and contribution to social security)	Economic	Direct	Average salary paid to a worker with disabilities at UNEI	€8,186	€8,382,939	UNEI	
	Improvements in quality of life (professional development, fulfilment and personal development, empowerment and increased self-esteem)	Social	Direct	Hours no longer dedicated to care for the person with disabilities, as per SIS survey x average salary of a home carer	1,404 hours x €7.76 = €10,895	€11,156,480	UNEI, Tasubinsa (2013) and VII State Collective Framework Agreement for care services for dependent persons	
Workers without disabilities	Access to work	Social	Direct	Number of people without disabilities	287	223	UNEI/INE	Percentage of workers who would be employed given the current economic situation (77.74%)
	Salaries (minus income tax and contributions towards social security)	Economic	Direct	Average salary paid to a worker without disabilities in UNEI	€12,621	€2,815,865	UNEI/INE	Salary of people working less that of people who would be unemployed given the current situation (we apply the Andalusian unemployment rate = 22.26%)
Clients	Satisfaction from contributing to a project that supports diversity and inclusion by consuming goods and services	Social	Direct	Number of satisfied clients (end users or intermediary businesses)	380	380	UNEI	N/A
Suppliers	Provide raw materials for development of the business activity	Social	Direct	Payment received for services provided	N/A (depends on the service)	€11,872,634	UNEI	N/A
	Satisfaction from contributing to a project that supports diversity and inclusion	Economic	Direct	Number of satisfied suppliers (companies)	1,798	1,798	UNEI	N/A
Public Administration	Savings in payment of unemployment benefits	Socioeconomic	Indirect	Unemployment benefit per employee	€4,514 per year for a worker with disabilities/ €5,791 per year for a worker without disabilities	€4,991,817	UNEI and the State Public Employment Service	N/A
	Savings in pension expenses in relation to the non-contributory disability pension	Socioeconomic	Indirect	Monetary amount for non-contributory disability pension	€5,488 per year for a person with disabilities	€5,984,256	Ministry of Labour and Social Economy (2020)	N/A

	Savings in the system of social assistance services	Socioeconomic	Indirect	Monetary amount that a place costs in a social centre per day, and per day with occupational therapy	€10,120 per person per year	€10,362,880	Junta de Andalucía	N/A
	Increase in collection of social security by the company	Socioeconomic	Direct	Amount paid by UNEI in social security	€322,848	€322,848	UNEI	N/A
	Increase in collection of social security contributions from the worker	Socioeconomic	Direct	Amount retained by UNEI as a contribution to social security by the worker	€854,793	€854,793	UNEI	N/A
	Increase in collection of VAT	Socioeconomic	Direct	Amount paid by UNEI in VAT	€143,555	€143,555	UNEI	N/A
	Increase in collection of Income tax	Socioeconomic	Direct	Amount paid by UNEI in income tax	€605,713	€605,713	UNEI	N/A
	Increase in collection of corporate tax	Socioeconomic	Direct	Amount paid by UNEI in corporate tax	€106,364	€106,364	UNEI	N/A
	Increase in collection of property tax	Socioeconomic	Direct	Amount paid by UNEI in property tax	€28,280	€28,280	UNEI	N/A
	Increase in collection of taxes on business activities	Socioeconomic	Direct	Amount paid by UNEI in business activities tax	€39,990	€39,990	UNEI	N/A
Relatives of employees with disabilities	Savings on disability-related family spending	Economic	Indirect	Additional daily living costs	€1,333 per worker with disabilities per year	€1,365,279	FEAPS Evaluation of Effort Report (2015)	The dead weight is determined to be zero. The changes would not have happened without UNEI
	Income from the possibility of working (hours released from family care)	Economic	Indirect	Increase from part-time to full-time: increase up to average annual salary Spain	€11,016	€11,280,384	IECA	
	Respite from family obligations	Social	Indirect	Hours released from care of the person with disabilities x average salary for home help per hour. Average annual salary Spain / 2	€4,704 per worker with disabilities per year	€4,816,384	Tasubinsa and VII State Collective Framework Agreement for care services for dependent persons	
Investors	Increase in profits	Economic	Direct	Interests. Amount received for services rendered	€62,324	€62,324	UNEI	N/A
Owners of premises and workspaces	Increase in profits	Economic	Direct	Amount received as rent	€23,934	€23,934	UNEI	N/A
TOTAL OUTCOMES (only monetary outcomes measured in €)						€75,216,718		

TABLE 3. INVESTMENTS BY STAKEHOLDERS

Stakeholders	Total investments (€)
Public Administration	17,439,896
Subsidies	5,897,801
Services contracted	11,542,095
Other clients	3,340,728
Investors	5,184,572
Total	€25,965,195

TABLE 4. SROI BY NATURE AND TYPE OF CHANGE

	Economic	Socioeconomic	Social	Total Impact
Direct	23,157,696	2,101,543	11,156,520	36,415,759
% total impact	30.8	2.8	14.8	48.4
€ per € invested	0.9	0.1	0.4	1.4
Indirect	12,645,663	21,338,953	4,816,384	38,801,000
% total impact	16.8	28.4	6.4	51.6
€ per € invested	0.5	0.8	0.2	1.5
Total Impact	35,803,358	23,440,496	15,972,904	75,216,758
% total impact	47.6	31.2	21.2	100.0
€ per € invested	1.4	0.9	0.6	2.9

TABLE 5. SROI BY BUSINESS AREA

	Smart Supply	Social and Health	Active	Nature	Services
SROI ratio	€2.5	€1.6	€4.1	€3.2	€3.5

TABLE 6. SENSITIVITY ANALYSIS

SROI version	Changes in comparison to the present version	Total SROI ratio
Conservative version	1. Consideration of 80% of "Hours no longer dedicated to care for the person with disabilities", decreasing the monetary figure that shows the "Improvements in quality of life" of workers with disabilities.	2.7
	2. Consideration of an unemployment rate in UNEI 25% higher than Andalusia average, increasing the deadweight of "Salaries" for workers without disabilities.	
	3. Consideration of 70% of the "Updated value of average annual additional cost per worker with disabilities", decreasing the "savings on disability-related family spending".	
	4. Consideration of 85% of "Income from the possibility of working" for the relatives of employees with disabilities.	
	5. Consideration of 70% of the number of "Hours freed up per month" regarding "respite from family obligations".	
Balanced version	NA	2.9
Inclusive version	1. Consideration of 20% extra of "Hours no longer dedicated to care for the person with disabilities", increasing the monetary figure that shows the "Improvements in quality of life" of workers with disabilities.	3.1
	2. Consideration of an unemployment rate in UNEI, 25% lower than Andalusia average, decreasing the deadweight of "Salaries" for workers without disabilities.	
	3. Consideration of additional 30% in the "Updated value of average annual additional cost per worker with disabilities", increasing the "savings on disability-related family spending".	
	4. Consideration of an additional 25% for the "Income from the possibility of working" for the relatives of employees with disabilities.	
	5. Consideration of an additional 30% of the number of "Hours freed up per month" regarding "respite from family obligations".	

ANNEX 1

TABLE 1. IMPROVEMENTS IN QUALITY OF LIFE

<i>Hours released from daily support activities according to CIS survey *</i>	1404
<i>Monthly Salary Home Help **</i>	€973
<i>Annual salary</i>	€13,622
<i>Annual number of hours according to the Convention **</i>	1,755
<i>Salary/hour</i>	€7.8
<i>Total value of improvements in quality of life per employee</i>	€10,895
<i>Number of employees with disabilities</i>	1,024
<i>Total improvements in quality of life UNEI</i>	€11,156,480

* Information obtained from Tasubinsa (2013)

** Information obtained from the Resolution of 11 September 2018, of the General Directorate for Employment, which registers and publishes the VII State Collective Framework Agreement for care services for dependents and development of the promotion of personal autonomy (private residences for the elderly and the home help service). Available at: https://www.boe.es/diario_boe/txt.php?id=BOE-A-2018-12821

TABLE 2. SAVINGS IN COSTS OF UNEMPLOYMENT BENEFITS

Workers with disabilities	
<i>Average annual salary</i>	€8,776
<i>Average monthly salary</i>	€627
<i>Monthly unemployment benefit for the first six months (70% of salary *)</i>	$627 \times 0.7 = €439$
<i>Total benefit for the first six months</i>	$439 \times 6 = €2632$
<i>Monthly unemployment benefit for the last six months (50% of salary *)</i>	$629 \times 0.5 = €313$
<i>Total benefit for the last six months (average time of unemployment 14 months, but only calculated for the year 2020 **)</i>	$313 \times 6 = 1,881 €$
<i>Annual unemployment benefit per worker with disabilities</i>	$1,881 + 2,633 = €4,514$
<i>Total UNEI workers with disabilities</i>	1,024
<i>Annual unemployment benefit for all workers with disabilities</i>	€4,621,824
Workers without disabilities	
<i>Average annual salary</i>	€12,102
<i>Average monthly salary</i>	€864
<i>Monthly unemployment benefit for the first six months (70% of salary *)</i>	$864.39 \times 0.7 = €605$
<i>Total benefit for the first six months</i>	$605 \times 6 = €3,630$
<i>Monthly unemployment benefit for the last five months (50% of salary *) (11 months average unemployment)</i>	$864 \times 0.5 = €432$
<i>Total benefit for the last five months (11 months average unemployment ***)</i>	$432 \times 5 = €2,161$
<i>Total unemployment benefit per worker with disabilities</i>	$2,161 + 3,630 = €5,791$
<i>Annual unemployment benefit for workers with disabilities (the percentage of autonomous unemployment according to the National Institute of Statistics 2020 - 22.26% **** - is applied to the total of UNEI without disabilities: 63.88 people without disabilities would have been unemployed).</i>	€369,994
TOTAL	
<i>Total unemployment benefit for UNEI workers and savings for the Public Administration</i>	€4,991,817
* Information obtained from "Regulations on Unemployment Protection". Available at: https://www.sepe.es/HomeSepe/Personas/distributiva-prestaciones/normativa-prestaciones.html	
** Figure obtained from the information provided in the "Report on the Employment Market of people with disabilities. 2018 data" from the State Public Employment Service. Available at: https://sepe.es/HomeSepe/que-es-el-sepe/comunicacion-institucional/publicaciones/publicaciones-oficial/listado-pub-mercado-trabajo/informe-mercadotrabajo-estatal-discapacitales.html	
*** Figure obtained from the information provided in the "State Employment Market Report. 2019 Data" of the State Public Employment Service. Available at: https://sepe.es/HomeSepe/que-es-el-sepe/observatorio/informes-mercado-trabajo/informes-anales-mercado-trabajo-estatal/ver-resultados.html?documentType=informes&tipo=1&periodo=annual&scope=National	
**** Figure obtained from the National Institute of Statistics (INE). Available at https://www.ine.es/jaxiT3/Tabla.htm?t=4247	

TABLE 3. SAVINGS IN SOCIAL SERVICES

<i>Monthly cost of social centres*</i>	€790
<i>Monthly cost of day centres*</i>	€1,230
<i>Monthly cost of day centres with occupational therapy*</i>	€510
<i>Average annual cost of the three centres for a worker with disabilities</i>	€10,120
<i>Total cost for all UNEI employees</i>	€10,362,880

* Information obtained through the Junta de Andalucía at <https://www.juntadeandalucia.es/boja/2019/145/66>

TABLE 4. SAVINGS ON DISABILITY-RELATED FAMILY SPENDING

<i>Annual additional cost associated with the daily life of a person with disabilities grade 1*</i>	€510
<i>Annual additional cost associated with the daily life of a person with disabilities grade 2*</i>	€2,056
<i>Average annual additional cost</i>	€1,283
<i>Inflation 2020 compared to 2014 ** 4%</i>	4%
<i>Updated value of average annual additional cost per worker with disabilities</i>	€1,333
<i>Total workers with disabilities in UNEI</i>	1,024
<i>Updated value of average annual additional cost per worker with disabilities</i>	€1,365,279

* Information obtained from "The economic overexertion that intellectual or developmental disability causes in the family in Spain 2014" (FEAPS, 2015)

** Information obtained from the INE

TABLE 5. INCOME FROM THE POSSIBILITY OF WORKING

<i>Average annual salary 2019*</i>	€22,032
<i>Increase from part-time to full-time</i>	€11,016
<i>Number of UNEI workers with disabilities</i>	1,024
<i>Total increase in income due to the possibility of working</i>	€11,280,384

* Information obtained from the Andalusian Institute of Statistics and Cartography (IECA). Available at: https://www.juntadeandalucia.es/institutodeestadisticaycartografia/badea/operaciones/consulta/anual/20535?CodOper=b3_2034&codConsulta=20535

TABLE 6. RESPITE FROM FAMILY OBLIGATIONS

<i>Monthly Salary Home Help*</i>	€973
<i>Annual salary</i>	€13,622
<i>Annual number of hours according to Agreement*</i>	1,755
<i>Salary/hour</i>	€7.8
<i>Hours freed up per month**</i>	50.5
<i>Value of hours freed up per month</i>	€392
<i>Value of hours freed up per year for worker with disabilities</i>	€4,704
<i>Number of workers with disabilities in the UNEI</i>	1,024
<i>Value of total hours freed up of workers with disabilities in the UNEI</i>	€4,816,384

* Information obtained from the Resolution of 11 September 2018, of the General Directorate for Employment, which registers and publishes the VII State Collective Framework Agreement for care services for dependents and development of the promotion of personal autonomy (private residences for the elderly and the home help service). Available at: https://www.boe.es/diario_boe/txt.php?id=BOE-A-2018-12821

** Information obtained from Tasubinsa (2013)