



City of
Amsterdam

FINAL REPORT

Amsterdam Impact 2015-2018

 AMSTERDAM
IMPACT



COLOFON

GRAPHIC DESIGN &

COVER PHOTO **Gerrit Alink**

Contents

| | | |
|-----------|---|-----------|
| 1. | Introduction and summary | 5 |
| 2. | Three years at a glance | 9 |
| 2.1 | Network partner and liaison | 9 |
| 2.2 | Strengthening the international network | 11 |
| 2.3 | Market access: social procurement and recognition | 13 |
| 2.4 | Access to capital | 16 |
| 2.5 | Amsterdam City Fellowship | 18 |
| 2.6 | Final financial report | 20 |
| 3. | Overview table with all measures | 22 |
| | Appendix 1: Reporting on indicators for social entrepreneurship in Amsterdam | 36 |



AMSTERDAM IMPACT

1 Introduction and summary

In recent years, Amsterdam has been strengthening its ecosystem for social entrepreneurship, implementing various measures as part of the Action Programme for Social Entrepreneurship 2015-2018, which was adopted by the City Council on 5 November 2015. The action programme was designed partly in response to the initiative proposed by council member Marijke Shahsavari-Jansen, titled 'A Clear Field for Social Enterprises'¹, and draws inspiration from the recommendation of the Social and Economic Council (SER), 'Social Enterprises, An Exploratory Recommendation'.² The action programme aimed to foster social entrepreneurship in Amsterdam and to promote the city as a leading location for social enterprises. At the start of the program social entrepreneurship in Amsterdam was a young sector in development; it received the rightly deserved support thanks to its positive impact on society and employment.

Since 2015, the number of social enterprises has grown, and their access to market and capital has improved. Amsterdam was the first municipality in the Netherlands to create an action programme for social entrepreneurship. Other cities and provinces are now adopting the same approach.

Reader's guide to the final report and the Amsterdam Impact Programme 2019-2022

This final report looks at the past three years. Between the end of 2015 and 2018, a total of 18 measures³ have been implemented as part of the action programme. Nine of those measures were implemented in 2016.⁴ We reported on these in the 'Amsterdam Impact 2015-2018 Action Programme progress report', which was discussed on 5 July 2017 by the City Council's Work and Economy Committee. The final report covers the entire period of the action programme but gives particular emphasis on the years 2017 and 2018. Amsterdam's current city government recognises and values the social significance and role of social enterprises and of other actors within the ecosystem, all of whom contribute to tackling societal challenges in the city and around the world. Thus, the local government sees various options for taking the action programme forwards in the forthcoming period through the Amsterdam Impact 2019-2022 Programme, so that the ecosystem for impact entrepreneurship can become even stronger. The new programme will be presented to the City Council together with the final report.

-
1. Marijke Shahsavari-Jansen (2015). Initiative proposal: A Clear Field for Social Enterprises https://assets.amsterdam.nl/publish/pages/582861/140916_initiatievoorstel_cda_amsterdam_ruim_baan_voor_sociale_ondernemingen.pdf Adopted by the City Council on 11 March 2015.
 2. SER (2015). Social Enterprises. An Exploratory Recommendation <https://www.ser.nl/-/media/ser/downloads/adviezen/2015/sociale-ondernemingen.pdf> In its advice, the SER stressed the important societal role of social enterprises thanks to their contribution to the public interest. The SER also called on all relevant partners in the ecosystem to lend their support to social enterprises and to help eliminate barriers and bottlenecks.
 3. The 2015 Action Programme included 17 measures. An additional measure was included in the progress report, namely the measure to strengthen the international network.
 4. Measures implemented in 2016: Identify the need for an ecosystem for social entrepreneurship | Ecosystem facts & figures | Measurement and reporting system | Ensure the availability of sufficient physical locations for social entrepreneurship | Explore municipal procurement from social enterprises and Guide to Social Value | Challenges | Provide municipal resources and research of the Amsterdam Fund for Social Enterprise | Initiate or join European projects in the context of calls from the European Commission | Enhance knowledge sharing and connections between social entrepreneurs.

Social entrepreneurship is now a global trend

In recent years, social entrepreneurship has taken on a more prominent role around the world as social enterprises help solve an increasing range of societal challenges. For example, social enterprises are promoting the use of renewable energy, expanding the opportunities for participation in the labour market and improving the health and well-being of the residents of Amsterdam. Social entrepreneurship has plenty of growth potential, as shown in the report 'Scaling the Impact of the Social Enterprise Sector'.⁵ Between 2010 and 2015, the annual turnover of the approximately 5,000 social enterprises based in the Netherlands increased by 70 per cent to € 3.5 billion, according to McKinsey. While the Dutch employment market lost 70,000 jobs during that period overall, social enterprises created more than 25,000 jobs. And this trend is continuing. The Netherlands had a reputation of lagging behind in this area, but more recently, it has become a world leader.⁶ Investors also acknowledge that factors such as the environment and society have become an indispensable form of added value.⁷

Social entrepreneurship is consistent with the ambitions of more and more young people. They want to make a positive impact on society through their business or through the company where they work. 90% of millennials believe that the ambitions of all companies should go beyond profit alone.⁸ At the same time, larger companies are focusing more on their role in society, such as Booking.com with their Booking Booster accelerator⁹, the ING Netherlands Foundation sponsoring Impact Hub Amsterdam's Investment

Ready Program¹⁰ and PwC Netherlands with their Social Impact Lab¹¹. This new focus is a promising trend, which in the future will hopefully become a given in our economy.

-
5. McKinsey (2016). Scaling the Impact of the Social Enterprise sector <https://www.mckinsey.com/industries/social-sector/our-insights/>
 6. PwC (2019). Building an ecosystem for social entrepreneurship <https://www.pwc.nl/nl/actueel-publicaties/assets/pdfs/pwc-building-an-ecosystem-for-social-entrepreneurship.pdf>
 7. McKinsey & Company (2017). From 'why' to 'why not': Sustainable investment as the new normal. <https://www.mckinsey.com/industries/private-equity-and-principal-investors/our-insights/from-why-to-why-not-sustainable-investing-as-the-new-normal>
 8. Deloitte (2016). Millennial Survey 2016: Millennials want business to shift its purpose. <https://www2.deloitte.com/tl/en/pages/about-deloitte/articles/millennial-survey-2016-shifting-business-purpose.html>
 9. Booking Booster <https://booster.bookingcares.com/>
 10. Investment Ready Program <https://investment-ready.nl/>
 11. Social Impact Lab. <https://www.pwc.nl/nl/onze-organisatie/social-impact-lab.html>

Social enterprise definition

Amsterdam adopts the definition of a social enterprise formulated by the European Commission and the Social and Economic Council's supplement to this.

A social enterprise:

- Primarily has a social mission: impact comes first;
- Achieves this goal as an independent enterprise, which supplies a service or product;
- Is financially self-supporting, based on trade or other forms of value exchange, and therefore has little or no dependence on gifts or subsidies;
- Is social in the way in which it conducts its business:
 - profit is acceptable, but the financial aims serve the mission of increasing social impact. Any shareholder dividends are reasonable in extent.
 - management and policy are based on a balanced input from all parties involved;
 - fair to all;
 - aware of its ecological footprint;
 - is transparent.

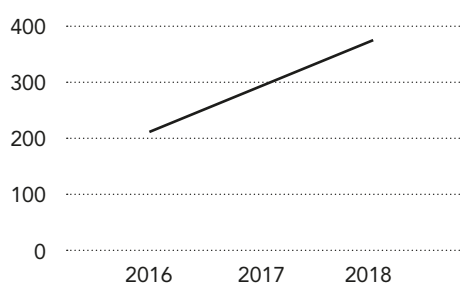
In this definition, Amsterdam uses a sub definition for a social firm or work integration social enterprise, which it considers to be a type of social enterprise. Social firms are companies that focus on business continuity and/or profitability, as well as on creating places for work-related daily activities and/or employment opportunities for people with difficulties in accessing the labour market.

Results of measuring social entrepreneurship indicators in Amsterdam

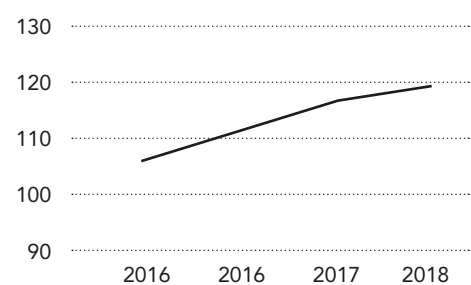
The indicators show that the number of social enterprises has increased and that the number of jobs at social enterprises has also grown. We base this conclusion on the growth in members of Impact Hub Amsterdam (IHA) and Social

Enterprise NL (SE NL), as shown in the graphs below. This strong growth in membership can be explained in part by the relocation of IHA to a new venue that has more space than its previous location. Amsterdam Impact has contributed to the creation of this new hotspot.

Number of Impact Hub Amsterdam members



Number of Amsterdam-based Social Enterprise NL members



Amsterdam-based members of SE NL saw employment growth of 26% from 2015 to 2016 and 28% from 2016 to 2017 (data from SE NL's 2018 Monitor). And social enterprises that are members of IHA have also succeeded in creating new jobs in recent years, according to the member surveys of 2016, 2017 and 2018.

IHA notes that social enterprises now grow significantly faster, entering the phase of running operations and scaling more quickly. Among the members of SE NL, the proportion of members in the mature stage, with turnover above € 1 million, has grown from 18% in 2015 to 26% in 2018 (data from SE NL's 2018 Monitor). This increase, which is consistent with the national trend, is likely due to revenue growth during that period. SE NL also reported in its national monitor that the share of companies that break even and/or are profitable rose between 2015 and 2017.

The nice thing about working with people with autism is that they have talents that enable them to do certain things better than other employees in an average internet agency. For example, they have excellent attention to detail and capacity to focus. They are also good at working in a very structured way. These are skills that we have turned into benefits for our customers. Thanks to a Buy Social event organised by Amsterdam Impact, we were able to connect with PwC. And we're delighted that it led to a great partnership.



Niels van Buren
Managing Director, Swink

Swink is a unique internet agency that hires online specialists who are on the autism spectrum.

2 Amsterdam Impact: three years at a glance

With its Amsterdam Impact Action Programme, the City of Amsterdam was the first municipality in the Netherlands to take this kind of initiative in the field of social entrepreneurship, which establishes Amsterdam as one of the field's pioneers in both the Netherlands and the world.

Through the 18 measures of the action programme, Amsterdam Impact has focused on strengthening the ecosystem for social entrepreneurship in Amsterdam. This ecosystem consists of social entrepreneurs, finance providers, corporates, SMEs, nonprofits, network organisations, interest groups, knowledge institutions and civil servants of the City of Amsterdam.

We have achieved this by promoting the connections between actors in the ecosystem and by bringing them together. We also developed the action programme in partnership with actors in the ecosystem. Alongside these partners, the City of Amsterdam identified which added value the municipality could provide. We have achieved a range of concrete results through the programme, as this final report shows.

Through Amsterdam Impact, our city has earned its place in the world of social entrepreneurship. The partners in the social entrepreneurship ecosystem always know where to find us, and other municipalities and actors from the Netherlands and abroad come to us for advice. Internationally, Amsterdam is seen as a role model; this perception is clear from one-to-one contact with companies, knowledge institutions, network organisations and young professionals, all of whom want to work in Amsterdam's ecosystem.

The OECD has also recognised Amsterdam's approach and has invited Amsterdam Impact to serve as an example at an international conference in Bilbao. Also, various cities around the world have expressed an interest in the partnerships that Amsterdam Impact has created and in the Amsterdam ecosystem, as illustrated in 'Building A City Ecosystem for Impact'¹², which illustrates our ecosystem building approach.

Through Amsterdam Impact, the City of Amsterdam is adding value to the city's business climate. In sections 2.1 and 2.2, we will discuss the work of Amsterdam Impact as a network partner and liaison, and the strengthening of Amsterdam's international network, respectively. When it comes to market access and access to capital, social entrepreneurs now experience fewer obstacles than they did a few years ago. Amsterdam Impact has initiated projects and brought actors together in these areas (see sections 2.3 and 2.4). Finally, we will explain how the Amsterdam City Fellowship Health programme is involving social enterprises in addressing societal challenges around the city (section 2.5). Appendix 2 provides an overview of all the measures implemented in detail.

2.1 Network partner and liaison

This measure involves efforts to enhance and strengthen connections throughout the ecosystem, both online and offline. Through the liaison role, which is based on the motion submitted by Amsterdam City Council members Nuijens and Boutkan, Amsterdam Impact has helped actors inside and outside the municipality to make progress.¹³ Amsterdam Impact also

12. Amsterdam Impact (2018). Building a City Ecosystem for Impact <https://www.iamsterdam.com/en/business/news-and-insights/news/2019/building-a-city-ecosystem-for-impact>

13. As part of this aspect of the programme, Amsterdam Impact has collaborated with various municipal departments and partners, including the Social Employment Network (Sociaal Werkkoepel) and support policy for social firms, Amsterdam's city districts, Amsterdam's real estate helpdesk (to locate physical spaces), the CTO, StartupAmsterdam, the Social Return Office, amsterdam inbusiness and Amsterdam Trade and Innovate.

has connected actors with similar roles in the ecosystem, such as investors and city officials. The goal was to strengthen the community to achieve a greater collective impact.

We have further enhanced the ecosystem, as indicated by social entrepreneurs, who have reported in the Social Enterprise NL's yearly monitor that finding good partners has become easier.¹⁴ This is also reflected in the significant growth in the number of partners of network organisations like our frequent collaborator Impact Hub Amsterdam.

Implementation of measures and results

In the action programme's first phase, we

developed a digital and physical interface for all partners in the ecosystem. To be able to deliver this networking and information function (see inset below) as effectively as possible, other relevant municipal departments were identified and agreements made to support actors within the ecosystem and help them make progress. The www.iamsterdam.com/impact website was launched in 2016 to provide objective information about social entrepreneurship in Amsterdam and to act as a digital info desk for the entire ecosystem. We also produced an overview of Amsterdam's municipal policy for the impact areas in which social enterprises are active.

More about the liaison function

There is an increasing demand for support via the liaison function. The number of questions submitted via our digital interface has grown by 50%, from 181 in 2017 to 279 in 2018. Most of these questions come from social entrepreneurs but we have also supported finance providers, entrepreneurship programmes, network organisations, municipal officials and corporate actors. Often, this has been one-off support, but sustained contact is becoming more common, including support for addressing obstacles related to, for instance, permit applications. Most entrepreneurs who approach the liaison are active in the areas of labour market participation, migrant inclusion, health, and sustainability. They often need general expertise on how the City of Amsterdam can support them. Many questions concern capital, selling services and products to the municipality, the need for physical locations, and placement of job seekers. In the last two years, there has been a rising demand for help in finding affordable office space in Amsterdam and the wider region. There is a particular demand for workspace in the hospitality sector, as well as the crafts and manufacturing industry, which are difficult to find in the Amsterdam region.

Amsterdam is now well and truly on the map as the leading city for social entrepreneurship due to several large events attended by over 1,000 visitors. In partnership with Amsterdam & Partners, we incorporated social entrepreneurship into Amsterdam's range of services for business, which promotes the metropolitan region as an ideal location for companies, investors and talent.

As part of the network role, relationships with network organisations such as Social Enterprise NL and Impact Hub Amsterdam are essential. By giving presentations and through one-on-one contact with Amsterdam Impact, the ecosystem has received particular attention within the municipality and with other government officials.

14. 53% of the respondents (N=39) responded that finding good partners had become easier in the past three years. 13% of the respondents disagreed. 34% answered 'neutral'.

We believe it is vital to work with social enterprises, but ultimately, we also care about the quality of the companies that we work with. To redesign our recruitment website, we hired Swink, a unique online services agency that employs people on the autism spectrum. The project was excellently delivered, and we are thrilled with our partnership with Swink, which we established through the Buy Social event.



Jacqueline Marell
Digital Marketing Manager,
PwC Netherlands

PwC has a global network of firms providing services in the fields of assurance, tax and advice.

2.2 Strengthening the international network

In 2017 and 2018, this measure, which we added to the programme in 2017, aimed to strengthen the international network for social entrepreneurship. Social enterprises ready to expand internationally were provided with support, in part through two overseas trade missions to the Social Capital Markets conference in San Francisco (SOCAP).

Links between the Amsterdam ecosystem and other ecosystems have also been promoted through visits to international congresses and participation in EU Commission calls. During these foreign visits, as part of the liaison role and through network contacts with international companies in Amsterdam, we promoted Amsterdam's favourable business climate for international social enterprises, finance providers and other relevant parties.

Amsterdam is strongly positioned in international terms. One of the aspects that contributes to this is that Impact Hub Amsterdam has a prominent role in the global network of Impact Hubs, which includes over 100 locations and 16,000 members worldwide. The European headquarters of B Lab is also in Amsterdam, and the B Corp movement held its European summit in Amsterdam for the first time in 2018, with Amsterdam Impact as a partner.

Implementation of measures and results

Two trade missions to SOCAP were set up to San Francisco in cooperation with various partners. SOCAP is the leading global event for impact investment and social entrepreneurship. These missions have helped 28 social entrepreneurs, most of whom were from Amsterdam, to raise funding and expand to overseas markets. The missions have provided social entrepreneurs with leads for attracting financing, sales and additional exposure and network contacts. Participants gave

the 2018 SOCAP mission an overall rating of 8.6 and an 8.2 rating on whether it was worth their time and money. The 2017 mission was also rated positively.

Amsterdam Impact has also provided support for various international social entrepreneurs interested in learning more and potentially setting up a location in the Amsterdam region. Examples include an incoming trade mission from a group of Latin American B Corps and a visit by Indian entrepreneurs to the Impact StartUp Fest and an Unpack Impact event via Sankalp Forum / Intellectap.

Amsterdam's international network has been further enhanced through knowledge exchange and attendance at flagship events, such as the Social Enterprise World Forum in Edinburgh and the Global Social Economy Forum in Bilbao in 2018. At the latter, Amsterdam Impact was invited by the OECD to give a presentation on the Amsterdam approach. Amsterdam Impact has

also given various presentations and provided information and support to social entrepreneurs and other actors through one-on-one contact.

Among its international connections, European contacts are particularly important; these include Social Enterprise UK, and networks such as Euclid, REVES and Eurocities. Amsterdam Impact is also affiliated with various European consortia for EU calls, including a Horizon2020 call with the University of Heidelberg, which is underway. The map below shows which regions of the world Amsterdam Impact had contact with during the previous programme period. These activities have contributed to improved access to capital, especially through SOCAP visits, and helped to put Amsterdam on the global map as the leading location for social entrepreneurship.



2.3 Market access: social procurement and recognition

To grow, social enterprises need customers. The more products or services they can sell, the larger they can become, and the more impact they can make on societal challenges. Through the Buy Social matching events and the Buy Social campaign, Amsterdam Impact has focused on improving market access for social enterprises. Activities in this area have aimed to bring social enterprises together with potential customers to form networks, match demand with supply, and close more deals.

Through the Buy Social meetings, Amsterdam Impact brought into effect the Trade Missions motion submitted by council members Nuijens, Boutkan and Verheul.

The 2018 monitor data from Social Enterprise NL paints a positive picture concerning market access. When asked companies whether they had experienced a change in market conditions for social enterprises over the past three years, companies responded as follows:

| | Disagree | Neutral | Agree |
|---|----------|---------|-------|
| Greater recognition for social enterprises. | 3% | 13% | 84% |
| B2B customers prioritise impact more. | 10% | 33% | 57% |
| Consumers prioritise impact more. | 5% | 26% | 69% |

The figures revealed by the monitor further reinforce this positive picture and show that social enterprise revenues have increased. The monitor asked social entrepreneurs what their revenues were in the years 2015, 2016 and 2017. Social Enterprise NL calculated the following averages based on the answers provided (N = 32).

- 2015: € **693.771**
- 2016: € **875.022**
Growth of 26% compared to 2015
- 2017: € **1.151.305**
Growth of 31% compared to 2016

Implementation of measures and results Buy social matching events

Amsterdam Impact developed the concept of the Buy Social Events with Social Enterprise NL and organised eight successful Buy Social matching

meetings in the 2016-2018 period. At these meetings, businesses, SMEs and organisations were able to connect to social enterprises based on their procurement requirements. Best practices were also shared at every meeting. 113 social entrepreneurs pitched their products and/or services during eight events. To date, these social enterprises have made an estimated 520 contacts for potential future agreements, which resulted in 34 deals. The events were visited by 116 businesses and organisations, which established links with 376 contacts for potential agreements. The events were rated 8.0, on average by the social entrepreneurs and 7.9 by the businesses and organisations.

Buy Social Shopping Routes and The Impact Days

In the Buy Social Campaign, Amsterdam Impact developed seven Buy Social shopping routes - one for each city district of Amsterdam - aimed at domestic and foreign consumers. The routes help residents and visitors of Amsterdam discover social enterprises in their area of the city by bike, on foot or using public transport, and to shop or visit one of the countless cafés and restaurants run by social entrepreneurs. The shopping routes were promoted in collaboration with Amsterdam & partners. Amsterdam & partners' I Amsterdam Store also contributed to the market access of social entrepreneurs. Twelve social entrepreneurs sold products in the I Amsterdam Store, with total revenue of € 235,000. This revenue increased from € 35,000 in 2016 to € 125,000 in 2018.

Amsterdam Impact took the initiative to organise the first edition of The Impact Days in November 2018. The Impact Days were developed in collaboration with a large number of local and national partners. The campaign aimed to raise the awareness of consumers and purchasing professionals regarding the products and services of social enterprises and social procurement. In Amsterdam, for example, De Omslag organised a Social Market where 30 social enterprises presented their products and/or services. During the first Social Saturday in the Netherlands, which was also part of The Impact Days, 50 social enterprises organised activities and campaigns targeting consumers. Two of the eight Buy Social events took place during these Impact Days. These meetings also involved collaboration with the Cities of Rotterdam and Utrecht. The Impact Days 2018 was the first edition of the campaign and had an experimental character, but it was quickly picked up throughout the country, with 160 activities and campaigns in 16

different municipalities. We plan to help expand the campaign in the coming years. With The Impact Days, Amsterdam has taken the lead in a campaign that keeps gaining traction.

Exploratory Study into Procurement from Social Enterprises

In 2016, Amsterdam Impact commissioned an exploratory study into procurement from social enterprises, which involved various municipal departments and network organisations. The study revealed that the current (European) definition of a social enterprise is not clear enough and does not provide sufficient guidance for procurement and tender procedures. This issue is relevant to the whole nation. As a result of the study, Amsterdam Impact has recommended that, whenever possible, enterprises should join the Code Social Enterprises¹⁵, as well as make use of a national study commissioned by the government; this study recommends a standardised method for measuring impact.¹⁶ In the absence of a sufficiently precise definition, it is not possible to monitor procurement from social enterprises in detail. However, this tracking is doable for social firms through the municipality's tailor-made approach (see inset). This approach is applied in partnership with Amsterdam Impact but falls outside the scope of the action programme.

15. Social Enterprise NL and the social entrepreneurship sector have now developed the national Code Social Enterprises (<https://www.codesocialeondernemingen.nl/english>) which, among other things, has further clarified the definition. The Code is operational as an organisation that is separate from Social Enterprise NL and has a register. The Code employs the basic definition of a social enterprise, 'impact first', and includes five principles (https://www.codesocialeondernemingen.nl/application/files/2615/5491/1784/Principles_Code_Social_Enterprises_English_version.pdf), which illustrate what social entrepreneurship stands for. Social entrepreneurs can choose to endorse those principles and, therefore, the Code. If the enterprise applies these principles and passes a Review Board evaluation, it is included in the Register for Social Enterprises.

16. National progress has also been made on the issue of measuring impact. At the Dutch government's request, Social Enterprise NL, Avance and Erasmus University have developed the Impact Path (<https://impactpad.nl/english/>), a useful tool that provides examples and suggestions on how to measure impact.

A tailor-made approach to social firms

For social firms, the College of Mayor and Alderpersons uses a tailored approach to procurement. This approach forms part of the City's support policy for social firms.¹⁷ In addition to the City of Amsterdam's support for the purchasing of products and/or services from social firms, the City actively encourages its suppliers to create social return through their spending. In both respects, there has been an increase.¹⁸

We argue that this growth in part reflects greater awareness of social entrepreneurship among clients and budget holders within the municipality, as a result of the Social Enterprise Action Programme and the Social Firms Work Plan. Although the total amount of municipal spending on social firms and social return is on the rise, there is still a need to pay attention to social procurement. As the number of social firms grows and their range of goods and services diversifies, there will be additional purchasing opportunities. A final evaluation of the support policy for social firms is expected before summer 2019.

The evaluation of the Social Return policy, as well as the plans for the forthcoming term of the College of Mayor and Alderpersons, was adopted by the College in fall 2018. Together, the Social Employment Network (Sociaal Werkkoepel) and Social Return Bureau continue to focus on social procurement within the municipality, in partnership with their clients and support from lead buyers. From 2019 onwards, the Social Employment Network will be notifying the City Council every year, as part of the regular planning and control cycle, about the level of revenue that social firms receive from the municipality, the social return proceeds of social firms, and activities in Amsterdam's Social Firms Work Plan.

SOCAP was a fantastic event with like-minded people, which greatly benefited Coolfinity. The Dutch delegation was well-organised, made an impact and helped improve our visibility. We made sales contacts in Malawi, linked up with a network partner in Finland, and spoke to various investors.



Maarten ten Houten
CEO, Coolfinity

As in many tropical countries the power supply is not reliable enough power to provide effective cooling, Coolfinity developed a refrigerator for food, beverages and medication that can continue cooling despite long and frequent power outages.

17. The support strategy includes an investment fund for social firms, the provision of non-financial support (e.g. through De Uitdaging entrepreneurship programme) and the promotion of procurement from social firms by municipality suppliers as a form of social return;

18. The amount of municipal spending at social firms continues to increase; it has already grown from € 515,000 in 2015 to € 536,000 in 2016 and € 650,000 in 2017. In 2018, the amount was € 866,540 divided over 18 social firms. In 2017, 24 municipal contractors purchased goods and services representing a total value of € 237,000 from 16 social firms, in the context of social return. In 2018, spending with social firms continued to grow as 37 municipal contractors purchased goods and services from 16 social firms, representing a total value of € 567,000.

2.4 Access to capital

Access to capital is an essential prerequisite for growth. It makes it easier for social enterprises to scale and thus to make a more significant impact, both when it comes to addressing societal challenges and in terms of employment opportunities. Through its Access to Capital measure, Amsterdam Impact has focused on facilitating access to funding by strengthening links between finance providers and social enterprises, no matter the development stage of the latter.

Research by McKinsey (2016) has shown that the field of capital has grown enormously in recent years. At the same time, social entrepreneurs are still finding it difficult to access finance and investment. Particularly in the earlier phases of development of an enterprise, there are significant challenges when it comes to capital, as finance providers tend to mostly focus on the later growth phases. Yet many social entrepreneurs are in the earlier development stages. Communication and links between finance providers could also be improved. The capital-focused measure, thus, focuses on strengthening ties with and between all types of capital for social enterprises in Amsterdam - for all of the entrepreneurial development stages. Another priority was enhancing the skills and expertise of social entrepreneurs in raising investment.

Social Enterprise NL's national monitor shows that social entrepreneurs are getting better at securing capital. There has been some improvement compared to previous years. The results of the monitor for enterprises in Amsterdam, in particular, show a similar picture (N=39). Only 3% of enterprises that reported seeking external capital were not able to secure it. In the same monitor, social entrepreneurs indicated that it has become easier to find financing.¹⁹

Implementation of measure and results

In the first phase of the programme, we identified the capital requirements of social enterprises and clarified the criteria applied by finance providers. This information was shared across the ecosystem, in part through the creation of an Impact Capital Map. Events and other means of providing information have also been used to strengthen links between finance providers and social enterprises.

In 2017 and 2018, we partnered with Impact Hub Amsterdam and Generous Minds to co-develop a network of finance providers: the Integrated Capital Network. This network includes financiers keen to fund social entrepreneurs in various phases of growth and who are active in a range of impact areas. The network aims to facilitate cooperation between finance providers and responds to the need for such collaboration between. Through cooperation, we can collectively improve access to capital.

The network regularly organises 'lab' events during which social enterprises can pitch their funding need to select financiers from the network. Together, we examine whether and how the financing request can be met. Finance providers can also explore the options for joint financing and combining different types of finance, such as loans and investment in exchange for equity. Financiers can also explore how they can work together on subsequent financing rounds. Actively involving finance providers in an enterprise's early growth phase can accelerate and increase the rate at which enterprises scale. Six lab events were organised through the network, each of which was attended by 10 to 15 finance providers. Six social entrepreneurs received support as a result of these labs. To validate the methodology and to establish the network, the first labs had an experimental format. The social entrepreneurs from the other three labs are currently in discussions with finance providers regarding their funding needs. In 2019 and the following years, the network will expand,

19. In response to the statement 'It has become easier to find financing in the last three years', only 10% said that they disagreed. 46% were neutral, and 44% said they agreed with the statement.

which will reinforce the partnerships between finance providers.

In addition to the Integrated Capital Network, Amsterdam Impact has organised various events to bring social entrepreneurs and finance providers together and create a forum where that the entire ecosystem can learn from the entrepreneur-investor collaborations. Examples of such events include the 2016 Amsterdam Capital Week's flagship event, Capital Impact, which was attended by 210 international participants, and Impact Startup Fest 2017. The Unpack Impact format has also been developed and implemented. At Unpack Impact events, duos of social entrepreneurs and investors share the lessons learned and experiences of their

cooperation, and the audience contributes ideas for each enterprises' next steps.

Finally, as part of the capital measure, we have strengthened links with equity funds with a growing interest in social entrepreneurship and impact financing. Amsterdam Impact gave a presentation at a Social Impact Bonds meeting of these funds. We also are now part of the municipal working group for the City of Amsterdam's covenant with equity funds.



OnePlanetCrowd is located in Amsterdam because so much sustainable and social innovation is generated by entrepreneurs in this city. Entrepreneurs with a good idea are also likely to be drawn to Amsterdam thanks to its outstanding ecosystem for social entrepreneurs.

We are delighted that through OnePlanetCrowd, we and other finance providers are actively contributing to the Integrated Capital Network strengthening the local ecosystem.



Maarten de Jong
Co-founder & commercial director, One Planet Crowd

OnePlanetCrowd is a crowdfunding platform for sustainable and socially responsible projects.

2.5. Amsterdam City Fellowship

In 2016 and 2017, we developed the Amsterdam City Fellowship in collaboration with Impact Hub Amsterdam and other partners. This programme aimed to co-create solutions - together with social entrepreneurs - to health-related societal challenges in the Amsterdam Metropolitan Area. The programme also intended to more smartly and effectively connect social entrepreneurs to the City of Amsterdam and to improve the entrepreneurial skills of the programme participants.

Implementation of measures and results

The fellowship has helped to bring the following societal challenges to the market using a tender procedure:

1. E-health & Care: Technological product and/or service-related solutions aimed at promoting long-term independence of the elderly and/or the sick.
2. Clean Air & Mobility: Technological product and/or service-related solutions that contribute to cleaner air and/or air purification, both in- and outdoors.
3. Healthy Lifestyle, from 0 to 100 years: Technological product and/or service-related solutions aimed at supporting healthier lifestyles for the residents of Amsterdam.
4. Urban Green: The development of more green space and urban farming in the neighbourhoods of Amsterdam to promote resident well-being, foster a sense of community and encourage the local production of organic food.

During the Amsterdam City Fellowship, we benefited greatly from the Impact Hub masterclasses, which focused on topics such as sales and acquisitions and drawing up a strategic roadmap. Through Amsterdam Impact, we were able to get in touch with various officials in the City of Amsterdam, including Healthcare Policy Advisor Johan de Vries, who has since become one of our ambassadors. Johan introduced us to various municipal departments and helped us launch a pilot project for vulnerable groups who receive care and support from the City of Amsterdam.



Frank Schalken
Founder and director of VraagApp

QuestionApp (VraagApp), is an application that people who struggle with today's complex society can use to ask questions about daily matters.

25 entrepreneurs submitted bids for the tender, of whom nine were invited to join the programme. They completed business trainings, which helped them to refine their concept and business model. Amsterdam Impact connected the entrepreneurs to the City's internal and external networks. A jury chose four entrepreneurs for the fellowship phase at a pitch event involving the nine selected entrepreneurs. During the fellowship phase, the four finalists were in the running for a launching customership by the municipality.

At the end of the programme, the City of Amsterdam purchased a pilot project from VraagApp. This social enterprise went on to win numerous prizes and to secure contracts with other municipalities and partners. The programme has also led to spin-offs and catalysed cooperation with parties other than the municipality. Another important result of the Amsterdam City Fellowship is cooperation and contact between entrepreneurs and officials.

As part of the programme's activities, dozens of civil servants had the opportunity to meet social entrepreneurs, and learn about their way of working, as well as their products and services. The programme has developed an ecosystem event in partnership with the Amsterdammers Maak je Stad project, the Amsterdam Economic Board, AHTI and the AMS Institute. Moreover, we have also contributed - through branding and events - to raising awareness of the participating social entrepreneurs and of the sector as a whole.

The participating entrepreneurs have a positive view of the programme. The cooperation and expertise of the City of Amsterdam was seen as a useful asset. Sometimes, entrepreneurs have to rely on their instincts due to a lack of time for thorough research, but the municipality has substantial knowledge to share. With access to that knowledge, entrepreneurs can confirm whether their product or service meets an actual demand in society. Active involvement from officials is essential and it has led to further connections and spin-offs for the entrepreneurs.

2.6. Final financial report

For each measure included in the action programme a budget was calculated at the start of the programme. € 1,115,000 was budgeted for 2015 and 2016. Of this, € 514,302 was spent in 2015 and 2016. We spent the remaining budget in 2017 and 2018. The differences in spending patterns in 2015-2016 were due to the fact that in the first year of development and implementation, we laid the groundwork and developing concepts to be delivered in 2017 and 2018.

When you look at the municipal statistics on people who are struggling with debt, unemployment or legal problems, you see that 40% of these people have a form of mild intellectual disability. VraagApp provides a solution that makes it easier for vulnerable people to ask questions. The app gives them a sense of being supported and helps them learn that it is alright to ask questions. I didn't have to think hard about becoming an ambassador for VraagApp. The experiences of users in our pilot project were very positive. It is vital to have dedicated professionals in place if you want to support users and encourage them to ask questions through VraagApp. Colleagues from Work, Participation and Income will continue to work on the project using the knowledge acquired. Access to VraagApp is now also included in the City Pass (Stadspas) package.



Johan de Vries
Healthcare Policy Advisor,
City of Amsterdam

| Measures | | Budget 2015-2016 | Realisation 2015-2016 | Budget 2017-2018 | Realisation 2017-2018 | Total realisation 2015-2018 |
|----------|--|------------------|-----------------------|------------------|-----------------------|-----------------------------|
| 1 | Needs of the ecosystem + ideas for measures* | 55,000 | 59,264 | - | - | 59 264 |
| 2 | Ecosystem facts and figures* | 20,000 | 20,000 | - | - | 20,000 |
| 3 | Measurement and reporting system* | 20,000 | 20,000 | - | - | 20,000 |
| 4 | Website/portal/app | 60,000 | 10,000 | 43,250 | 38,601 | 48,601 |
| 5 | Interface | - | 10,000 | 18,500 | 22,551 | 32,551 |
| 6 | Physical locations * | - | - | - | - | - |
| 7 | Attracting and developing events | 80,000 | 18,975 | 30,500 | 34,026 | 53,001 |
| 8A | Purchasing survey* | 60,000 | 68,000 | - | - | 68,000 |
| 8B | Social Enterprise NL Guide to Social Value* | 20,000 | - | - | - | - |
| 9 | Buy Social events with Corporates / SMEs / organisations in the city | 40,000 | 18,850 | 42,900 | 93,634 | 112,484 |
| 10 | Initiating or joining EU projects* | 80,000 | - | - | - | - |
| 11 | Amsterdam City Fellowship (health) | 150,000 | 30,000 | 160,000 | 139,802 | 169,802 |
| 12 | Promotion of challenges * | 50,000 | - | - | - | - |
| 13 | Municipal resources /Funds * | - | - | - | - | - |
| 14 | Strengthening international network** | - | - | 36,500 | 50,705 | 50,705 |
| 15 | Strengthening links between (various types of) capital and social enterprises | 50,000 | 33,145 | 78,000 | 73,316 | 106,461 |
| 16 | Promoting participation in programmes offered in the city / strengthening entrepreneurial skills | 100,000 | - | 22,000 | - | - |
| 17 | Knowledge sharing between social* | 50,000 | 7,500 | - | - | 7,500 |
| 18 | Amsterdam branding | 100,000 | 51,068 | 33,600 | 33,247 | 84,315 |
| | Total cost of measures | 935,000 | 346,802 | 465,250 | 485,880 | 832,682 |
| | Measurement | 50,000 | - | 5,000 | 10,000 | 10,000 |
| | Programme team | 130,000 | 167,500 | 129,000 | 109,050 | 276,550 |
| | Total cost of measures & programme team | 1,115,000 | 514,302 | 599,250 | 604,931 | 1,119,233 |

* Measures that were completed in 2016

** Additional measure that was added to the program in the progress report.

3 Overview table with all measures

Action line 1

Strengthening the network and environment for social entrepreneurship

Objective: to provide the best possible environment for social entrepreneurship.

| | |
|--------------|--|
| Measure | Website |
| Description | Website/portal for the social entrepreneurship ecosystem, where people can find each other. |
| Final result | <ul style="list-style-type: none">• Amsterdam Impact website developed. 25,400 unique page views between its launch in September 2016 and 31 December 2018. Dutch-language website under development.• Network organisations are able to adequately meet the need for a community/portal function. For this reason, the idea of creating a portal was abandoned |
| With whom | Social Enterprise NL Impact Hub Amsterdam Research, Information and Statistics Amsterdam (OIS) Social enterprises and other actors in the ecosystem |

| | |
|---------------------|--|
| Measure | Interface/ Amsterdam Impact loket/loods |
| Description | Amsterdam Impact strengthens the online and offline ecosystem connections between social enterprises, investors, knowledge institutions, business trainers, city officials, network organisations, corporates, SMEs, interest groups and other organisations. Amsterdam Impact also connects actors that have similar roles in the ecosystem, such as investors or civil servants. The goal is to strengthen the community, so that a bigger collective impact can be achieved. |
| Final result | <ul style="list-style-type: none"> • A digital and physical interface has been developed for all partners in the ecosystem. That includes an overview of Amsterdam's municipal policies with regards to the impact areas in which social enterprises are active, an overview of partnership agreements with municipal departments and frequently asked questions. • We have made connections with various municipal information desks and departments, such as the municipal real estate desk, and cooperation agreements have been made. • Through the liaison role Amsterdam Impact has helped actors inside and outside the municipality to make progress. The liaison function is an interpretation of a motion by council members Nuijens and Boutkan and responds to the need of players in the ecosystem for a partner who facilitates and strengthens connections and interaction between them, and who supports them within and outside the municipality. • There is an increasing demand for support via the liaison function. The number of questions submitted via our digital interface has grown by 50%, from 181 in 2017 to 279 in 2018. Most of these questions come from social entrepreneurs but we have also supported finance providers, entrepreneurship programmes, network organisations, municipal officials and corporate actors. • Often, this has been one-off support, but sustained contact is becoming more common, including support for addressing obstacles related to, for instance, permit applications. Most entrepreneurs who approach the liaison are active in the areas of labour market participation, migrant inclusion, health, and sustainability. They often need general expertise on how the City of Amsterdam can support them. Many questions concern capital, selling services and products to the municipality, the need for physical locations, and placement of job seekers. In the last two years, there has been a rising demand for help in finding affordable office space in Amsterdam and the wider region. There is a particular demand for hospitality workspace, as well as workspace for the crafts and manufacturing industry, which are difficult to find in the Amsterdam region. • As part of the network partner role, relationships with network organisations such as Social Enterprise NL and Impact Hub Amsterdam are essential. By giving presentations and through one-on-one contact with Amsterdam Impact, the ecosystem has received particular attention within the municipality and with other governmental bodies. |
| With whom | Diverse actors in the ecosystem: network organisations (including Impact Hub Amsterdam, Social Enterprise NL, De Omslag/Social Firms Platform) municipal departments (including Sociaal Werkkoepel (Social Employment Network)/ support policy for Social Firms, Stadsloods (the City's real estate help desk), the CTO office, StartupAmsterdam, Social Return Bureau, amsterdam inbusiness, Amsterdam Trade & Innovate and various policy departments) knowledge institutions (Amsterdam University of Applied Sciences (AUAS), Vrije Universiteit Amsterdam, University of Amsterdam, Utrecht University) amsterdam & partners finance providers other authorities (including Utrecht, Rotterdam & The Hague) Entrepreneurship programmes (including Amsterdammers Maak je Stad, What Design Can Do) |

| | |
|---------------------|---|
| Measure | Events |
| Description | Attracting high-profile social entrepreneurship events. Development of events with international appeal and international participants |
| Final result | <ul style="list-style-type: none"> • The various (co-sponsored) events attracted a total of over 1,000 visitors, showcasing Amsterdam's social entrepreneurship ecosystem and strengthening links between the actors within that ecosystem. Examples include Social Enterprise NL's annual congress for municipalities, various networking events involving Impact Hub Amsterdam, the B Corp Europe Summit and the SDG Action Day. The results included attracting impact investors, talent and social entrepreneurs. • Amsterdam is now well and truly on the map as an attractive city for social entrepreneurship and a diverse range of partnerships, including Amsterdam Capital Week, ING's A Billion to Gain Congress (2016), Impact Startup Fest and Social Enterprise NL's 2016 congress for municipalities. |
| With whom | Impact Hub Amsterdam Social Enterprise NL B Corp ING KIT Royal Tropical Institute SDG Charter European Commission Social Firms Platform Knowledge institutions StartupAmsterdam Nesta Impact City amsterdam & partners |

| | |
|--------------|---|
| Measure | Strengthen international networks and initiate or participate in European projects within the framework of calls from the EU Commission |
| Description | <ol style="list-style-type: none"> 1. Strengthen international networks by facilitating social enterprises that are ready to expand abroad and want to scale (e.g. in the context of foreign trade missions). 2. Raise awareness about Amsterdam's favourable business climate for international social enterprises, finance providers and other relevant parties. 3. Initiate or take part in European projects within the framework of calls from the EU Commission |
| Final result | <p>Regarding points 1 and 2:</p> <ul style="list-style-type: none"> • Two trade missions to SOCAP were set up to San Francisco in cooperation with various partners. SOCAP is the leading global event for impact investment and social entrepreneurship. These missions supported 28 social entrepreneurs, most of whom were from Amsterdam, to raise funding and expand to overseas markets. The missions have provided social entrepreneurs with leads for attracting financing, sales and additional exposure and network contacts. Participants gave the 2018 SOCAP mission an overall rating of 8.6 and an 8.2 rating on whether it was worth their time and money. The 2017 mission was also rated positively. • Support for various international social entrepreneurs interested in learning more and potentially setting up a location in the Amsterdam region. Examples include an incoming trade mission from a group of Latin American B Corps and a visit by Indian entrepreneurs to the Impact StartUp Fest and an Unpack Impact event via Sankalp Forum / Intellectap. • Strengthened the Amsterdam network, and knowledge exchange through visits to conferences, including the Social Enterprise World Forum, Global Social Economy Forum, Nexus Summit, Eurocities, and the Euclid Network conference, various presentations including European and global meetings of Impact Hubs, and one-on-one contact. • These activities have contributed to improved access to capital and helped to put Amsterdam on the map as the leading international location for social entrepreneurship. <p>Regarding point 3:</p> <ul style="list-style-type: none"> • One Horizon2020 proposal with Amsterdam as a partner was in development in 2018 (led by University of Heidelberg). Participation in EU Social Challenges competition with two winners from Amsterdam. • Three European INTERREG project proposals submitted, two with Amsterdam as a partner. Two were not honoured by the EU Commission. One was honoured in first round but withdrawn because co-financing in the consortium could not be achieved. |
| With whom | <p>Social Enterprise NL ENVIU Social Impact Ventures Impact Hub Amsterdam RVO/DGGF Cities of The Hague and Rotterdam Consulate General San Francisco Euclid European grants team, Department of Economic Affairs ACE AHTI Amsterdam Economic Board GGD Nesta Westminster, London Edinburgh Munich Geneva Birmingham Ghent Dublin AUAS University of Heidelberg Meta Group</p> |

Action line 2

Promote work/contracts for social enterprises

Objective: to increase the turnover of social enterprises.

| | |
|---------------------|---|
| Measure | Buy Social events with corporates / SMEs / organisations in the city & Buy Social campaign |
| Description | <ul style="list-style-type: none"> – Bring potential customers and social enterprises together, so that people can make connections and supply and demand of services and products can be matched as the basis for further deals. – Contribute to higher revenues for social enterprises, as purchasing professionals in the city procure products and services from social enterprises, thus achieving a bigger impact on the city's societal challenges. |
| Final result | <ul style="list-style-type: none"> • Eight successful Buy Social events matching social enterprises to businesses, SMEs and other organisations. Quantitative results: 113 social entrepreneurs pitched their products and/or services during eight events. To date, these social enterprises have made an estimated 520 contacts for potential future agreements, which resulted in 34 deals. The events were visited by 116 businesses and organisations, which established links with 376 contacts for potential agreements. The events were rated 8.0, on average by the social entrepreneurs and 7.9 by the companies and organisations. • Seven Buy Social shopping routes - one for each Amsterdam district - aimed at domestic and foreign consumers. • Twelve social entrepreneurs sold products in the Amsterdam Store, with total revenue of € 235,000. This revenue increased from € 35,000 in 2016 to € 125,000 in 2018. • Amsterdam Impact took the initiative to organise the first edition of The Impact Days in November 2018. The Impact Days were developed in collaboration with a large number of local and national partners. The campaign aimed to raise the awareness of consumers and purchasing professionals regarding the products and services of social enterprises and social procurement. In Amsterdam, for example, De Omslag organised a Social Market where 30 social enterprises presented their products and/or services. During the first Social Saturday in the Netherlands, which was also part of The Impact Days, 50 social enterprises organised activities and campaigns targeting consumers. Two of the eight Buy Social events took place during these Impact Days. These meetings also involved collaboration with the Cities of Rotterdam and Utrecht. • Increase in municipal spending on social enterprises, particularly through the support policy for social firms (social entrepreneurs who focus on labour market participation). Additional purchasing of products and services as part of the Social Return requirement for the City of Amsterdam's suppliers. • Within the municipality, promoted the options for social and sustainable team outings with social firms and social enterprises. |
| With whom | Social Enterprise NL MKB Amsterdam Corporates SMEs Nonprofits / other organisations Social enterprises, including social firms Amsterdam Metropolitan Area municipalities G4 municipalities So/Creatie De Omslag ABN Amro PwC Social Firms Platform/De Omslag Social Return Bureau Sociaal Werkkoepel (Social Employment Network)/Support Policy for Social Firms Werkgeversservicepunt Groot Amsterdam (Greater Amsterdam Employers Service Desk) Amsterdam City Districts |

Action line 3

Promoting the availability of capital for social enterprises

Objective: ensure sufficient capital for social enterprises at all development stages.

| Measure | Strengthening connections to capital |
|--------------|---|
| Description | <ul style="list-style-type: none">– Find out more about the funding needs of social entrepreneurs in each stage of business development, and inform finance providers about these needs.– Learn more about what finance providers can do, which criteria they apply, and inform social enterprises about these criteria.– Strengthen cooperation between finance providers.– Improve the funding-related knowledge social entrepreneurs to support more investment.– Strengthen connections between finance providers and social enterprises through, for example, knowledge sharing and events. |
| Final result | <ul style="list-style-type: none">• Integrated capital methodology developed and Integrated Capital Network established; validated in collaboration with Impact Hub Amsterdam and Generous Minds. The network aims to facilitate cooperation between finance providers and improve access to capital for social enterprises.• Realisation of five Integrated Capital labs involving between 15 and 25 impact investors and finance providers. Support for 5 social entrepreneurs in different development stages has been achieved through these labs.• The Impact Capital Map infographic was developed through meetings and research into requirements, which is available on the Amsterdam Impact website.• Various events focusing on capital. Social entrepreneurs and finance providers brought together, including events such as the 2016 Amsterdam Capital Week's flagship event, Capital Impact, which was attended by 210 international participants, and Impact Startup Fest 2017.• Unpack Impact concept developed and implemented: workshops on best practices for cooperation between finance providers and social enterprises in specific impact areas. Five Unpack Impact events held with various cases from entrepreneur-investor duos.• Contacts established with equity funds, through, for instance, participation in a working group for Amsterdam's covenant on equity funds and a presentation at a meeting about Social Impact Bonds |
| With whom | Finance providers, including investors, funds and government bodies, for every development stage of a social enterprise Amsterdam Capital Week City of The Hague Impact Hub Amsterdam Crosswise Works Social Enterprise NL Social Enterprises Generous Minds StartupAmsterdam Startup Delta Intellecap. |

Action line 4

Strengthening entrepreneurial skills

Objective: strong social enterprises with solid business models.

| | |
|---------------------|--|
| Measure | Strengthening entrepreneurial skills |
| Description | Encourage social entrepreneurs to participate in existing training courses and programmes in the city to enhance their entrepreneurial skills. |
| Final result | <ul style="list-style-type: none">• Social Entrepreneurship Education Map completed and made available on the Amsterdam Impact website, showing 62 entrepreneurship programmes, focusing on various phases of growth and development.• Entrepreneurship programmes promoted through online media (e.g. website articles, Amsterdam Impact Twitter channel).• One-to-one information provided through liaison function on available entrepreneurship programmes.• Contribution through Amsterdam Impact to entrepreneurship programmes ('Amsterdammers Maak je Stad' programme, Social Enterprise NL) and presentations at university social entrepreneurship programmes.• Through the EU Social Challenges competition, one neighbourhood lab and one entrepreneurship programme for primary school children have been funded. |
| With whom | Knowledge institutions, including University of Amsterdam, Vrije Universiteit Amsterdam, and Amsterdam University of Applied Science Fawaka Entrepreneurship School for Children EU Social Challenges Platform Impact Hub Amsterdam Social Enterprise NL Social Firms Platform Providers of training programmes Social enterprises Amsterdammers Maak je Stad |

Action line 5

Branding Amsterdam as the leading location for social entrepreneurship

Objective: connect partners in the Amsterdam ecosystem, bolster the recognition and credibility of social entrepreneurship: attract national and international social entrepreneurs, talent, impact investors and events.

| | |
|--------------|--|
| Measure | Branding Amsterdam as the leading location for social entrepreneurship |
| Description | <ul style="list-style-type: none"> - Embed social entrepreneurship in Amsterdam's existing branding and develop branding specifically for social entrepreneurship. - Recognise and value the societal role played by social enterprises and other actors in the ecosystem. - Put the Amsterdam ecosystem on the map, resulting in the growth of social entrepreneurship. - Attract international social enterprises, impact investors and talent. Make citizens, businesses, organisations and the municipality more aware of social entrepreneurship. |
| Final result | <ul style="list-style-type: none"> • Social entrepreneurship has been integrated into Amsterdam's business proposition; social entrepreneurship ambassadors have been appointed and are engaged. • The Amsterdam Impact logo and website have been developed. Social entrepreneurship has been included in an international press trip focused on circularity. • Marketing and branding have been developed for Amsterdam Impact. Marketing is a thread that runs through the action programme and includes offline and online channels, such as the Amsterdam Impact website (iamsterdam.com/impact) and the Twitter account (@amsterdamimpact). In addition, efforts have been made to achieve synergy by also regularly communicating through the channels of partners like Social Enterprise NL, Impact Hub Amsterdam and amsterdam & partners. • We have worked with amsterdam & partners to include the theme of social entrepreneurship wherever possible in I amsterdam's regular business communications, both online and offline, through magazines and the I amsterdam Store, among others. Links with other communication channels have also been strengthened, such as within the Department of Economic Affairs and with programmes such as the Social Employment Network (Sociaal Werkkoepel), Work & Income department, Sustainability department, Amsterdam Smart City, Amsterdam Economic Board. Communication from Amsterdam Impact is also sent out through these websites and newsletters. The most notable results: • More than 200 impact enterprises, investors and other organisations have been promoted by Amsterdam Impact (2016 - 2018) including through: <ul style="list-style-type: none"> - magazines and reports (43 enterprises, 13 articles, 572,000 copies),, - speakers at (co-) sponsored events (80 enterprises), - shopping routes (39 enterprises), - online videos (25 enterprises, investors and other organisations). • Amsterdam Impact website: 25,400 unique page views between its launch in September 16 and 31 December 2018. • Amsterdam Impact Twitter: 797,000 unique tweet views and 839 followers between its launch in Feb 2017 and 31 December 2018. • Amsterdam Impact videos: 181,900 unique social post views and 34,400 plays. • (Co-)sponsored events: 1,000+ participants. |
| With whom | Amsterdam & Partners Social enterprises Impact Hub Amsterdam Social Enterprise NL Other partners from the social entrepreneurship ecosystem, such as impact investors, corporates, SMEs, knowledge institutes and other organisations |

Action line 6

Innovation and launching customership

Objective: introduce social enterprises to Amsterdam's societal challenges to stimulate the development of innovative products and/or services that help solve these challenges.

| | |
|--------------|--|
| Measure | Amsterdam City Fellowship |
| Description | Development of an accelerator with the aim of tackling health-related societal challenges in Amsterdam through social entrepreneurship. |
| Final result | <ul style="list-style-type: none">• Amsterdam City Fellowship focused on health developed and tested. Social enterprises active in the impact area of health have completed a business programme, which helped them to refine their concept and business model. The entrepreneurs were introduced to the municipality's network, including both internal and external contacts. Dozens of civil servants had the opportunity to meet social entrepreneurs, and learn about their way of working, as well as their products and services.• The City of Amsterdam has commissioned a pilot scheme from one social entrepreneur. 25 entrepreneurs received feedback on their concepts during the programme's initial selection phase. Nine social entrepreneurs received support during a business model phase and four during the fellowship phase. |
| With whom | Impact Hub Amsterdam Officials from City of Amsterdam including Health, Air Quality Programme, Rainproof Programme, Healthy Weight Action Plan, Sustainability Agenda, Green Agenda and the CTO office/Startup in Residence GGD AHTI Social enterprises Corporates AMS Institute Amsterdam Economic Board Amsterdammers Maak je Stad (Waag, Kennisland) |

Measures completed after first period (2015-2016):

| | |
|---------------------|--|
| Measure | Create overview of needs of the social entrepreneurship ecosystem |
| Description | Exploring needs within the ecosystem and ideas for actions. |
| Objectives | <ul style="list-style-type: none"> – Develop targeted measures that are perceived as effective. – Enhance Amsterdam’s reputation as an attractive city for social entrepreneurs. |
| Final result | <ul style="list-style-type: none"> • Two meetings for the entire ecosystem, with 135 participants, of which one was on the topic of capital. • Four lab events with 25 to 30 participants each, aimed at social entrepreneurs, investors, training providers, civil servants and knowledge institutes.. • Desk research and conference visits. • Overview of FAQs from ecosystem partners. • Large number of individual meetings between actors in the ecosystem. |
| With whom | Impact Hub Amsterdam Social Enterprise NL Social Firms Platform All other partners in Amsterdam ecosystem |

| | |
|---------------------|---|
| Measure | Ecosystem facts and figures |
| Description | Expand knowledge of and about social entrepreneurship in Amsterdam. |
| Objectives | <ul style="list-style-type: none"> – Benchmark for social entrepreneurship Amsterdam. – Knowledge of the scope and quality of social entrepreneurship in Amsterdam. – Magnet effect. |
| Final result | <ul style="list-style-type: none"> • Desk research and interviews with key figures in ecosystem. • Facts & Figures 2015 created and delivered in partnership with ecosystem. This document provides an overview of Amsterdam’s ecosystem for social entrepreneurship, including the ecosystem’s actors and what they have to offer. |
| With whom | Social Enterprise NL Impact Hub Amsterdam Social enterprises and other actors from the ecosystem |

| | |
|---------------------|--|
| Measure | Measurement and reporting system |
| Description | Develop a system to measure the effect of the action programme and report on implementation. |
| Objectives | <ul style="list-style-type: none"> – Insight into the effect of the Social Enterprise action programme. – Develop a system of measurement and a format for reporting to the City Council. |
| Final result | <ul style="list-style-type: none"> • Developed measurement and reporting system in partnership with the ecosystem. • Measurement and reporting on the implementation of measures in the action programme, using quantitative indicators such as the number of social enterprises and the number of jobs with social enterprises, and a qualitative element (e. g. personal stories of social entrepreneurs). • Completed measurement and reporting. |
| With whom | Impact Hub Amsterdam Social Enterprise NL Research, Information and Statistics Amsterdam (OIS) Key figures in social entrepreneurship ecosystem |

| | |
|---------------------|--|
| Measure | Ensure of sufficient physical location(s) for social entrepreneurship |
| Description | <ul style="list-style-type: none"> – Inventory of specific needs of social enterprises with respect to physical locations. – Explore business model for social purpose real estate. – Assess usefulness of Broedplaatsen agency for social enterprises. |
| Objectives | <ul style="list-style-type: none"> – Enhance Amsterdam’s reputation as an attractive city for social entrepreneurs. – Increase visibility of social entrepreneurship in the city. |
| Final result | <ul style="list-style-type: none"> • Hotspot for social entrepreneurship realised in Amsterdam through Impact Hub Amsterdam location and business premises for social enterprises in KIT Royal Tropical Institute. • Social enterprises brought to the attention of Broedplaatsen agency. • Social enterprises requiring retail or catering locations referred to Amsterdam’s municipal real estate help desk (Stadloods). • Embedding of social enterprises in the land allocation policy at Zuidas district. <p>The measure was completed at the end of 2016 because there were enough physical locations for social entrepreneurship. This was thanks to:</p> <ul style="list-style-type: none"> • Hotspot for social entrepreneurship in the KIT. • Services by Stadloods municipal real estate help desk. • Availability of the Broedplaatsen scheme. • Existing co-working spaces. |
| With whom | Real Estate Department Land Department Broedplaatsen Bureau Social enterprises Zuidas Agency |

| | |
|--------------|---|
| Measure | Explore procurement from social enterprises with the Municipal Procurement Department / lead purchaser(s) & development of a Guide to Social Value by Social Enterprise NL |
| Description | <ul style="list-style-type: none"> - Identify obstacles to municipal procurement and tendering with social enterprises and formulate potential solutions. Address issue of impact measurement. - Amsterdam provides input for Social Enterprise NL's national Guide to Social Value. |
| Objectives | <ul style="list-style-type: none"> - Enhance Amsterdam's reputation as an attractive city for social entrepreneurs. - More work/orders for social enterprises, so that they can increase their revenues; increase City of Amsterdam's procurement from social enterprises. |
| Final result | <ul style="list-style-type: none"> • Amsterdam Impact commissioned an exploratory study into procurement from social enterprises, which has been completed. Participants in this exploratory study included the Procurement Department, the Subsidies and Procurement department for Social Affairs, Social Enterprise NL (SE NL) and Impact Hub Amsterdam. The study revealed that the current (European) definition of a social enterprise is not clear enough and does not provide sufficient guidance for procurement and tender procedures. This issue is relevant to the whole nation. As a result of the study, Amsterdam Impact has recommended that, whenever possible, enterprises should join the Code Social Enterprises, as well as make use of the Impact Path, a national study commissioned by the government; this study recommends a standardised method for measuring impact. • SE NL identified several obstacles to the development of the Guide to Social Value, including the definition of a social enterprise. SE NL has prioritised the development of the Code Social Enterprises, which also addresses this issue, over creating a guide. |
| With whom | Procurement Department Lead Buyers Subsidies and Procurement Department for Social Affairs Social Enterprise NL Impact Hub Amsterdam Dutch Ministry of Social Affairs |

| | |
|---------------------|---|
| Measure | Promotion of challenges |
| Description | Encourage relevant departments of the City of Amsterdam to introduce societal challenges for social enterprises to help solve in the context of the relevant departments. |
| Objectives | <ul style="list-style-type: none"> - Generate solutions to societal challenges through social entrepreneurship. - Promote the availability of capital (municipal funding) for social enterprises. - Help expand revenues of social enterprises. |
| Final result | <ul style="list-style-type: none"> • Co-development of De Uitdaging focusing on social firms. The profile of social enterprises has also been raised through the challenges set by the Amsterdam Economic Board. The measure was completed at the end of 2016. Social enterprises were involved in tackling Amsterdam's challenges through the Amsterdam City Fellowship Health in 2016 and 2017. • Further results were achieved in 2017 and 2018. Amsterdam Impact has contributed to challenges initiated by the City of Amsterdam: <ul style="list-style-type: none"> - Contribution to the development of the De Uitdaging 2.0 programme and providing a workshop during the programme. - Contribution to the Social Work competition of the Social Employment Network. Social Entrepreneur Roetz Bikes won a prize of € 75,000 through this competition. <p>Amsterdam Impact has also made use of the challenges measure itself through the development of the Localise the SDGs Challenge. A prize was offered through EU Social Challenges innovation platform. Amsterdam Impact set the challenge of developing solutions to increase awareness of the Sustainable Development Goals (SDGs) adopted by the UN and to take action on these goals. 24 initiatives and entrepreneurs submitted plans. One entrepreneur usually receives a prize per Challenge. However, on this occasion, two Amsterdam-based entrepreneurs won €0,000 grants and began implementing their projects in 2019.</p> |
| With whom | Social Firms programme, Work and Income Dept Impact Hub Amsterdam Nyenrode Amsterdam Economic Board |

| | |
|---------------------|--|
| Measure | Make available municipal resources (funds and programme resources) & complete study into the Amsterdam Social Entrepreneurship Fund |
| Description | <ol style="list-style-type: none"> 1. Complete research into the significance of municipal funding for social enterprises in all development stages (startup, consolidation and scaling). 2. Make municipal and programme resources available. 3. Study the desirability of establishing an Amsterdam Fund for Social Entrepreneurship. |
| Objectives | <ul style="list-style-type: none"> – Availability of sufficient capital for social enterprises at all stages of development so that these enterprises can start, grow and scale (inter) nationally. – Better understanding of which municipal resources are available to social enterprises. – Boost knowledge of these municipal resources among social entrepreneurs. |
| Final result | <ul style="list-style-type: none"> • The relevant policy programmes on the theme of health have been explored as part of the Amsterdam City Fellowship. • The Social Firm Investment Fund and the Sustainability Fund have been shared with social enterprises. • Overview of policy programmes on impact areas of social enterprises available via the Amsterdam Impact website. |
| With whom | Finance Department Relevant Departments in impact areas in which social enterprises are active Initiators of the Amsterdam Fund |

| | |
|---------------------|---|
| Measure | Enhance knowledge sharing between social entrepreneurs |
| Description | Enhance connections and knowledge sharing among social entrepreneurs so that they can learn from each other (role models and coaching). |
| Objectives | <ul style="list-style-type: none"> – Enhanced entrepreneurial skills, leading to a bigger impact in the city and strengthen links in the ecosystem. – Explored need for knowledge sharing, developed potential interventions, validated in the ecosystem and implemented. |
| Final result | <ul style="list-style-type: none"> • Knowledge sharing during ecosystem meetings, lab events and other events. We discontinued the use of this measure as a separate item after 2016. Knowledge sharing has been encouraged through the other measures of the programme. |
| With whom | Social entrepreneurs Impact Hub Amsterdam Social Enterprise NL Social Firms Platform AUAS |

Appendix 1: Reporting on indicators

Social entrepreneurship in Amsterdam 2016-2018

The exact number of social enterprises in Amsterdam is unknown. The same is true of key statistics concerning social enterprises. This is partly because the Chamber of Commerce does not register social enterprises. The national interest group Social Enterprise NL and Impact Hub Amsterdam both keep track of how many members they have. The figures presented below are based on the membership of these organisations. They do not provide a complete picture but do give an indication. It can be assumed that there is some overlap between their respective members. On the other hand, not all social enterprises in Amsterdam are linked to Impact Hub Amsterdam or Social Enterprise NL and thus known to be social enterprises.

This indicative report is based on Impact Hub Amsterdam's Global Member Surveys surveys of 2015, 2016, 2017 and 2018. These surveys are carried out in the first quarter of each year and always relate to the previous years: 2015, 2016 and 2017 respectively. For these indicators, Social Enterprise NL's national monitors of 2015, 2016 and 2018, which include data on Amsterdam members, were also used.

Measurements using the indicators show that the number of social enterprises has increased in recent years and, based on the monitor data, we can also assume that the number of jobs

at social enterprises has grown, too. We base this conclusion on the growth in the number of members of Impact Hub Amsterdam and Social Enterprise NL, and on the rise in the average number of employees per enterprise. Impact Hub Amsterdam had 220 members when the survey was conducted in 2016 (Q1 2016), 289 in 2017 and 369 in 2018.¹ This strong growth in membership can partly be explained by the relocation of Impact Hub to a new venue, where it has more space available than the previous location. This means there is more space to accommodate new members, team desks and offices, as well as to offer more entrepreneurship programmes. Social Enterprise NL had 104 members in Amsterdam in 2015, 114 in 2016 and 119 in 2018.²

Impact Hub Amsterdam (IHA) is a community of mainly younger entrepreneurs. The proportion of new social enterprises that have been operating for fewer than 5 years is high (70-80% in the 2016, 2017 and 2018 surveys). IHA notes that new social enterprises now grow significantly faster, entering the running operations³ and scaling phases more quickly. On average, most IHA members are in the 'running operations' phase. Among the members of Social Enterprise NL (SE NL) in Amsterdam, the proportion of members in the mature phase (turnover above € 1 million) has grown from 18% in 2015 to 26% in 2018 (SE NL's 2018 monitor).

1. Some of these members are based elsewhere in the country and use the Impact Hub Amsterdam's co-working space as an (additional) workplace and/or participate in one of its entrepreneurship programmes.
2. Social Monitor NL did not carry out a monitor in 2017.
3. Definition: 'having regular activities and running an established organisation.'

Amsterdam-based members of SE NL saw an employment growth of 26% from 2015 to 2016 and 28% from 2016 to 2017 (SE NL's 2018 monitor). Social enterprises that are members of IHA have also recently succeeded in creating new jobs.

In order to interpret these figures, we must take into account the fact that the monitor results are based on part of their membership databases. The indicators below were developed as part of the measurement and reporting system measure of the action programme. IHA and SE NL measured and reported on these indicators. 2018 data will become available in the course of 2019.

| No. | Indicator |
|-----|--|
| 1 | Percentage growth in members based in Amsterdam. |
| 2 | Number of parties in the active network of Impact Hub Amsterdam. |
| 3 | Enterprise age (based on founding year). |
| 4 | Entrepreneurial development stage. |
| 5 | Growth in number of employees. |
| 6 | New employees: percentage of members based in Amsterdam that have taken on more employees. |

Indicator results

The results from both Impact Hub Amsterdam and Social Enterprise NL are shown below, together with a brief explanation of the numbers.

INDICATOR 1 Percentage growth in membership

Impact Hub Amsterdam (established in 2008), reported the following growth in membership in the 2015-2017 period:

| | 2016 | 2017 | 2018 |
|--|------|--------------|--------------|
| Number of members | 220 | 289 | 369 |
| Percentage growth compared to previous year | | 31.4% growth | 27.7% growth |

Source: Impact Hub Amsterdam's 2016, 2017 and 2018 Global Member Surveys, which cover the previous year. Surveys were carried out in Q1 of 2016, 2017 and 2018.

The growth in members at Impact Hub Amsterdam can partly be explained by the fact that the organisation has moved into a larger space, which means there is more room for new members, team desks and offices, as well as for running more entrepreneurship programmes.

Social Enterprise NL (established in 2012) reported the following growth in members in the 2015-2018 period:

| | 2015 | 2016 | 2018 |
|--|------|-------------|---|
| Number of members | 104 | 114 | 119 |
| Percentage growth compared to previous year | | 9.6% growth | 4.4% growth (an average of 2.2% per year) |

Source: Social Enterprise NL's 2015, 2016 and 2018 monitors

INDICATOR 2 Number of parties active in Impact Hub Amsterdam's network

For many years, Impact Hub Amsterdam has been keeping track of the parties actively involved in its activities. This tracking includes members, investors, experts, suppliers, customers and mentors. Impact Hub has noted that, in addition to its members, other parties are increasingly cooperating with Impact Hub for short- and long-term partnerships or specific activities. These parties form part of the broader ecosystem and contribute to the growth of the enterprises. For these reasons, Impact Hub has also monitored of how many parties are actively working with Impact Hub, alongside its usual member records.

| | 2016 | 2017 | 2018 |
|---|------|--------------|--------------|
| Number of parties active in Impact Hub Amsterdam's | 513 | 697 | 924 |
| Excluding members | 293 | 408 | 555 |
| Growth percentage compared to previous year | | 35.9% growth | 32.6% growth |

Sources: Impact Hub Monitor Global Member Surveys 2016 - 2018

INDICATOR 3 Enterprise age (based on founding year)

Social Enterprise NLs 2015, 2016 and 2018 monitors

| Phase of development | 2015 | 2016 | 2018 |
|-------------------------------|------|------|------|
| 5 years or less | 18 % | 22 % | 54% |
| Between 15 and 5 years | 48 % | 65 % | 33% |
| More than 15 years | 35 % | 14 % | 13% |

The following trends can be seen among members of Impact Hub Amsterdam (2016, 2017 and 2018 surveys):

| Founding year | 2016 N=99 | 2017 N=71 | 2018 N=49 |
|-------------------|-----------------------|-----------------------|-----------------------|
| | 4.0% (before 2005) | 4.2% (before 2005) | 4.1% (before 2005) |
| | 8.1% (2005-2009) | 5.6% (2005-2009) | 4.1% (2005-2009) |
| | | | 0.0% (2010) |
| | | 2.8% (2010) | 4.1% (2011) |
| 6 years | 7.1% (2010) | 4.2% (2011) | 6.1% (2012) |
| 5 years | 3.0% (2011) | 2.8% (2012) | 10.2% (2013) |
| 4 years | | 9.9% (2013) | 8.2% (2014) |
| 3 years | 12.1% (2013) | 14.1% (2014) | 14.3% (2015) |
| 2 years | 16.2% (2014) | 25.4% (2015) | 24.5% (2016) |
| 1 year | 26.3% (2015) | 25.4% (2016) | 20.4% (2017) |
| <1 year | 13.1% (2016) | 5.6% (2017) | 4.1% (2018) |

Source: Impact Hub Global Member Surveys 2016 - 2018. Please note that the survey asks in which year the enterprise was established rather than its age.

Explanation of Indicator 3

Social Enterprise NL's 2015-2018 monitors showed an increase in the number of members in the startup phase. The 2018 monitor showed a decrease in the number of enterprises that had been operating for between 5 and 15 years and ventures that had been operating for more than 15 years. Since the total number of members in 2018 did not change significantly compared to the previous years, the number of respondents in the startup phase may be somewhat over-represented.

Impact Hub is a community of mainly recently established enterprises. The proportion of new social enterprises that have been operating for less than 5 years is high (70-80% in the 2016, 2017 and 2018 surveys). Impact Hub and Social Enterprise NL also offer different facilities to their members. Entrepreneurs join Impact Hub because they can make use of its co-working/office space, attend skill-building workshops and/or participate in its acceleration programmes. When an enterprise grows to a next growth phase and/or has graduated from Impact Hub's programmes in many cases it will not continue to be a member of Impact Hub.

INDICATOR 4 Entrepreneurial development stage

Social Enterprise NL (SE NL) records the development stage of its member enterprises. The results are shown below:

- Startup phase (less than two years since founding).
- Professionalisation phase: enterprises that have existed for more than two years and have a turnover of less than € 1 million.
- Mature phase: enterprises with a turnover above € 1 million.

| | 2015 (N=40) | 2016 (N=37) | 2018 (N=39) |
|----------------------------|----------------|----------------|----------------|
| Startup | 30% | 22% | 21% |
| Professionalisation | 53% | 65% | 51% |
| Mature | 18% | 14% | 28% |

Between 2015 and 2018, many members of SE NL progressed towards maturity. This can be explained by the fact that their turnover is growing. The average turnover of participants in the 2018 monitor was as follows:

2015: € 693,771

2016: € 875,022 - Growth of 26% compared to 2015

2017: € 1,151,305 - Growth of 31% compared to 2016

It is also consistent with the national trend. Social Enterprise NL reported in its national monitor that the proportion of enterprises that are profitable and/or breaking even rose in the period 2015-2017.

Impact Hub Amsterdam (IHA) monitors the development stages⁴ of its members, as shown below:

| | 2016 survey N=119 | 2017 survey N=76 | 2018 survey N=53 |
|----------------------------|----------------------|---------------------|---------------------|
| Intention formation | 2.5% | 1.3% | 5.7% |
| Idea development | 1.7% | 10.5% | 9.4% |
| Start-up initiative | 24.4% | 35.5% | 24.5% |
| Running Operations | 32.8% | 32.9% | 30.2% |
| Scaling | 26.1% | 14.5% | 30.2% |
| Other | 12.6% | 5.3% | 0.0% |

The yearly distribution is based on survey data collected from a constantly changing group of IHA members, as shown by the variations from year to year. The number of entrepreneurs in the scaling stage was higher in 2018 than in previous years. The monitor shows that members are generally in the running operations phase. IHA sees a trend according to which startups are progressing much more rapidly to the running operations and scaling stages.

4. The stages are: Intention Formation - Looking for opportunities and ideas to create something new; Idea Development - Deciding on an idea and developing its concept and plan; Startup Initiative - Starting first activities and building the structures around it; Running Operations - Having regular activities and running an established organisation; Scaling - Actively expanding to new regions or fields to grow in size and impact; Other - General interest in the field, but no direct own activities intended.

INDICATOR 5 Growth in number of employees

Impact Hub Amsterdam (IHA) records the growth in the number of employees using the following parameters:⁵

- Full-time staff: 35 hours or more per week
- Part-time staff: 10-25 hours per week
- Support staff: fewer than 10 hours/week

Since its 2017 survey, IHA has also asked about full-time equivalents (FTE).

| Paid | | | | |
|------------------------------|-----------------------------|------------------------------|-----------------------------|-----------------------------|
| | 2015 (data 2014) N=64 | 2016 (data 2015) N=119 | 2017 (data 2016) N=76 | 2018 (data 2017) N=53 |
| Full-time | 2.51 | 4.96 | 9.81 | 5.24 |
| Part-time | 1.62 | 3.07 | 2.35 | 2.20 |
| Support | 1.23 | 10.62 | 0.60 | 1.27 |
| FTE | Not available | Not available | 11.20 | 6.64 |
| Percentage increase/decrease | | | | 40.7% decrease |

| Unpaid | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|
| | 2015 (data 2014) | 2016 (data 2015) | 2017 (data 2016) | 2018 (data 2017) |
| Full-time | 0.15 | 0.61 | 0.17 | 0.29 |
| Part-time | 0.70 | 1.53 | 0.90 | 2.82 |
| Support | 2.62 | 1.30 | 0.90 | 0.76 |
| FTE | Not available | Not available | 0.80 | 0.76 |
| Percentage increase/decrease | | | | 5.0% decrease |

5. Question asked: "How many other people - excluding yourself - are currently working with you in your activities?"

Based on the survey data, which shows fluctuations over the years, it is difficult to say if the average number of jobs per enterprise is rising. The average number of reported paid FTEs has fallen. At the FTE level, the number of reported unpaid jobs has remained more or less the same. The average number of paid employees working for members of IHA is lower than that of Social Enterprise NL. These results may potentially be explained by the response rate for the different surveys, which was significantly lower in 2017 and 2018. The easiest way of measuring the trend in the average number of jobs using a monitor may be to ask about the average number of FTE over consecutive years, as Social Enterprise NL does. This is more difficult to achieve for IHA as the local survey as part of a global network-wide measurement effort.

Social Enterprise NL only reports FTEs, with no information about part-time employees or support staff.

Average number of FTEs, 2016 monitor⁶

| | 2015 (1-1-2015) N=37 | 2016 (1-1-2016) N=37 |
|--------------------------------------|-------------------------|---|
| Number of FTEs per enterprise | 9.2 | 12.5 |
| | | Growth of 36% compared to previous year |

Source: Social Enterprise NL's 2016 monitor

From 2015 to 2016, there was a 36% growth in the number of employees.

Averages from 2018 Monitor (FTE); number of employees on 1 January)

| | 2016 (1-1-2016) | 2017 (1-1-2017) | 2018 (1-1-2018) |
|--------------------------------------|-----------------|---|---|
| Number of FTEs per enterprise | 16.8 | 21.0 | 26.8 |
| | | Growth of 26% compared to previous year | Growth of 28% compared to previous year |

The average number of FTE in 2016 grew by 26% compared to 2015. Growth in 2017 was 28% compared to 2016.

6. Question asked: "How many FTE work in your enterprises? All roles are applicable. Provide the numbers per year."

INDICATOR 6 New employees

Social Enterprise NL

66% of members indicated a 2016 increase in the number of employees, while 79% of members indicated an increase in 2018.

Impact Hub Amsterdam

Average number of new employees per enterprise compared to the previous year:

| | 2015 survey | 2016 survey | 2017 survey | 2018 survey |
|------------------------------------|-------------|-------------|-------------|-------------|
| | Average | Average | Average | Average |
| Full-time (35 hours/ week or more) | 0.79 | 2.55 | 0.62 | 2.09 |
| Part-time (10-35 hours/ week) | 1.00 | 1.85 | 0.17 | 0.49 |
| Support (less than 10hours/ week) | 1.00 | 10.51 | 0.04 | 0.55 |
| | | | | |
| Full-time equivalents | | | 0.72 | 2.43 |

Source: Impact Hub Amsterdam Global Member Surveys of 2015 - 2018⁷

7. Question asked: "From the current paid positions, how many have been newly created in year x? Please exclude staff replacements and only count new positions."

