



# *Good Practice Guide on Inclusion in the Workplace*



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Better to Include



Cofinanciado por  
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Fundación  
**INTEGRALIA**





Work elaborated by:

Integralia Foundation

[dkvintegralia.org](http://dkvintegralia.org)

Salvador Association

[associacaosalvador.com](http://associacaosalvador.com)

Mestieri Lombardia Social Cooperative Consortium

[mestierilombardia.it](http://mestierilombardia.it)

Design

Vá Nancassa

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We would also like to express our gratitude to the companies and social organisations that have generously given their time, expertise and shared their good practices with us. The success of this European Good Practice Guide for Inclusive Recruitment has only been possible thanks to the commitment and collaboration of each of the organisations involved.

We are deeply grateful for their valuable contribution to promoting the inclusion of people with disabilities in recruitment across Europe. Their views and experiences have significantly enriched this project, making it a source of inspiration and guidance for other companies and organisations seeking to make their recruitment processes and culture more inclusive and equitable.

This guide not only reflects the collaboration and dedication of many, but also represents an important step towards a more inclusive, accessible and fairer recruitment future. We hope that this resource will continue to inspire positive change across the European business community.

Thanks again to all involved for making this Guide possible.

**With gratitude,**

**The Better to Include team**



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## WHO IS THE GUIDE AIMED AT?

This guide aims to disseminate good practices of labour inclusion of people with disabilities, inspiring their replication in different contexts.

It is aimed at all those seeking to develop and implement more inclusive policies for the employment of people with disabilities in their organisations, from professionals from companies belonging to the management committee or the areas of human resources, diversity and inclusion and operations; to professionals from social or public entities that develop projects to promote the employability of people with disabilities.

This guide brings together a wide range of initiatives that promote the inclusion of people with disabilities in the workplace, from training processes to employability, recruitment, reception and improvements in the organisational culture, which aim to be a source of inspiration for all those who may read it.





## PRESENTATION OF THE PROJECT AND ENTITIES

The **BETTER TO INCLUDE** project - financed by the Erasmus+ Programme of the European Union - is promoted by three entities with a long history in the promotion of the rights of people with disabilities, especially employment, such as the Integralia Foundation from Spain, the Associação Salvador from Portugal and the Consortium of Social Cooperatives Mestieri Lombardy from Italy.

The first objective has been to strengthen the joint work of the organisations and support each other in achieving our common goals in terms of working with people with disabilities; in this sense, throughout 2023 we have held various meetings that have allowed us to share the way each organisation works to promote the employability of people with disabilities and broaden our knowledge of the situation of people with disabilities in each country; discovering new working methods and enriching ourselves with the experience and speciality of each organisation.

Secondly, the project sought to improve the training and capacity building of technicians, educators and support staff in the field of training, guidance and socio-occupational integration of people with disabilities.

For this reason, the participating entities have shared their experience and work methodology, and from this exercise the **BETTER TO INCLUDE METHODOLOGY** is created, which is much more integral and complete, which contemplates the individual work with the person with disabilities and the company, and then addresses the moment of labour inclusion with both parties.

Based on this methodology, a **TRAINING COURSE FOR SPECIALIST TECHNICIANS FROM SOCIAL ORGANISATIONS**, has been designed, which has been validated within the framework of the project in a meeting on 19 and 20 June 2023 in Lisbon and which we share and make available to other disability organisations in Europe and the rest of the world, on the project's [WEB](#).

Finally, the project sought to raise awareness among companies and to inform other entities, public and private actors and society in general about good socio-labour practices; and for this reason we have produced this guide as the product of several months of research, which includes 28 training and labour inclusion initiatives for people with disabilities in Spain, Portugal, Italy and Poland, which are included in chapter 7 of this document.

We believe that giving visibility to other good experiences can be inspiring for all those people who, from companies and public and private entities, are committed to the inclusion of people with disabilities and do not cease to try different strategies to improve the employment rate of this group.





## ABOUT THE ENTITIES PROMOTING THE PROJECT

[Fundación Integralia](#) is a Spanish entity with more than 23 years of work whose mission is the social and labour inclusion of people with disabilities and with difficulties to enter the labour market. It has 7 Centres Special Employment Centres, whose main productive activity is multichannel customer service - contact centre - and activities for the digital sector (testing, accessibility, etc.) in which more than 600 people with disabilities work. Integralia also works internationally in India, Peru, Colombia and Chile through partnerships with local disability organisations.

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[Asociación Salvador](#) works in the field of motor disabilities and was founded 20 years ago to promote the inclusion of people with motor disabilities in Portuguese society and to improve their quality of life. life, empowering their talent and raising awareness of equal opportunities. Over time, it has developed different and ambitious projects that have had excellent results and a proven impact on improving the integration and quality of life of countless people with disabilities.



[Consortio de Cooperativa Social Mestieri Lombardia](#), Italy is the regional network of employment agencies authorised by the Lombardy Region to provide intermediation, search, selection and outplacement support services for people at risk of unemployment, social exclusion, and difficulties in gaining independent access to the labour market, including people with disabilities. The Consortium is present in 10 provinces of Lombardy and has 16 local organisational units and several municipal work points.





## DISABILITY STATISTICS FOR EUROPE AND EACH COUNTRY

The UN Convention on **the Rights of Persons with Disabilities** defines persons with disabilities as “those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others”.

According to the United Nations, more than 1 billion people, approximately 15 percent of the world’s population, currently live with some form of disability and 80 percent of them live in developing countries. In the European Union around 87 million people have some form of disability and the opportunities for social and work inclusion are very different in each of the member countries. The lack of accessibility of educational institutions and workplaces, infrastructure, products, services and information is a determining factor in achieving full inclusion. Some key data according to the Council of the European Union<sup>1</sup> to understand the current situation of the rights of people perceived to have a disability are:

- + 26.1 % of the total female population
- + 21.8 % of the total male population

Only 50% of people with disabilities of working age are employed, compared to 75% of people without disabilities. 28.4% of people with disabilities are at risk of poverty or social exclusion, compared to 17.8% of people without disabilities.

- In terms of education and training, only 29.4% of people with disabilities obtain a higher education degree, compared to 43.8% of people without disabilities.
- Regarding social perception, 52% of people with disabilities feel discriminated against.
- The older you get, the more likely you are to have some kind of disability.

In terms of the working population, 17.9% of people with disabilities are between 16 and 65 years old, while 48.5% are over 65 years old. The population in the European Union is ageing and is at higher risk of developing chronic diseases due to non-communicable diseases and injuries, which is why the number of people with disabilities will continue to increase. At present, the disabled population over 65 years of age represents 45% of the total disabled population.

This can be explained by a number of factors, such as differences in the prevalence of some disabilities between men and women, social and cultural barriers faced by women with disabilities, and inequalities in access to necessary services and supports. This has significant implications for gender equality and social inclusion. Women with disabilities are less likely to participate in the labour market, access education and health care, and participate fully in society.

## ¿How many people with disabilities live in the EU?

**87 million**  
of Europeans have  
some form of disability



**1 in 4**  
adult Europeans

<sup>1</sup> Source: [consilium.europa.eu/es/infographics/disability-eu-facts-figures](https://consilium.europa.eu/es/infographics/disability-eu-facts-figures)





## More women in the EU with disability than men



**26,1 % of the total**



**21,8 % of the total**

## Challenges faced by persons with disabilities



### Unemployment

50% of people with disabilities of working age are in employment compared to 75% of people with disabilities in employment. able-bodied



**From 2 to 5**

### Domestic violence

Women with disabilities have a 2 5 times more likely to experience violence than other women

**2x**

### Education

People with disabilities are twice as likely to drop out of school prematurely



**1 de cada 2**

### Discrimination

1 in 2 people with disabilities feels discriminated against

\*Data taken from the Infographic - Disability in the EU: Facts and Figures. [consilium.europa.eu/es/infographics/disability-eu-facts-figures](https://consilium.europa.eu/es/infographics/disability-eu-facts-figures)



**50,8 %** of people with disabilities participate in the labour market, compared to **75 %** of non-disabled people.



**37,6 %** of people with disabilities are inactive, compared to **17,6 %** of people without disabilities.



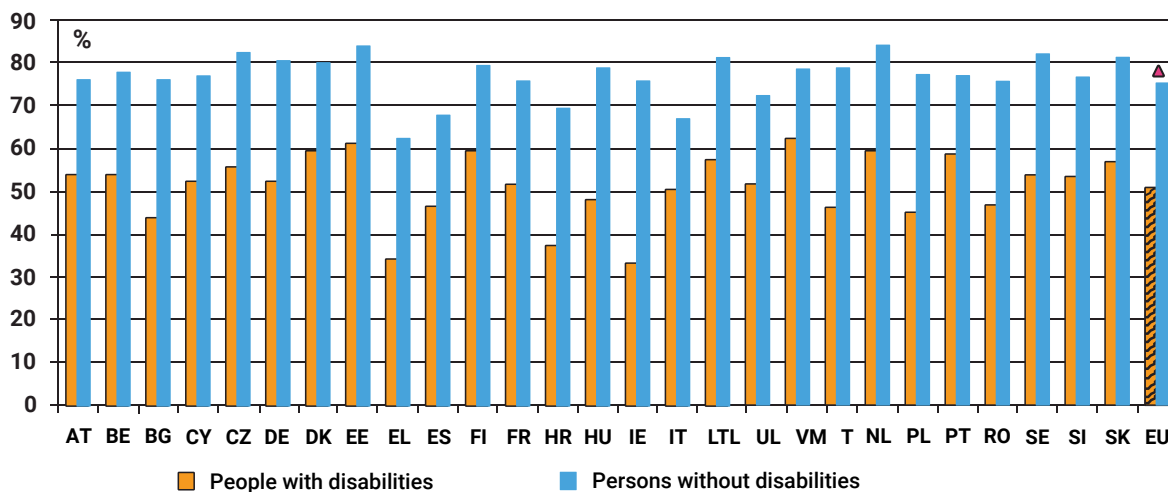
**20,3 %** of young people with disabilities drop out of school prematurely, compared to only **9,8 %** of those without disabilities.



Only **29,4 %** of people with disabilities achieve a higher education degree, compared to **43,8 %** of people without disabilities.



The employment rate of people with and without disabilities in each Member State, age 20-64, year 2020<sup>2</sup> is shown below.



### DISABILITY STATISTICS IN SPAIN, ITALY AND PORTUGAL

Datum	Spain (INE 2021)	Italy (ISTAT-2022)	Portugal (INE 2001)
People with disabilities	4.38 million people with disabilities	10.7 million people with disabilities	634,000 people with disabilities
Percentage of people with disabilities out of the total population	9.49% of the population total	17.7% of the total population	6.1% of the population total
People with disabilities of working age (15 to 64 years old)	1.9 million	7.3 million	406 thousand
Employment rate of people with disabilities	34,6%	44,4%	32,2%

### Situation of people with disabilities in relation to employment in Spain

According to data from the National Statistics Institute (INE) 2020<sup>3</sup>, there are 4.38 million people with disabilities in Spain, which represents 9.49% of the total population. Of these people, 1.9 million are of working age, i.e. between 16 and 64 years old.

<sup>2</sup> Eurostat: [ec.europa.eu/eurostat/data/database](https://ec.europa.eu/eurostat/data/database)

<sup>3</sup> INE.2020



The employment rate of people with disabilities in Spain is 34.6%, which is lower than the employment rate of people without disabilities, which is 77.7%. Moreover, the wages of people with disabilities in Spain are 17.8% lower.

### Only one in four people with disabilities is in employment

Special Employment Centres (CEE) are key to the inclusion of people with disabilities in the labour market, as they generated 27.8% of the contracts made in 2022. CEEs in Spain are entities whose main objective is the labour inclusion of people with disabilities. They were created in 1982, through the Law for the Social Integration of the Disabled (LISMI), currently the General Law on the Rights of Persons with Disabilities and their Social Inclusion.

There are around 2,000 EWCs in Spain, distributed throughout the country. These centres are dedicated to productive business activities, with the aim of providing paid employment for people with disabilities and facilitating their inclusion in the labour market.

EWCs are distinguished from other companies by the fact that at least 70% of their workforce is made up of people with disabilities. They are also supported by support and promotion measures, such as economic and tax incentives, which are granted to boost their activity. In 2022, of the total number of contracts made during the year to people with disabilities, EWCs accounted for 71%, highlighting the importance of sheltered employment for the inclusion of people with disabilities in the labour market. These contracts are in low-skilled occupations, as the economic activities where most people with disabilities are employed correspond to building services and gardening activities, accounting for 17.1% of the total number of contracts established with this group.

### Situation of people with disabilities in relation to employment in Italy

According to data from the Italian National Institute of Statistics (ISTAT-2022)<sup>4</sup>, there are 10.7 million people with disabilities in Italy, which represents 17.7% of the total population. Of these people, 7.3 million are of working age, i.e. between 15 and 64 years old.

The employment rate of people with disabilities in Italy is 44.4%, which means that 3.2 million people with disabilities are employed. This rate is lower than the employment rate of people without disabilities, which is 68.2%.

The employment gap between disabled and non-disabled people is due to a number of factors, such as discrimination, lack of adaptation of the working environment and lack of training and qualifications.

Those registered on the specific placement list in the national territory, with a disability of more than 46%, according to Law 68/99<sup>5</sup>, increase from approximately 700,000 in 2006 to more than 900,000 in 2018, with a steady increase in the last three years.

At the employment level, in 2021, only 12% of the total number of those with a severe disability are employed, as opposed to 28.9% of those who have reported a non-severe disability. The disadvantage is even greater for women workers, with only 9.1% of women with severe disabilities being employed, while for men the percentage rises to 16.1%.

The public sector accounted for the majority of people with disabilities, with a concentration of 49.7%, followed by the service sector with 27%, and the industry and construction sectors with 16.9%.

<sup>4</sup> Source: [egalite.org/es/italia-un-popolo-di-anziani-e-disabili-rapporto-istat-2022](https://egalite.org/es/italia-un-popolo-di-anziani-e-disabili-rapporto-istat-2022).

<sup>5</sup> Royal Decree 994/1999, of 11 June 1999, approving the Regulation on security measures for automated files containing personal data.



## Situation of people with disabilities in relation to employment in Portugal

In Portugal, data on people with disabilities are scarce and difficult to analyse in comparison with other countries.

According to the 2001 surveys, 6.1% of the population has some kind of disability, representing 634,408 persons: hearing - 13.1%; visual - 26.2%; motor (including cerebral palsy) - 26.2%; mental - 11.5%; other - 23%.

In subsequent surveys (2011-2021), the concept of persons with disabilities was abandoned and the International Classification of Functioning was used instead, which makes it difficult to access realistic data on this population. In terms of employment, and according to the Observatory on Disability and Human Rights (ODDH) 2020, in 2018 the unemployment rate of persons with disabilities in Portugal stood at 18.6%, with a reduction of 1% in 2019 compared to 2018.

The report "People with Disabilities in Portugal - Human Rights Indicators 2020" shows that in June 2020 there were 13270 people with disabilities registered as unemployed in the employment offices, an increase of 10% compared to the overall data for 2019.

### Employment policies for people with disabilities

In Spain, Italy and Portugal, governments are working to improve the employment situation of people with disabilities. To this end, they are adopting a series of public policies, which can be grouped into three main categories:

#### 1. Promoting equal opportunities

These policies aim to create an inclusive and accessible work environment for people with disabilities. This is achieved through measures such as disability awareness, training of employers and adaptation of the working environment.

In Spain, the Ministry of Social Rights and Agenda 2030 has developed a [Spanish Strategy on Disability 2022-2030](#)<sup>6</sup>, which includes measures to promote labour inclusion. These measures include:

- The creation of a Disability Observatory for Employment, which will collect data and analyse the employment situation of people with disabilities.
- The elaboration of a National Employment Plan for People with Disabilities, which will define concrete measures to improve the employability of people with disabilities.

In Italy, the Ministry of Labour and Social Policies has developed a strategy for the inclusion of people with disabilities in the labour market, which includes measures such as:

- The creation of a register of companies that employ people with disabilities.
- The Decree of 8 July 2021 established an increase in resources for the "Regional Fund for the Right to Work of Persons with Disabilities", which finances regional work integration programmes and grants aid to organisations that carry out activities to support and integrate people with disabilities into the labour market.

In Portugal, the National Institute for Rehabilitation - a public institute belonging to the Ministry of Labour, Solidarity and Social Security - has developed the National Strategy for the Inclusion of People with Disabilities 2021-2025, one of whose eight axes of action is work, employment and vocational training.

<sup>6</sup> Demographic indicators for the year 2022, published by ISTAT on 7 April 2023, confirm the increasing trends in the prevalence of older people in Italy, and also of people with disabilities.



The general objectives of this axis are 1 - To promote the support system for the professional integration of people with disabilities; 2 - To create contextual conditions that favour the employability of people with disabilities; 3 - To develop entrepreneurship and self-employment among people with disabilities.

One of the concrete measures to achieve these objectives is the creation of the Employment and Qualification Support Programme for People with Disabilities, promoted by the Institute for Employment and Vocational Training. This programme consists of employment and qualification support in the field of vocational rehabilitation, which includes various forms of support for people with disabilities with difficulties in accessing, maintaining and progressing in employment:

- Information, assessment and guidance for qualification and employment;
- Placement support;
- Post-placement support;
- Adaptation of workplaces and removal of architectural barriers;
- Supported employment;
- Inclusive employer branding;
- Financial support products.

## 2. Adaptation of the working environment

Policies aim to facilitate access to employment by adopting measures to make workplaces, buildings and transport services accessible.

In Spain, the Ministry of Social Rights and Agenda 2030 has approved a Royal Decree that establishes the conditions for the adaptation of jobs to the needs of people with disabilities. This Royal Decree establishes that companies are obliged to adapt the jobs of people with disabilities, whenever possible and without placing a disproportionate burden on the company.

In Italy, the Ministry of Labour and Social Policies has published a guide for the adaptation of workplaces to the needs of people with disabilities. This guide provides information on measures that can be taken to adapt workplaces, buildings and transport services.

In Portugal, one of the ways to support the employability of people with disabilities, promoted by the Institute for Employment and Training, is a line of funding to adapt workplaces and remove architectural barriers. This measure consists of providing financial support to employers who need to adapt equipment or the workplace to the functional difficulties of a disabled worker hired on a permanent or fixed-term contract of at least 1 year, as well as to remove physical obstacles that prevent or hinder the worker's access to the workplace or mobility within the premises.

## 3. Training and qualification

Policies aim to improve the employability of people with disabilities through training. To this end, training and qualifications adapted to the needs of people with disabilities are provided.

In Spain, the Ministry of Social Rights and Agenda 2030 has launched the National Training Plan for the Employment of People with Disabilities, which offers training and qualifications adapted to the needs of people with disabilities. This plan is aimed at people with disabilities of all ages and educational levels.

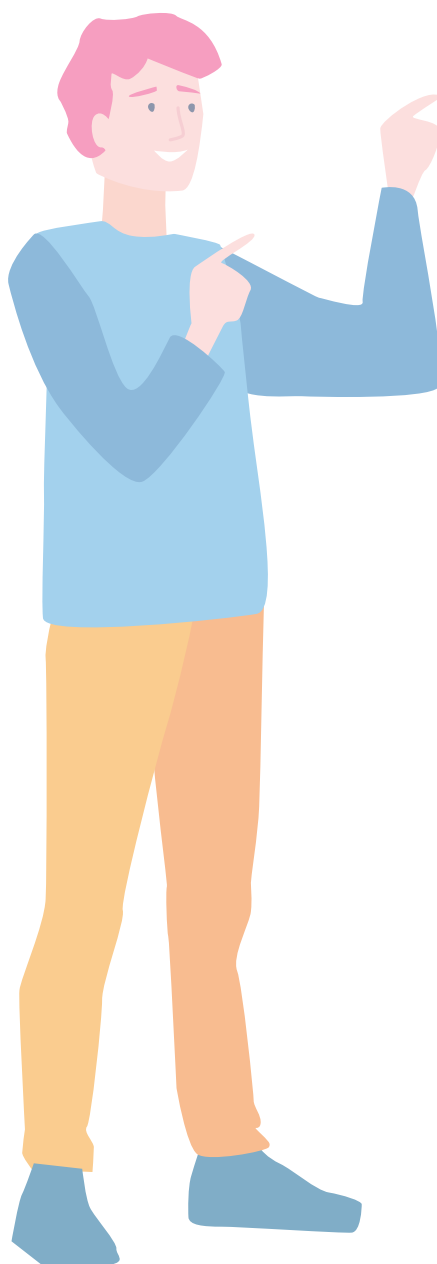




In Italy, there are currently two main tools to assist and improve the employment of people with disabilities. The first innovative measure, implemented by the Ministry of Labour and Social Policies, has launched the programme “GOL - Garanzia di Occupabilità dei Lavoratori”, which offers training and qualification to people over 55 years old, including people with disabilities. The second national legislation, which promotes training, is managed at regional level and is called “Dote Impresa”.

In Portugal, through the Institute for Employment and Vocational Training, a Qualification programme for people with disabilities was developed, which allows the acquisition and development of professional skills oriented to the exercise of an activity in the labour market through funded training courses, in order to enhance the employability of people with disabilities.

These public policies are an important step towards improving the employment situation of people with disabilities in Spain, Italy and Portugal. However, much remains to be done to reduce the employment gap between disabled and non-disabled people.





## DISABILITY AND EMPLOYMENT REGULATIONS

The United Nations Convention on the Rights of Persons with [\(CNUDPD\)](#), adopted by the United Nations in 2006, was a major breakthrough for the rights of persons with disabilities: all Member States are parties to it and it is the first human rights convention also concluded by the EU. Parties to the Convention are obliged to promote, protect and respect the human rights of all persons with disabilities and to ensure their equality under the law. With this Strategy, the Commission provides the framework for supporting EU and Member States' actions to implement the UN CRPD.

In 2010, the [European Disability Strategy](#) was established to implement the UN Convention on the Rights of Persons with Disabilities, with a new version for the period 2021-2030. The aim of the strategy is to ensure the full participation of people with disabilities in society on an equal basis with others in the EU and beyond, in line with the Treaty on the Functioning of the European Union and the Charter of Fundamental Rights of the European Union, which establish equality and non-discrimination as pillars of EU policies.

It also contributes to the implementation of the [European Pillar of Social Rights](#), which guides employment and social policies in Europe, and whose principle 17 underlines that **people with disabilities have the right to income support to ensure a dignified life, to services that enable them to participate in the labour market and in society, and to a working environment adapted to their needs.**

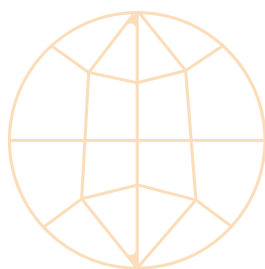
Concrete initiatives launched through the European strategy include:

- [European Accessibility Act](#) [Directive (UE) 2019/882 on accessibility requirements for products and services].
- Regulations on the [rights of passengers with reduced mobility](#) on major means of transport.
- [Directive \(UE\) 2016/2102](#) on the accessibility of websites and mobile applications of public sector bodies ([Website Accessibility Directive](#)).
- [EU-wide accessibility standards](#).
- [European Disability Card](#) pilot project.
- [European Parking Card](#).
- Monitoring frameworks.

In relation to the principles enshrined in the European Disability Strategy, the Pillar of Social Rights and the European Semester, the EU supports a number of initiatives designed to help people with disabilities in employment. These include: adaptations in the workplace, non-discrimination, public employment services, financial incentives, accessibility and EU funding.

### Employment regulations for people with disabilities

EU Member States have a variety of policies aimed at supporting the employment of people with disabilities. According to Eurofound's 2021 Report on EU policies on labour market integration, **154 different measures** were found, including support for job creation; support for people with disabilities (employees, jobseekers); and support for employing organisations<sup>7</sup>.



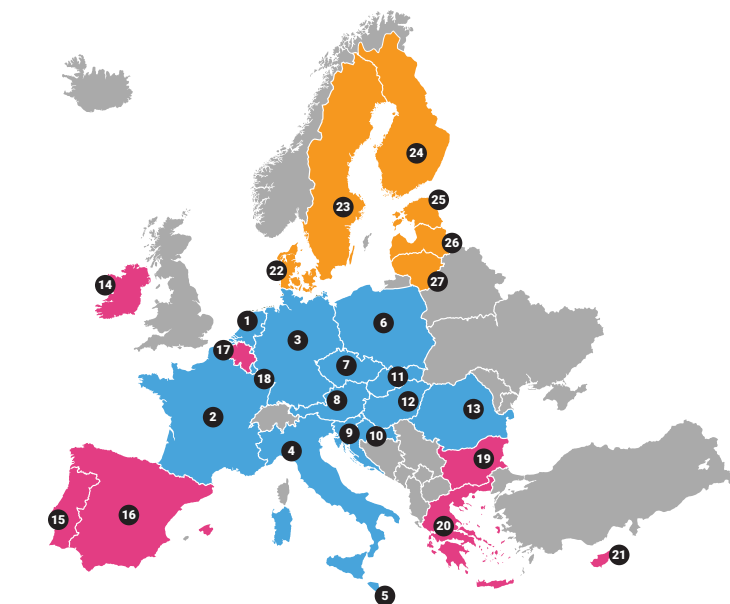
<sup>7</sup> [Disability and labour market integration: Policy trends and support in EU Member States. Eurofound.2021.](#)



Measures implemented by Member States include quota systems; wage subsidies; tax benefits to encourage recruitment in companies; assistance with training costs and reasonable accommodation; the provision of individual support services, including personal assistance; and the payment of certain disability benefits to employees with disabilities despite being in work. According to Eurofound, **23 EU Member States have quota systems to promote the employment of people with disabilities.** Denmark, Finland, Latvia and Sweden do not use quota systems and rely exclusively on other approaches.

"In a quota system, people with disabilities must constitute a minimum percentage of the total workforce. Among EU Member States with quotas, the percentage ranges from 1% to 10% depending on the country, with most countries having percentages between 2% and 5%. Most member states have quotas for both public and private entities. For example, in parts of Belgium, Cyprus, Estonia and Ireland quotas only apply to the public sector. In some countries, the quota applies only to companies with a minimum number of employees, ranging from 25 to 50<sup>8</sup>."

### EU Member States with quota systems for the employment of persons with disabilities<sup>51</sup>



#### ● Binding quota system (13)

- |                         |                          |             |
|-------------------------|--------------------------|-------------|
| 1 Netherlands           | 6 Poland                 | 10 Croatia  |
| 2 France                | 7 Czechia                | 11 Slovakia |
| 3 Germany <sup>52</sup> | 8 Austria                | 12 Hungary  |
| 4 Italy                 | 9 Slovenia <sup>54</sup> | 13 Romania  |
| 5 Malta <sup>53</sup>   |                          |             |

#### ● Quota system but no apparent financial sanctions for non-compliance (8)

- |                          |                          |                         |
|--------------------------|--------------------------|-------------------------|
| 14 Ireland <sup>55</sup> | 17 Belgium <sup>56</sup> | 20 Greece               |
| 15 Portugal              | 18 Luxembourg            | 21 Cyprus <sup>57</sup> |
| 16 Spain                 | 19 Bulgaria              |                         |

#### ● No quota system (6)

- |            |            |                            |
|------------|------------|----------------------------|
| 22 Denmark | 24 Finland | 26 Latvia                  |
| 23 Sweden  | 25 Estonia | 27 Lithuania <sup>58</sup> |

<sup>8</sup> European Disability Forum (2023) [Séptimo Informe de Derechos Humanos – El derecho al trabajo: La situación laboral de las personas con discapacidad en Europa](#). Page 44.





In relation to Spain, Italy and Portugal, the countries in which the entities that have prepared this guide operate, we find differences in the current quota system for companies to comply with their hiring commitments, as shown in the following comparative table:

	SPAIN	ITALY	PORTUGAL
<b>Law</b>	<ul style="list-style-type: none"> <li>-Law 7/04/1982 on the Social Integration of Persons with Disabilities Disability (LISMI)</li> <li>-Royal Legislative Decree 1/2013 of 29 November. General Law on the Rights of Persons with Disabilities and their Protection. social inclusion (LGD)</li> </ul>	Law 68/99 on the right to employment of persons with disabilities.	<ul style="list-style-type: none"> <li>-Law 38/2004 Quotas for people with disabilities in the public sector.</li> <li>-Law 4/2019 Quotas for persons with disabilities in the private sector.</li> </ul>
<b>Year of the law</b>	1982	1999	2004 and 2019
<b>Type of obliged companies</b>	Public administration and companies with more than 50 employees.	Companies and public administrations with more than 15 employees.	Public administration and companies with more than 75 employees.
<b>Benefits for companies</b>	<ul style="list-style-type: none"> <li>-Recruitment bonuses and reductions in the cost of the social security for workers with disabilities.</li> <li>-Possibility of being a supplier to the public administration.</li> </ul>	Contributory benefits and tax relief for each person hired.	There is a reduction in tax costs and reputational benefits (for example the public attribution of an Inclusive Employer Brand seal).





<p><b>Sanctions</b></p>	<p>Financial penalties can range from €301 to €301. 1.000.000 €.</p> <p>Inability to contract with the Public Administration. Loss of all bonuses in labour matters.</p> <p>Ineligibility to receive aid or subsidies from the public administration.</p> <p>Penalties of up to 6.000 € per year per person with a disability no. contracted or lack of Alternative Measures.</p>	<p>Financial penalties can be of two types:</p> <ul style="list-style-type: none"> <li>- From 702,43 € plus a surcharge of 34,02 €. for each subsequent day of delay, if the non-compliance is related to the late dispatch of the leaflet; from 196,05 € per day for each worker with disabilities who are not employed.</li> </ul> <p>Offending public administrations are subject to criminal, administrative and disciplinary sanctions. The penalties shall be used to subsidise the Fund for the Right to work of persons with disabilities:</p>	<p>Companies that fail to comply with the quota regime are subject to the application of fines and, in the event of a repeat offence, not to may participate in public tenders and auctions.</p>
<p><b>Percentage of reserve quota</b></p>	<p>7% of people with disabilities. Of this percentage, the public administration 2% for people with intellectual disabilities. 2% of people with disabilities for companies.</p>	<p>The private sector and public have the same percentages, depending on the number of workers they have, as explained below:</p> <ul style="list-style-type: none"> <li>-Companies 16 to 35 =1 person with disability</li> <li>-Companies with 35 to 50 employees= 2 persons with disabilities</li> <li>-Companies with more than 50 employees = 7 % of the total number of employees.</li> </ul>	<p>In the public sector it is 5%.</p> <p>In the private sector: medium-sized companies (75 to 100 employees) is 1% and large companies (more than 250 employees) is 2%.</p>



<b>Requirements for persons with disabilities</b>	Persons with more than 33% disability Person with permanent disability from Social Security.	People with more than 33% disability. People with visual or hearing disabilities. Invalidity benefit holders. People of working age with a 45% reduction in working capacity Persons with disabilities caused by war or service. Victims of terrorism and organised crime.	People with more than 60% disability.
<b>Alternative law enforcement measures</b>	-Purchasing products and services from CEE. Donate to organisations that support people with disabilities.	After applying for exemption from the obligation to hire, they must pay a contribution to the Fund for the Right to Work of Persons with Disabilities.	No alternative measures are provided for in Portuguese legislation.
<b>Law enforcement data in the country</b>	-In Spain, 25% of companies comply with the percentage of companies that comply with the percentage of companies that do not. of workers with disabilities required by law <sup>9</sup> .	-At the moment there is no national compliance data.	The implementation of the law is still very recent, so there is still no data on compliance.

Regarding the implementation of the quota system, we see that, of the 3 countries, Spain is the one with the longest implementation (since 1982) compared to Portugal, in 2019. With regard to the nature of the company and its size, in the 3 countries the public and private sectors are considered, and the size of compliance is determined on the basis of the number of workers in the company, which ranges from a minimum of 16 to 75 workers.

<sup>9</sup> According to [Barómetro de Empresas 54, de Deloitte. Año 2019.](#)



In all of them, there is a different percentage of requirements for the public and private sectors, with the public administration having a higher percentage than companies. In the case of the private sector, Italy is the country with the highest requirement, requiring up to 7% for companies with more than 50 employees.

With regard to the percentage of disability of workers, in order to be counted within the quota law, there are several differences. In this regard, it should be noted that there is no unified scale for the EU with regard to the system for quantifying citizens' disability and therefore the percentages vary from one country to another. However, in this case, Spain and Italy agree on 33% of disability as the minimum percentage to obtain recognition of this condition, as opposed to Portugal, which requires 60%. In this sense, Italy goes further, as it includes other conditions directly related to the recognition of disability, such as people with visual or hearing impairment, and people with invalidity or reduced working capacity.

Some Member States are allowed to meet the quotas through what are known as "alternative measures", which consist of purchasing products and services from companies employing people with disabilities, or subcontracting work to sheltered employment organisations or social organisations employing people with disabilities. This is the case in Spain, where all the above-mentioned types of alternative measures are considered for compliance with the law, and in Italy where, after applying for exemption from the obligation to hire, they must pay a contribution to the Fund for the Right to Work of People with Disabilities. In Portugal, alternative measures are not yet regulated by law. While this practice promotes in some way the employment of people with disabilities, it does not constitute an improvement in the inclusion of people with disabilities in the open labour market.

In most EU Member States, if an employer fails to meet the quota, he or she must pay a fine, which most governments use to fund policies that promote the employment of people with disabilities, such as wage support, incentives, vocational training and other initiatives. In the case of Italy, the fine for companies for not hiring will be 196.05 € per day for each person with a disability not hired; and in Spain the financial penalty ranges from 301 € to 1,000,000 €; while in Portugal there are no sanctions for non-compliant companies. Other types of sanctions for non-compliance with hiring are the loss of employment bonuses or the impossibility of receiving aid or subsidies, as is the case in Spain, Italy and Portugal.

In relation to company compliance, it is difficult to determine because there are not many studies from official sources. We found that in Spain<sup>10</sup> only 25% of companies comply with the percentage of workers required by law, compared to Italy, where it is estimated that "55.1% of companies comply with the percentage of workers required by law", and Italy, where it is estimated that "55.1% of companies comply with the percentage of workers required by law".

95,000 companies and public administrations obliged to comply"<sup>11</sup>. In Portugal, due to the recent implementation of the law, no data is yet available to determine the percentage of compliance by companies.



<sup>10</sup> Idem

<sup>11</sup> [Inform L'inclusione lavorativa delle persone con disabilità in Italia](#). Fondazione Studi Consulenti del Lavoro. 2019



## GOOD PRACTICE

Before presenting the work of good practices of labour inclusion of persons with disabilities, which we consider can be inspiring for the readers of the guide, it is necessary to clarify what the entities that carried out the identification and compilation of the information consider to be a good practice.

A good practice should have some of the characteristics listed below:

- It should clearly contribute to the company/organisation's diversity management strategy.
- It must generate stable and quality employment.
- It must ensure a process of adaptation and accompaniment.
- It should include a training component for employees of the company at different levels and for the people with disabilities themselves.
- It should be replicable in other territories and ideally scalable.
- It should include measurement indicators (KPIs).
- It must be recognised by the market, society or the territory where it operates.

Although the selected experiences do not have all of these characteristics, they do have at least 3 of them, which is why we have considered them relevant enough to be included in this selection.

After the search for experience, between the 3 entities we identified 28 good practices, being 9 from Italy, 10 from Portugal, 8 from Spain and 1 from Poland. After the identification, each of the entities contacted the promoters of the initiative and conducted an interview and requested information directly.

There are two types of initiatives, **training and labour inclusion**, since when compiling the good practices we find entities with a very outstanding training proposal for the employment of people with disabilities and that have generated a high impact on labour inclusion and, on the other hand, companies or entities that carry out productive activities and have hired people with disabilities. The order of presentation of the experiences has been done by type of **productive sector**, compiling 12 sectors:

- ✚ Public administration
- ✚ Agriculture
- ✚ Feeding
- ✚ Customer service
- ✚ Banking and insurance
- ✚ Retail
- ✚ Training
- ✚ Hotel and catering
- ✚ Human Resources
- ✚ Business services
- ✚ Technology
- ✚ Tourism



# PUBLIC ADMINISTRATION





## "D" de Eficiência Project

**Sector:** Public administration at municipal level.

**Category of practice:** Training and labour inclusion.

**Type of disability:** Intellectual and physical.

**Brief summary of the practice:** the project implements a working methodology that seeks to connect all the agents involved in the labour inclusion of people with disabilities: social entities, public administration and companies; through the awareness raising and training of companies on the importance of inclusive recruitment; and the training of candidates with disabilities to access a job.

**Objective:** to promote the participation of people with disabilities in the labour market in the city of Porto in order to try to reduce the unemployment rate among this group.

**Need identified:** lack of recognition of the capabilities of all people in the city of Porto.

**Detailed description:** the project is structured in 2 phases:

### Phase 1 - Awareness raising and business recruitment:

- **"Sunset networking"** and presentation of the recruitment support measures: Informal networking moment for the dissemination of the project, awareness raising of the companies for the inclusion in the labour market and presentation of the recruitment support measures.
- **Conference** on Diversity Recruitment and Selection: Empowering Companies in Human Resource Management with a Focus on People with Disabilities.
- **RH Talks - Workshop** on human resources management: Quarterly event to disseminate good practices in human resources, highlighting a company recognised for its integration and career management of people with disabilities.

### Phase 2 - Training of candidates:

- Employability skills development programme, enabling them to present themselves more confidently and effectively in the labour market.

### The training programme for candidates includes 10 steps:

1. Presentation of success stories.
2. Definition of the professional objective.
3. Job search tools.
4. Interview simulation.
5. Communication.
6. Time and stress management.
7. Management of expectations and assertiveness.
8. Image and personal presentation.
9. Professional photography.
10. Presentation of proceedings.

At the end of these two phases, the "D" day is organised, a networking, professional marketing and recruitment initiative to allow companies and candidates to meet. The circuit is structured in a series of 10-minute interviews where candidates and companies get to know each other, completed with feedback to the candidates. It is an effective and cost-effective initiative.

### In order to organise the interview circuit, it is necessary to first:

- Companies indicate the profiles for each job they need.
- The consortium entities allocate candidates according to personal characteristics, background and expectations, aiming for a perfect match. Candidates can make their presentation with the support of CVs, portfolios, digital presentations and other resources.



After a moment's pause to recover energy and promote networking, a new feedback loop on the interview begins. A conversation between the company and the candidate where improvements in employability tools are noted, career and training suggestions are made and some facilitating contacts are passed on.

**Resources needed:** trainers, physical spaces offered by each partner, catering, team building initiatives and dissemination on the social networks of the municipality and on the institutional networks of each partner.

#### Benefits:

- **Social Entity:** 7 entities involved in this initiative, sharing contacts, good practices and procedures.
- **Employees/families:** 22 people entering the labour market in three editions: 7 candidates in 2019; 9 candidates in 2020/2021; 6 candidates in 2021/2022.
- **Company:** 50 companies participating in the project: 9 companies present in 2019; 19 companies present in 2020/2021; 22 companies presented in 2021/2022.

#### Keys to success:

- ✚ Specific and intensive training for candidates
- ✚ Bringing employers and candidates with disabilities closer together.
- ✚ Networking
- ✚ Exchange of best practices
- ✚ Involvement of different sectors (private, public and social).

**Collaborations / Partnerships:** Municipality of Porto with the City of Professions (responsible for the promotion of talent and employability for the general population); entities that work with people with disabilities and develop employment projects for this population (Associação Salvador and Associação de Paralisia Cerebral de Porto); university educational entities with support for students with disabilities (Universidade do Porto and Instituto Politécnico do Porto); entities with privileged contacts with companies (Associação Empresarial de Portugal) and entities with national responsibility in the field of training and employment (IEFP Porto).

#### Additional resources / Links:

- ✚ [Eficiência \(D\) project website](#)
- ✚ [Projeto \(D\) de Eficiência ajuda a valorizar e promover as competências de empregabilidade](#)
- ✚ [Testimonials from the participants of the 1st Edition \(D\) of Eficiência](#)
- ✚ [\(D\)Efficiency | Inclusion in the labour market of people with disabilities](#)
- ✚ [Noticia Diario Porto. December 2022](#)

#### ORGANISATION DATA

**Name:** Consortium of social sector entities, public and coordinated by the municipality of Oporto.

**Activity:** Promotion of labour inclusion of people with disabilities in companies.

**Employees:** 17 people (12 people in charge of design and implementation + 5 trainers).

**Percentage of employees with disabilities:** 16%.

**Web:** [coesaosocial.cm-porto.pt](https://coesaosocial.cm-porto.pt)

**Location:** Porto, Portugal.

**Scope:** Regional.







## Officials with intellectual disabilities

**Sector:** Public Administration.

**Category of practice:** Inclusion in employment.

**Type of disability:** Intellectual.

**Brief summary of the practice:** The Ministry of Finance and Public Function - Government of Spain adapts a public employment announcement for people with intellectual disabilities, for the position of orderly or auxiliary support services, in the Public Administration at state level, which achieves better results of participation and approval.

**Objective:** to give people with intellectual disabilities access to jobs in the civil service.

**Detected need:** difficulty to fill the 2% of staff with intellectual disabilities (foreseen by the last reform of the law for the public sector in Spain), despite having created a call for public employment exclusively for this group.

**Detailed description:** the Ministry contacts the entity Plena Inclusión (Spanish Confederation of Intellectual Disability), in order to adapt a call for places exclusively for people with intellectual disabilities. Highlighting the following actions:

- The relaxation of the qualification requirements for access and their compensation with a school leaving certificate.
- The adaptation of the rules of the call and the application form to easy reading.
- The modification of the type of exam with respect to the generalist model, which includes the following changes: multiple-choice questions with only 3 alternative answers, no penalties for incorrect answers and a maximum number of 25 questions 2 per 1 hour of exam time.
- The replacement of a block of content on general culture, which was complex, with a block of questions on the General State Administration and the rest of the content directly related to the post.
- The development of an easy-to-read syllabus and some examples of exams and exercises, which were made available on the websites of the organisations of people with intellectual disabilities to facilitate their preparation for the exam.
- The provision by organisations with intellectual disabilities of a MOODLE platform and an online forum for candidates in order to facilitate the preparation of the exam, to notify of news about the call and to channel doubts of candidates and families. After a few years, this MOODLE platform was replaced by an [application](#).
- The provision of precise instructions on the logistics related to the day of the examination: location, number of accompanying persons, timing, etc.
- The participation of volunteer officials who accompany candidates with disabilities on the day of the exam. Some of these volunteers are trained to provide better support to people with disabilities.

**Necessary resources:** technical staff specialised in the intervention of people with intellectual disabilities and easy reading have been involved in the adaptation of the protocol and the documents associated with the call for proposals.

### Benefits:

- **Employees / families:** both the people directly involved and their families benefit from the systematic work of this type of initiative as it paves the way for the person's inclusion in the labour market, which in turn leads to the well-being of their family group.
- **Public administration:** the new calls for proposals drafted using the easy-to-read method and the adaptations of the whole process facilitated the participation of more people with intellectual disabilities in subsequent calls for proposals and the use of this model for other public administration bodies at national, regional and local level.

### Keys to success:

- ✚ Involvement of intellectual disability organisations in the process.
- ✚ Adaptation of all processes, with constant listening and improvement.
- ✚ Dissemination of processes and results in the autonomous communities and provincial public bodies.



**Collaborations / Alliances:** Plena Inclusión is a confederation with more than 900 members. partner entities at the state level.

**Additional resources / Links:**

- ▶ [Bases de la Convocatoria Oposiciones 30 March 2022 in easy reading](#)
- ▶ [Protocol for Public Administrations organising specific competitions for people with intellectual disabilities](#)
- ▶ [Public employment and in-work support](#)
- ▶ [Public employment and cognitive accessibility](#)
- ▶ [People with intellectual disabilities in the civil service: status report, recommendations and technology supports](#)

**Acknowledgements:**

- 🏆 [2021 - European Project Zero Award](#)

**ORGANISATION DATA**

**Name:** [Ministerio de Hacienda y Función Pública - Gobierno de España.](#)

**Activity:** [Proposal and implementation of the government's public finance, budget and expenditure policy, mainly.](#)

**Employees:** [3 million.](#)

**Percentage of employees with disabilities:** [2%.](#)

**Web:** [hacienda.gob.es](https://hacienda.gob.es)

**Location:** [Spain.](#)

**Scope:** [National.](#)



# AGRICULTURE





## NCO - Nuova Cooperazione Organizzata

**Sector:** Agriculture.

**Category of practice:** Training and labour inclusion.

**Type of disability:** Psychosocial.

**Brief summary of the practice:** NCO combines the development of social activities aimed at generating inclusive benefits and entrepreneurial activities with opportunities for decent work, therapeutic and rehabilitation pathways for groups at risk of social exclusion such as people with predominantly psychosocial disabilities, minors, ex-detainees and ex-drug addicts; with the support of values such as work, memory, legality and sustainability.

**Objective:** to restore people's rights, dignity and employment opportunities, with a special focus on people at risk of social exclusion.

**Identified need:** the need to strengthen agricultural activities and other activities linked to this sector (packaging and online marketing management), to facilitate the labour inclusion of the population at risk of exclusion and/or with disabilities; taking advantage of the assets seized from organised crime in a territory that has experienced two decades of violence.

**Detailed description:** planning of social activities aimed at generating inclusive benefits, promoting therapeutic, rehabilitation and health pathways for people with difficulties and programmed entrepreneurial activities. Promotion of networking between consortia and associated cooperatives to enable the generation of associations that, based on social agriculture activities, social and responsible tourism and reception activities, restaurant and catering activities, communication and marketing, fruit and vegetable processing and other diverse services for the community such as green maintenance, renovation and maintenance of interior and exterior buildings, cleaning services, gardening, management of company canteens, favour the labour insertion of people with disabilities. The initial course has a minimum duration of 2 months and a maximum duration of 2 years, according to the regulations of the PTRI - Individualised Rehabilitated Therapeutic Projects established by the Campania Region. In some cases, a traineeship is activated with a minimum duration of 2 months and a maximum of 1 year, with the possibility of employment at the end of the traineeship period.

### Resources required:

- ✚ Voluntary professionals from the agricultural sector.
- ✚ Catering professionals supporting the planned activities.

### Resources required:

- 🗨 **Social Entity:** development of awareness-raising and information activities for the community to fight against the bad habits of mafias.
- 👥 **Employees / families:** social inclusion of people with disabilities and at risk of exclusion.
- 🏢 **Business:** promoting a culture of legality and equal rights; promoting proposals for training and exchange of good practices.

### Keys to success:

- ✚ On-the-job training with internships.
- ✚ Support from education staff.
- ✚ Involvement of professionals and artisans from the sectors involved

**Collaborations / Alliances:** Comité don Pepe Diana, Free Associations Names and Numbers against Mafias, National Forum Social Agriculture, ConfCooperative Campania

### Additional resources / Links:

- ➡ [NCO Cooperazione corporate website](#)
- ➡ [Webshop NCO Cooperazione](#)
- ➡ [NCO Dossier](#)



Articles in local and national newspapers and specialised magazines such as:

- ✚ LEGENVIRONMENT
- ✚ Forum Nazionale di Agricoltura Sociale
- ✚ Libera
- ✚ Agenzia di comunicazione sociale Etika

#### ORGANISATION DATA

**Name:** [New Organised Cooperation](#).

**Activity:** [Inclusion in the labour market through training in agricultural, catering and related activities.](#)

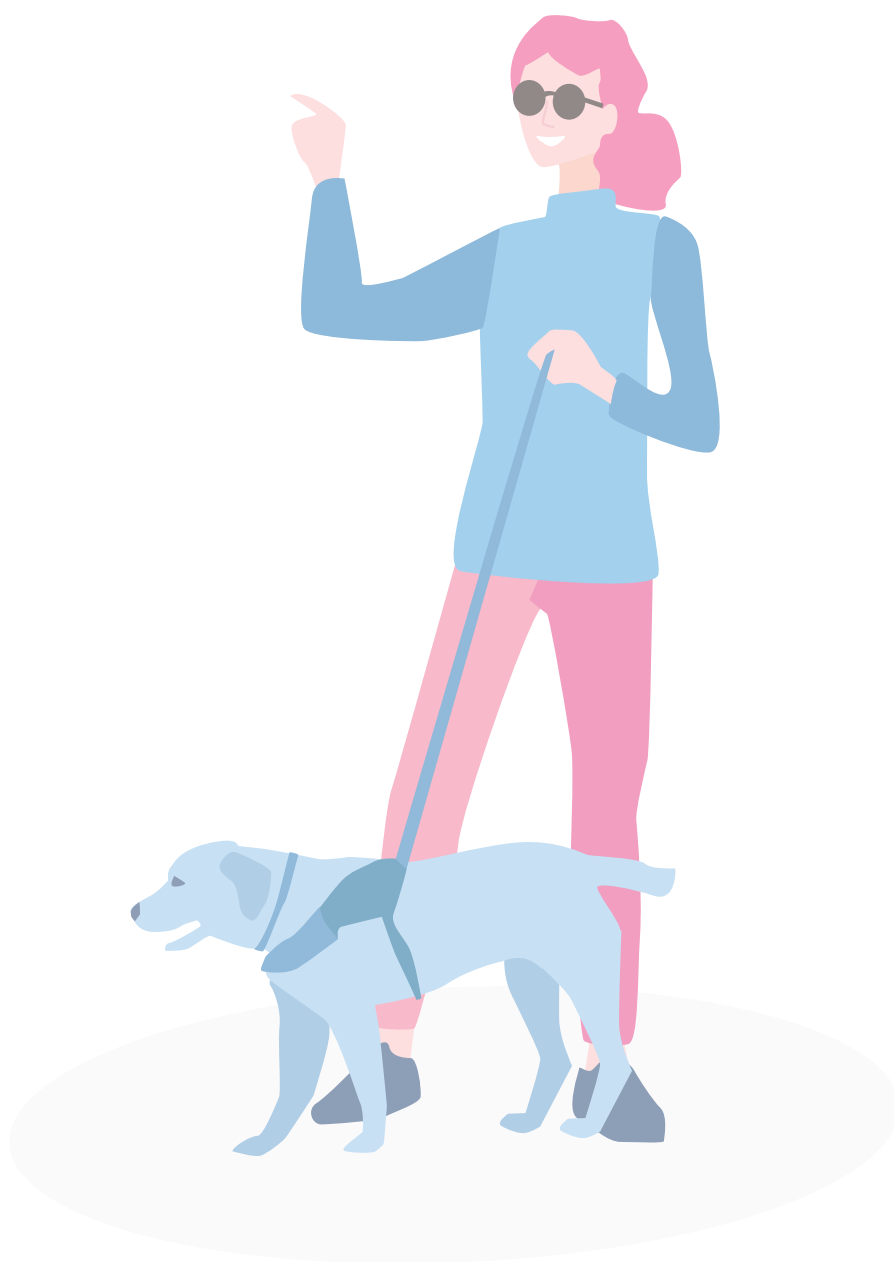
**Employees:** [112](#)

**Percentage of employees with disabilities:** [40%.](#)

**Web:** [ncocooperazione.com](http://ncocooperazione.com)

**Location:** [Caserta - Campania \(Italy\).](#)

**Scope:** [Regional.](#)





## Semear, Terra de Oportunidades

**Sector:** Agriculture.

**Category of practice:** Training and labour inclusion.

**Type of disability:** Intellectual.

**Brief summary of the practice:** it is a training and labour inclusion project for people with intellectual disabilities in the areas of agriculture, warehousing and food industry. It builds a bridge between people with disabilities, the state and companies to meet the needs and contribute to the training of people with disabilities that facilitates their inclusion in the labour market.

**Objective:** to train and include people with intellectual disabilities in the labour market.

**Detected need:** lack of specialised/specific services for the professional inclusion of people with mild to moderate intellectual disabilities, especially accompaniment services in the transition from training courses to the labour market, acting as an intermediary between the person and the company and preparing companies with the tools for their labour and organisational integration.

**Detailed description:** Semear develops 3 projects of its own: **Terra de agricultura**, a **grocery shop** and a **ceramics project** and also develops a campus programme for holiday periods. Although these are personalised itineraries, the training process has a minimum duration of 27 months. In addition, personal and social skills are worked on, transversal to the issue of employability, where the practice includes a transitional work experience that lasts 3 months, and where the beneficiary spends 3 days a week in the company and 2 days in Semear. In this case, the internship lasts 6 months, where the student is in the company all the time with the regular support of the Semear case manager. At the end of the internship, the student will be able to join the company. The training and internship process is unpaid and throughout the process we also work closely with the families of the trainees.

**Resources required:** 1 technical expert in employability, 1 case manager and 2 pedagogues in training.

### Benefits:

- **Social Entity:** development of agricultural production and processing systems that not only strengthen the learning and employment opportunities of these citizens, but also ensure the sustainability of all initiatives.
- **Employees/families:** appropriate vocational training and personal and social development for full socio-occupational inclusion and greater financial autonomy.
- **Company:** learning strategies and tips on emotional regulation and communication with the people with disabilities.

**Keys to success:** differential pedagogy: integration of work experiences in real context during the training itinerary to promote transversal competences for employability and allow professional screening. Gradual approach to the labour market through on-the-job training and internships with progressive increase of responsibility in the company, which allow a consolidated learning of the function. accompaniment of the person throughout the process of professional inclusion, including the transition phases. Accompaniment and training of the company, in the sense of its future autonomy in the integration of people with intellectual difficulties. Information on measures and incentives to support the recruitment of people with disabilities and mediation with the state bodies that promote the respective measures.

**Collaborations / Alliances:** IEFP, private entities and a network of alliances that integrates families, companies, public entities (municipalities), educational agents, specialised technicians and the general population.

### Additional resources / Links:

- 👉 [SEMEAR - Terra of opportunities - Semear](#)



### Testimonials / Acknowledgements:

- 🏆 Semear was awarded the Seal of Good Practice in Social Intervention 2021.
- 🏆 BIPP Association wins the Inclusive Employer Brand Seal 2021.
- 🏆 The Semear programme has been chosen as the winner of the BPI "la Caixa" Capacitar 2020 Award.
- 🏆 BIPP Award (CEPSA Foundation Award for Social Value 2020) for the SEMEAR EMPREGA project within the Semear Academia project.
- 🏆 BIPP was one of the winners of the 2019 Loyalty Community Award. For the 2nd time, we were distinguished with the Fidelidade Comunidade Award, the 1st in 2017 and now in 2019.

### ORGANISATION DATA

**Name:** Associação BIPP.

**Activity:** Implementation of sustainable programmes that promote the active participation of people with disabilities in society.

**Employees:** 47

**Percentage of employees with disabilities:** 30%.

**Web:** [semear.pt](http://semear.pt)

**Location:** Estoril (Portugal).

**Scope:** Local.



# FEEDING







## "The meaning of work is meaningful work"

**Sector:** Feeding.

**Practice category:** Inclusion in employment and training.

**Type of disability:** Intellectual disability, mental disorder and people in vulnerable situations.

**Brief summary of the practice:** La Fageda is a social inclusion company that provides employment mainly to people with mental and intellectual disabilities in the region of La Garrotxa, in Catalonia, through the production of yoghurts, jams and ice creams.

**Objective:** to include people with intellectual disabilities, mental disorders and vulnerable situations in the labour market in order to give meaning and wellbeing to their lives through work.

**Need detected:** in 1982, Cristóbal Colón, after 10 years of experience as an asylum porter, decided to promote an occupational and productive alternative for the group of people with mental disorders, as an alternative to the therapeutic treatments of the time.

**Detailed description:** for the correct functioning of the work centre, care is taken at every stage of the person's life, from recruitment to follow-up, in the following way:

- **Talent recruitment:** talent is referred from the mental health hospital or from the social services consortiums of La Garrotxa.
- **Assessment team:** a specialised team of educators, psychologists and therapists is available to assess the jobs and make adjustments to the job. The key is to ensure that this team of social professionals knows the business and the production structure very well in order to determine the right jobs.
- **On-the-job training:** La Fageda is accredited as a training centre, and therefore offers employees with disabilities the opportunity to receive on-the-job training and obtain a certificate of professionalism in the food production sector.
- **Flexible working conditions:** there is flexibility in the performance of the job that adapts to the needs of people, especially those with mental illness, such as reduced working hours or the number and length of breaks during the working day.
- **Organisational structure:** Therapists work on site in the production plants, alongside technical staff who supervise the work of disabled staff.
- **Two-way training for managers:** the technical staff receives prior training in order to deal with and guide people with disabilities appropriately. In the same way, the team of social professionals who support the productive activity receive technical training to be able to resolve incidents or guide workers in their work performance.
- **Individual plan for employees:** in addition to a career plan, employees with disabilities have a development plan that guarantees their personal autonomy and growth in areas of personal and social life.

### Resources required:

- ✚ Team of 46 therapists.
- ✚ Team of 137 technicians who accompany workers with disabilities in their work activity.

### Benefits:

- **Social Entity:** through the other legal entities that La Fageda has created, it provides and/or creates employment for other groups at risk of social exclusion, such as young people and the long-term unemployed.
- **Employees/families:** 133 people with disabilities are employed to carry out productive activities..

### Keys to success:

- ✚ The leadership of the person driving the initiative.
- ✚ The working environment generated by a philosophy that puts the person at the centre and generates a strong interpersonal relations.
- ✚ Balance between economic needs and the needs of the people.
- ✚ The personalised and individualised professional attention offered to employees with disabilities.

**Collaborations / Alliances:** mental health hospital, social services consortium of La Garrotxa.

**Additional resources / Links:**

- ▶ [History and testimonials on the Youtube channel la Fageda](#)
- ▶ [Book La Fageda. History of a social and profitable business folly](#)

**Acknowledgements:**

- 🏆 2012 BBVA INTEGRA Award.
- 🏆 2015 EASPD (European Association of Service Providers for Persons with Disabilities) Employment for All Award (Zadar, Croatia, May 2015).
- 🏆 2021 Alares National Award for Excellence in Social Inclusion, from the Alares Foundation (Madrid).

**ORGANISATION DATA**

**Name:** [La Fageda Fundació](#).

**Activity:** [Special Employment Centre that employs people with intellectual disabilities, severe mental disorders or in a situation of vulnerability through its productive activities.](#)

**Employees:** [350](#)

**Percentage of employees with disabilities:** [50%](#).

**Web:** [fageda.com/es](https://fageda.com/es)

**Location:** [La Garrotxa \(Catalonia\)](#).

**Scope:** [Local](#).





## Pintalpina brewery

**Sector:** Feeding.

**Category of practice:** Training and Inclusion in the labour market.

**Type of disability:** Intellectual.

**Brief summary of the practice:** Pintalpina is a brewery created by the Elianto Social Cooperative, which has an area for the development of skills and training of young people between 16 and 30 years old with intellectual disabilities, in the different professional activities that take place in a brewery, in order to enhance their inclusion in the labour market.

**Objective:** to promote a project that allows the inclusion of young people with intellectual disabilities in an activity that enables them to develop an active and recognised social role within the community.

**Detected need:** lack of training and labour inclusion of young people with disabilities (16 to 30 years old).

**Detailed description:** three training pathways:

- Educational practices for learning professional activity.
- Inclusive practices for the development of each person's soft skills.
- Professional internships for adaptation to professional activity.

Each internship area consists of situational training actions, simulations and real work activities under the close supervision of a trainer and/or a pedagogical figure who accompanies the young people in their growth pathways.

**Resources required:**

- ✚ Pedagogue for the training, development and monitoring of training and labour market insertion pathways.

**Benefits:**

- **Social Entity:** to promote the integration of people with disabilities into the labour market; respect for people and recognition of the identity of others; to contribute to creating a cooperative environment where the competences of each person, regardless of their disability, can be valued.
- **Employees/families:** acquisition of the knowledge and skills necessary to carry out a professional activity in a work environment.
- **Company:** promote the exchange of good practices and the training model for the better participation of young people with disabilities in the company; promote the culture of equal rights among people.

**Keys to success:**

- ✚ The presence of a full-time educator, during the training and the development of the work activity, represents the qualified element of the intervention.
- ✚ The role of the supervisor is always present and attentive to extract objective data, which allows him/her to modify the educational pathways in order to reorient the intervention and increase the chances of success of the initiative.

**Collaborations / Alliances:** Cariplo Foundation, Altromercato, Carrefour Market, various third sector organisations for the sale and distribution of the product.

**Links:**

- 👉 [pintalpina.it/sociale](http://pintalpina.it/sociale)
- 👉 [instagram.com/pintalpina](https://www.instagram.com/pintalpina)

### ORGANISATION DATA

**Name:** Cooperativa Social Elianto.

**Activity:** Social inclusion of people with disabilities and at risk of exclusion through the promotion of diversity, social equity and the promotion of work.

**Employees:** 5 partners - 4 working partners - 50 trainees.

**Percentage of employees with disabilities:** 50%.

**Web:** [pintalpina.it](http://pintalpina.it)

**Location:** Sondrio (Italy).

**Scope:** Local.

# CUSTOMER SERVICE





## Mutua Terrassa - Fundació Integralia Vallès

**Sector:** Customer service.

**Category of practice:** Inclusion in employment.

**Type of disability:** Physical.

**Brief summary of the practice:** In 2015, Mutua Terrassa created the Integralia Vallès Foundation to generate employment for people with disabilities in the Vallès region of Catalonia by setting up a call centre to attend to patients and users of the Mutua. The work centre of the Integralia Vallès Foundation operates as a Special Employment Centre (CEE).

**Objective:** to implement a quality and professionalised customer service through an integrated customer service model that responds to the needs of the population and is in line with the values of the organisation.

**Need detected:** lack of employment alternatives or Special Employment Centres (CEE) for people with physical disabilities in the Vallès area and improvement of the company's telephone service.

**Detailed description:** Mutua Terrassa assessed various existing initiatives in the call centre market for people with disabilities and identified the Integralia Foundation as an ideal partner to promote the initiative. To start the project, the Integralia Vallès Foundation was set up and the objective was to form a team of people with experience in contact centres and residents in the Vallès area. The team of 15 people with disabilities, mostly physical, began working for Mutua Terrassa from the facilities of the Integralia Foundation and a year later, with experience in telephone customer service, moved to the Integralia Vallès centre. The implementation of the call centre for the primary care telephone service has improved the quality of the services provided to patients and users.

For some years now, Mutua Terrassa has implemented the Integra't Programme, which facilitates the experience for a day of the staff of the work centres in the Foundation's call centre and vice versa, bringing employees of both organisations closer together and generating greater empathy. Mutua Terrassa works together with the Integralia Vallès Foundation to get call centre staff to join the company itself or other companies in the area. Mutua Terrassa recognises the foundation as a pool of talent with disabilities, thanks to which it has already been able to directly hire 3 people with disabilities.

### Resources required:

- ✚ Professionals from the areas of patient care, HR and technology at Mutua Terrassa.
- ✚ Adaptations to facilities for accessibility and workstations.
- ✚ 1 technician from the Support Unit, who accompanies employees with disabilities in the workplace.

### Benefits:

- 🟡 **Social Entity:** thanks to this initiative, the Fundació Integralia Vallès has guaranteed the integration into the world of work of people with major physical disabilities (people in the group of the aim is to make it easier for the greatest possible number of people with disabilities to be incorporated into the ordinary company).
- 🟡 **Employees / families:** "People first" is one of the five values of Mútua Terrassa. The desire to contribute to the inclusion of people with disabilities in the world of work in the Vallès area has directly and decisively benefited the employability of people with disabilities, as well as their family and social environment.
- 🟡 **Company:** for Mútua Terrassa it represents an activity, territorial deployment, growth of the portfolio of services, effective insertion in the ordinary company and greater visibility for an insertion project.

### Keys to success:

- ✚ The ability to see disability as an opportunity.
- ✚ To promote an inclusion project with the help of specialised and experienced entities.
- ✚ Caring for people.
- ✚ Promote a model of EWC, in which people's work experience is a springboard to employment in the ordinary company.



**Collaborations / Alliances:** Terrassa City Council Employment Office (FOMENT) and town councils of other neighbouring municipalities. This action is promoted and subsidised by the Department of Enterprise and Employment, and 100% financed by the REACT-EU fund as part of the European Union's response to the COVID-19 pandemic.

**Additional resources / Links:**

- [Integralia Vallès Foundation website](#)
- [News on Integralia Vallès in Canal Terrassa](#)

**Acknowledgements:**

- 🏆 2015 international recognition. International Award for Excellence in Corporate Social Responsibility, 39th International Hospital Congress. Chicago, 6 October 2015.
- 🏆 2017 CAMBRA Award for Commitment and Sustainability to Mútua Terrassa awarded by the Chamber of Commerce and Industry of Terrassa.

**ORGANISATION DATA**

**Name:** [Mutua Terrassa](#).

**Activity:** [Health care, personal autonomy and well-being of people](#).

**Employees:** [5,104](#)

**Percentage of employees with disabilities:** [4%](#).

**Web:** [mutuaterrassa.com](http://mutuaterrassa.com)

**Location:** [Terrassa \(Spain\)](#).

**Scope:** [Local](#).



# BANKING AND INSURANCE





## Personal assistant for employees with disabilities

**Sector:** Banking and insurance.

**Category of practice:** Inclusion in employment.

**Type of disability:** Different types of disabilities.

**Brief summary of the practice:** Banco Santander launches a recruitment process for personal assistants to accompany people with disabilities who work at the bank. Objective: to facilitate the inclusion of people with disabilities who work at the bank and generate the best working environment for them.

**Identified need:** some of the bank's disabled workers require personal assistance provided by their family members at the workplace, a need also identified by some of the candidates who apply for job vacancies.

**Detailed description:** whenever a process of integration of an employee with a disability is initiated, an assessment of all their specific needs is carried out to ensure that this inclusion is full and effective. In an initial phase, the employee, his or her family and disability organisations are listened to in order to prepare the office and define a welcome plan for any eventuality. The personal assistant is also listened to in a systematic way, gathering information that allows us to improve the employee's experience. The personal assistants help employees with their support needs in various day-to-day activities: orientation in the building, attention to their physiological needs, support with feeding.

### Resources required:

- ✚ Personal assistants.
- ✚ Coordinator of the Human Resources area.

### Benefits:

- 🟡 **Social Entity:** social organisations that promote projects to support the employability of people with disabilities collaborate with an experienced partner dedicated to this field.
- 🟡 **Employees / families:** to promote the autonomy and independence of workers and, consequently, to improve their quality of life and that of their families, freeing them from the costs associated with a personal assistant during working hours and/or informal assistance from their own family.
- 🟡 **Company:** Cultural, civic and entrepreneurial change throughout the team.

### Keys to success:

- ✚ Involve and actively listen to different stakeholders (disabled employee, family, personal assistants, HR, social organisations with employability projects for people with disabilities).
- ✚ Hire personal assistants tailored to needs.

**Collaborations/Partnerships:** Fundação Santander, Associação Salvador, Associação Portuguesa de Síndrome de Asperger (APSA), Valor T, Grace, Terra de Sonhos, Inclusive Community Forum (ICF), Café Joyeux Portugal.

### Additional resources / Links:

- 🔗 [Responsible Banking Report 2021](#)
- 🔗 [Santander Foundation](#)

### ORGANISATION DATA

**Name:** Banco Santander Totta, S.A.

**Activity:** Private banking.

**Employees:** 4,653

**Percentage of employees with disabilities:** 2.3%.

**Web:** [santander.pt/institucional](https://santander.pt/institucional)

**Location:** Lisbon and Porto, Portugal.

**Scope:** National.





## Ability Day

**Sector:** Banking and insurance.

**Category of practice:** Inclusion in employment.

**Type of disability:** Different types of disabilities.

**Brief summary of the practice:** BNP Paribas organises an inclusive recruitment event adapted to any form of disability.

**Objective:** to develop an event that allows social entities and people with disabilities to learn more about the bank and the employment options it offers; likewise, for the bank's professionals to break down stereotypes about people with disabilities and to value them as possible candidates for a job.

**Need identified:** difficulty in positioning BNP Paribas as an employer of people with disabilities, as the Group realised that this segment of the recruitment market perceived the advertised opportunities as inaccessible.

**Detailed description:** during Ability Day, BNP Paribas welcomes candidates interested in learning more about the bank, in a format similar to a job fair, where different teams present their activity and daily routine. Participants also have the opportunity to be interviewed at the event itself or to arrange a meeting with the recruiter at a later date. At the same time, BNP Paribas business area managers - team leaders or managers - have the opportunity to attend presentations by associations representing people with disabilities, with space to discuss issues related to the topic of inclusion in the work context, deconstructing limiting beliefs about the employability of people with disabilities.

### Resources required:

- ✚ BNP Paribas offices, which meet all accessibility requirements.
- ✚ Human Resources, Communication, Logistics, IT, etc. teams, both in their preparation and in welcoming and accompanying the participants.
- ✚ Written material used is translated into Braille and a Portuguese sign language interpreter is present.

### Benefits:

- 🟡 **Social Entity:** better relationship with social organisations that promote projects to support the employability of people with disabilities and greater understanding of BNP Paribas' talent needs.
- 🟡 **Employees / families:** apply for a job at BNP Paribas.
- 🟡 **Company:** presentation of BNP Paribas offices and departments to candidates, access to a pool of talent in a very short period of time, acceleration of the selection processes in which candidates will participate

### Keys to success:

- ✚ Accessible physical space: It is essential that the physical space is well prepared to accommodate everyone regardless of disability.
- ✚ Adapted communication measures, such as the adaptation of material to Braille or sign language interpreter.
- ✚ Analysis and contingency plan: as this is an event that foresees a lot of social interaction, it is also important to pay attention to the neurodiversity of the participants, anticipating what may be the triggers of possible uncomfortable situations, not only to alert the teams involved about them, but also to seek solutions to reduce the possible discomfort of some participants.

**Partnerships / Alliances:** Associação Salvador, Café Joyeux, CADin, APSA, Valor T, APPDI, ASHBIP.

### Additional resources / Links:

- 🔗 [News about Ability Day on BNP Paribas website](#)

### Reconocimientos:

- 🏆 [HR Magazine Inclusion and Diversity Award 2022](#)

**ORGANISATION DATA**

Name: **BNP Paribas.**

Activity: **Banking and insurance.**

Employees: **8,000**

Percentage of employees with disabilities: **2%.**

Web: [bnpparibas.pt/en](https://bnpparibas.pt/en)

Location: **Lisbon and Porto, Portugal.**

Scope: **Regional.**





## Labour Inclusion Programme

**Sector:** Banking and insurance.

**Practice category:** Inclusion in employment and training.

**Type of disability:** Different types of disabilities.

**Brief summary of the practice:** Ergo Hestia started the inclusion programme for people with disabilities in 2004 with the creation of the Integralia Foundation, whose mission is focused on the professional integration of people with disabilities in the labour market. The foundation first created jobs in the ERGO Hestia Group (GEH), and over time, they also offer services as a recruitment agency for other companies outside GEH. The foundation promotes a number of projects dedicated to the training of people with disabilities, which comprehensively prepare these people for work.

**Objective:** to increase the recruitment of people with disabilities in ERGO Hestia.

**Detected need:** high unemployment rate of people with disabilities in Poland (67%), which is why ERGO Hestia proposed to contribute to the solution of this problem by increasing the recruitment of people with disabilities.

**Detailed description:** The programme has 4 tracks for the incorporation of workers with disabilities:

- **General job offers:** through the offers provided by the company, candidates with disabilities are presented. No specific or exclusive offers are published for this group. If the company or the employee considers that they need any special support, they are referred to the Integralia Foundation.
- **ERGO Integralia:** the foundation recruits and presents candidates with disabilities to ERGO Hestia, and if the company selects them, they are hired through the foundation for a period of 2 years, until they are fully adapted to the company. During this time, Integralia carries out the performance assessment together with the manager of the ERGO Hestia area in which the worker is incorporated.
- **Metoo Programme:** this is an internal benefits programme through which a package of benefits is offered to workers with disabilities including: technical aids and mobility and communication and personal autonomy for people with disabilities; specialised medical assistance, medicine and 2 extra days off. Those workers who want to access the programme must declare their disability and in this way manage to bring it to light. During the year, one or several communication campaigns about this programme are carried out in order to make it known to new employees. When necessary, employees with disabilities receive additional support from the foundation in the form of individual sessions with a coach, psychologist or special training.
- **Efficient internship programme:** a programme aimed at university students with disabilities, which seeks to generate internship opportunities in the company for these students and to identify talent in order to subsequently offer them a job position. This programme has had very good results, and ERGO Hestia has even encouraged other partner companies to replicate it and become interested in attracting talent with disabilities through a programme of these characteristics. Fundación Integralia manages and coordinates this programme for ERGO Hestia and other companies.

**In a transversal manner, the company carries out:**

- Communication actions: internal and external, highlighting the value of employees with disabilities.
- Training and awareness-raising actions to: new employees in GEH - onboarding and onboarding teams, human resources employees and ERGO Hestia managers.

The trainings last approximately 2.5 hours in order to ensure that employees with disabilities are properly accommodated. In addition, the foundation acts as a mentor for each manager and provides guidance in situations that require additional support.

**Resources required:**

- ✚ This initiative is led by the heads of Marketing and Communication, Responsible Business and Human Resources.



### Benefits:

- 📌 **Social Entity:** thanks to the experience and drive of the ERGO Hestia Group, the Foundation has managed to be recognised as a successful entity, which currently provides services for more than 332 companies, achieving the insertion of more people with disabilities in the labour market and contributing to the sustainability of the entity itself.
- 📌 **Employees/families:** people with disabilities can use the services and help of experts: a professional counsellor and an employment agent. Students and graduates have the opportunity to acquire their first professional experience in the framework of apprenticeship or traineeship programmes organised within the ERGO Hestia Group.
- 📌 **Company:** having an inclusive corporate culture, exceeding the legally required quota of employees with disabilities. Ergo Hestia is highly recognised as an inclusive employer brand.

### Keys to success:

- ✚ The support and encouragement of the initiative by the company's Management Committee.
- ✚ The disability training provided to executives, managers and staff in general.
- ✚ The disability inclusion strategy is linked to several of the company's 50 KPIs on social and environmental issues.

**Collaborations / Alliances:** ERGO only collaborates with Fundación Integralia in order to channel all of the actions related to people with disabilities.

### Additional resources / Links:

- 📌 [ERGO Hestia 2022 Sustainability Report](#)
- 📌 [Integralia website](#)
- 📌 [Website Efficient Internship Programme](#)
- 📌 [ERGO Hestia disabled worker video story](#)

### Acknowledgements:

- 🏆 2022 - Medal of the Friend of Integration for the President of ERGO Hestia Group Piotr M. Śliwicki for many years of supporting activities in the field of social inclusion and increasing sensitivity to the needs of people with disabilities.
- 🏆 2022 - Social Responsibility Symbol 2022 for all activities involving people with disabilities. Disability in business environments.
- 🏆 2020 - Bronze Shield at the 2020 Responsible Film Festival for the ME TOO campaign.

### ORGANISATION DATA

**Name:** ERGO Hestia.

**Activity:** Insurance company.

**Employees:** 2.900

**Percentage of employees with disabilities:** 3.5%.

**Web:** [ergohestia.pl](http://ergohestia.pl)

**Location:** Sopot, Poland.

**Scope:** National.



# RETAIL





## Department of Diversity and Inclusion (D&I)

**Sector:** Retail.

**Practice category:** Inclusion at work.

**Type of disability:** Intellectual and physical.

**Brief summary of the practice:** El Corte Inglés Department Store creates a Diversity and Inclusion - D&I department.

**Objective:** to improve responsiveness to the company's diversity and inclusion needs.

**Need identified:** El Corte Inglés has experienced a broad scope and growth in the area of diversity and inclusion in recent years and therefore the need arose to create a D&I department, with people dedicated full time to this area in order to achieve better results.

**Detailed description:** The Diversity and Inclusion Department's mission is to ensure the fulfilment of all actions included in the inclusion plan and its functions include:

- Relationship with social institutions (very frequent contact with social entities to request profiles, ask for follow-up support, disseminate good practices, etc.).
- Recruitment and selection processes (processes adapted to the specificities of people with disabilities - form of outreach, adaptation of functions, flexible schedules, interviews, etc.).
- Contract management (renewals, changes to open-ended contracts and non-renewals).
- Management of internships, formalisation and monitoring of internships.
- Organisation of internal events (awareness-raising actions, exhibitions, inclusive cinema, volunteering, etc.).
- Participation in external events for the exchange of knowledge and experience, best practices and dissemination of project results.
- Data management and production of various types of reports at national level.
- Preparation of publications for the company's intranet and social networks (with Employer Branding).
- Internal training for employees (Diversity and Inclusion module).
- Application process for the Inclusive Employer Label and the Diversity Label (every 2 years).

### Resources required:

- ✚ The team consists of 3 people, 2 of which are based in Lisbon and 1 in Vila Nova de Gaia, thus covering the whole country and all its workshops in Portugal.

### Benefits:

- **Social Entity:** better coordination with social organisations promoting projects to support the employability of people with disabilities (e.g. awareness raising activities), facilitation of referral processes for offers/applicants, support from technicians experienced in each case/type of disability, thus creating a support network for training, selection and follow-up of placement and post-placement).
- **Employees/families:** greater autonomy and socio-occupational participation; personalised support; involvement in a structure of trust and rapid problem solving.
- **Company:** full autonomy to deal with D&I issues.

### Keys to success:

- ✚ Customised recruitment, selection and integration processes tailored to the needs of each individual case.
- ✚ Prompt response to problems related to candidates and/or workers with disabilities.
- ✚ Greater involvement and relationship with social entities.

**Collaborations / Alliances:** it currently works with around 20 entities, such as Asociación Salvador, OED, APPC, which help daily in the different phases of the recruitment, selection and integration process of people with disabilities or other vulnerable publics.

### Additional resources / Links:

- [Video testimony of workers with disabilities at El Corte Inglés](#)
- [Video on Diversity and Inclusion at El Corte Inglés](#)

**Reconocimientos:**

- 🏆 [Recognition as an Inclusive Employer Brand Seal by the Institute for Employment and Vocational Training, for 3 consecutive years \(2021, 2022 and 2023\).](#)

**ORGANISATION DATA**

**Name:** [El Corte Inglés Grandes Armazéns.](#)

**Activity:** [Retail distribution company linked to the El Corte Inglés Group.](#)

**Employees:** [3,200](#)

**Percentage of employees with disabilities:** [2.80%.](#)

**Web:** [elcorteingles.pt](http://elcorteingles.pt)

**Location:** [Lisbon and Vila Nova de Gaia \(Portugal\).](#)

**Scope:** [National.](#)





## “Not less than 4%”

**Sector:** Retail.

**Practice category:** Inclusion in employment and training.

**Type of disability:** Different types of disabilities.

**Brief summary of the practice:** Leroy Merlin develops an internal communication strategy and alliances with partners, aimed at all its centres and their management teams, which focuses on promoting the recruitment of people with disabilities, highlighting the value provided by people with this profile.

**Objective:** to reach 4% of people with disabilities in its workforce by December 2023. Not only at national level, but for each work centre (shops and central services).

**Identified need:** to increase the number of workers with disabilities.

**Detailed description:** the main activities carried out are:

- 🟡 **Communication campaign “Capable of anything” at an internal and external level with a double objective:** on the one hand, to raise awareness among managers and teams of the value provided by profiles with disabilities; and, on the other hand, to position itself as an employer of reference for this group and attract talent with disabilities.
- 🟡 **Alignment with the regions:** involve HR in the regions to generate more employment opportunities for people with disabilities and create a community of inclusive leaders in which to share good practices. The Diversity and Inclusion area sends a monthly report by regions and shops, and gives visibility to a good practice in favour of the inclusion of people with disabilities.
- 🟡 **Alliance with partners:** disability organisations play a key role in the project. The company has 4 strategic partners at national level (Adecco Foundation, Randstad, Inserta Empleo and Integra Foundation) and also 37 local entities to access a wide pool of candidates with disabilities. They meet with the partners on a monthly basis to give feedback on the selection processes and the resulting candidates.
- 🟡 **Awareness-raising and training on disability:** the company has developed a training itinerary on disability consisting of 2 actions: the new paradigm of disability, given by Fundación Pegasus and Inclusive selection, given by ETHIKOS CONSULTORES.
- 🟡 **Monitoring and follow-up:** monitoring of the diversity and inclusion manager in the shops to ensure that the objective set is met.

**Resources required:**

- ✚ 1 person in charge of Diversity, Equity and Inclusion.
- ✚ 2 dedicated selection technicians to identify candidates with disabilities.

**Benefits:**

- 🟡 **Social Entity:** it works closely with various non-profit organisations that work every day to improve the quality of life of the vulnerable groups on which it focuses its Social Action, and has the participation as volunteers of Leroy Merlin employees throughout Spain, who participate as volunteers, giving hours of their time to social causes.
- 🟡 **Employees / families:** thanks to the collaboration programmes they have created with various organisations, employees with disabilities can be trained and gain professional access to better jobs, a benefit that has an impact on their quality of life and their family environment.
- 🟡 **Company:** Leroy Merlin is proud and very satisfied with the collaboration and involvement of each and every one of its employees, who not only learned more about inclusion and the talent of people with disabilities, but also generated a cultural change in the organisation itself.

**Keys to success**

- ✚ Engage partners, from senior management to shop employees.
- ✚ Awareness-raising.
- ✚ Moving from the model of for people to with people

**Collaborations / Alliances:** Adecco Foundation, Randstad, Inserta Empleo and Integra Foundation and also with 37 local entities.



**Links:**

👉 [Value Footprin](#)

**Testimonials / Acknowledgements:**

- 🏆 [First prize in the Top Diversity 2022 category, for the project "No less than 4%".](#)
- 🏆 [Adecco Foundation's Best Practice in Labour Inclusion Award, for the 360 Disability Policy](#)

**ORGANISATION DATA**

**Name:** [Leroy Merlin.](#)

**Activity:** [Multinational company dedicated to the sale of DIY products.](#)

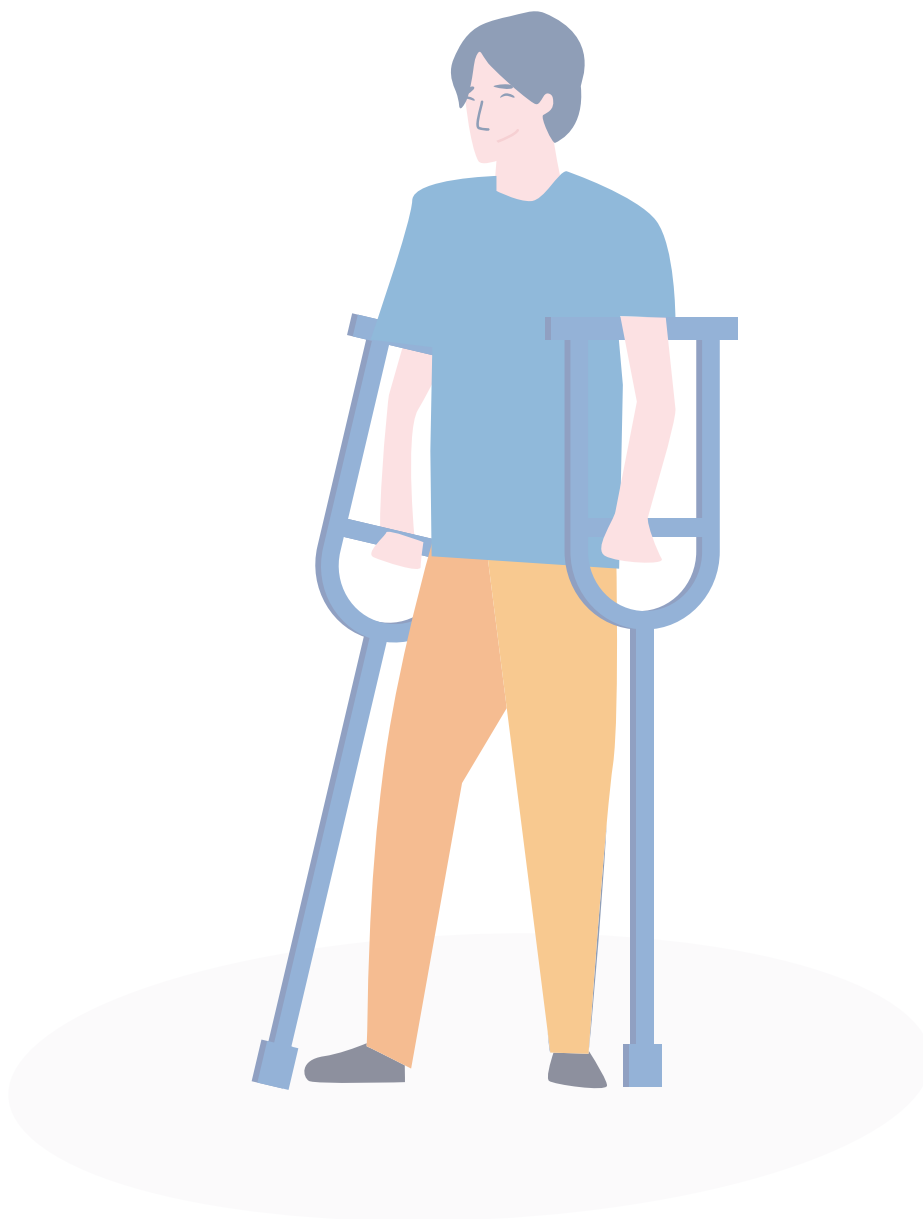
**Employees:** [17,949 in 132 shops.](#)

**Percentage of employees with disabilities:** [3.29%.](#)

**Web:** [corporativo.leroymerlin.es](#)

**Location:** [Spain.](#)

**Scope:** [National.](#)



# TRAINING





## Life Project

**Sector:** Training.

**Category of practice:** Training.

**Type of disability:** Intellectual, specifically Autism Spectrum Disorder (ASD).

**Brief summary of the practice:** Cooperativa Focus implements a training programme for work inclusion for 8 to 12 young people with autism spectrum disorder through internships in various jobs.

**Objective:** labour inclusion.

**Identified need:** to identify difficulties in working with people with disabilities in a work context.

### Detailed description:

- 🟡 **Training:** The training programme lasts for 10 weeks during which the young people undertake three internship rotations in which they explore possible career paths while gaining skills. Throughout the training period, there is a continuous and permanent presence of the coaching and support team to build on the strengths and skills of the trainees and to identify their interests.
- 🟡 **Internships:** Learning through work placements on the job (learning by doing) throughout the training period. A team of tutors plans the placement, raises disability awareness, conducts regular communication with families, prepares trainees for placement, coordinates job search planning meetings and visits to trainees and briefs all team members.

### Resources required:

- ✚ 2 full-time staff on the work premises, a training space and training materials, projection resources, internet, etc.

### Benefits:

- 🟡 **Social Entity:** to design, develop and apply innovative solutions that lead to the active participation of people with ASD in society.
- 🟡 **Employees / families:** maximising autonomy to promote well-being and quality of life.
- 🟡 **Company:** hiring people with disabilities with a high capacity for autonomy.

### Keys to success:

- ✚ Small number of students, to facilitate learning.
- ✚ Assessment and customisation of each process to adapt it to the needs of each beneficiary.
- ✚ Multifunctional equipment that monitors the processes..

**Partnerships / Alliances:** Cooperativa Focus collaborates with several social entities, such as Pais em rede, APCB, MAPADI, APPACDM PORTO, Centro Novais e Sousa, Creci Braga.

### Additional resources / Links:

- 👉 [Projetos : Cooperativa Focus](#)

### Acknowledgements:

- 🏆 [BPI Capacitar Award 2017](#)

### ORGANISATION DATA

**Name:** Focus Cooperative.

**Activity:** Develops projects for people with autism spectrum disorder.

**Employees:** 16

**Percentage of employees with disabilities:** 0%.

**Web:** [cooperativafocus.pt](http://cooperativafocus.pt)

**Location:** Porto, Leça do Balio and, Vale de Cambra - (Portugal).

**Scope:** Regional.



## Integralia School

**Sector:** Training.

**Category of practice:** Training and labour inclusion.

**Type of disability:** Different types of disabilities.

**Brief summary of the internship:** the Fundación Integralia internship consists of a training programme through a school specialising in the development of skills for contact centre activity and the digital sector, the handling of the tools necessary to carry out this activity and internships in a real environment that allow students to get closer to the workplace, smoothing out the usual learning curve. The project includes continuous support throughout the training and internship process so that students can receive feedback on their strengths, areas for improvement and specific guidelines aimed at improving their skills at all times.

**Objective:** to facilitate job opportunities for unemployed people with disabilities, who need training to start their working life or refocus their professional career, training them in a sector with a high demand.

**Detected need:** lack of work experience, training and skills necessary for people with disabilities to be able to work in growing sectors such as the contact centre and the digital sector.

**Detailed description:** the training project includes: the management of the knowledge and tools necessary to develop the activity of the contact centre and digital activity sectors; and internships in a real environment for the development of skills. In addition, they also have a continuous accompaniment throughout the training and internship process so that students can have direct feedback at all times. Every year, an average of 15 training courses are given at the Integralia School, with the participation of approximately 200 people, which guarantee employment in the 7 Special Employment Centres operated by the Integralia Foundation or in companies in these industries, with whom the foundation collaborates and helps to incorporate people with disabilities into their workforces. In the 11 years of implementation of the programme, 1,702 people with disabilities have been trained at the Integralia School.

### Resources required:

- ✚ Team of trainers/facilitators specialising in the Soft and Hard Skills subjects needed in Contact Centre and for the digital transformation of the sector.
- ✚ Expert teachers in the different specialities such as web accessibility, user testing, etc.
- ✚ Professional experts from the collaborating ICT companies.

### Benefits:

- 🟡 **Social Entity:** Fundación Integralia, in collaboration with Contact Centre and Customer Service companies, carries out specialised courses in banking, insurance, telecommunications, utilities and healthcare, or in the technology sector in activities such as accessibility, testing, etc., with post-training internships, and is committed to the employment of at least 60% of the students. People who do not the new recruits are incorporated into training itineraries or become part of the Integralia Job Bank for new employment projects that arise; a circular process that benefits the parties involved in the project.
- 🟡 **Employees / families:** to promote the training of people at risk of exclusion who have given a new direction to their professional profile, providing them with training in growth sectors such as customer service or technology with high employability. Support with specialised staff (coaching in the adaptation of the selected trainees to their workplace and working environment). Outplacement of workers with disabilities whose contracts have ended due to the end of the campaign or management of the service. Employment allows personal development, generates autonomy, helps socialisation and inclusion.
- 🟡 **Business:** access to talent with disabilities with the basic skills and competencies to develop in different jobs. Transform organisations into more inclusive companies that harness diverse talent.



### Keys to success:

- ✚ Develop a theoretical-practical training programme for the Contact Centre or Digital Business sector with an approach to the workplace in a real environment.
- ✚ Accompaniment by a School mentor is a differential value compared to other training models because it allows us to give each person the resources and opportunities they need to obtain results similar to those of any company.
- ✚ The foundation's comprehensive knowledge of the business activity and the context of the person with a disability generates understanding and complicity between the two. In addition, it helps to enrich and grow personally and professionally, a facet that, for various reasons, has not been accessible to a large number of people with disabilities.

**Collaborations / Alliances:** Inserta Empleo, Cocemfe, Konecta, Incorpora, Discatel, or Integra.

### Additional resources / Links:

- 👉 [Web Escuela Integralia](#)

### Testimonials:

- ✚ [Video testimonials Integralia School students](#)
- ✚ [Video testimony of Integralia school students](#)
- ✚ [Integralia School in Colombia](#)

### Acknowledgements

- 🏆 [2024 Finalist Zero Project category inclusive education and information and communication technologies \(ICTs\)](#)
- 🏆 2020 - Alares Awards in the Special Employment Centre category for its work in the labour inclusion of people with disabilities.
- 🏆 2022 - FEDEPE: Special Mention for promoting the professional development of women with disabilities.
- 🏆 2010 - Fundación SERES Award for Innovation and Social Commitment of the Company

### ORGANISATION DATA

**Name:** [Integralia Foundation](#).

**Activity:** [Social and labour inclusion of people with disabilities and chronic/degenerative illnesses, with priority given to the highly disabled and with difficulties in entering the labour market.](#)

**Employees:** 640

**Percentage of employees with disabilities:** 99.52%.

**Web:** [dkvintegralia.org](http://dkvintegralia.org)

**Location:** [Madrid](#), [Sant Just Desvern](#) and [Terrassa](#) (Barcelona), [Badajoz](#), [Denia](#) (Alicante), [Gijón](#) (Asturias), [Jerez de la Frontera](#) and [San Fernando](#) (Cádiz), [Zaragoza](#) - (Spain).

**Scope:** [National and international](#).



# HOTEL AND CATERING





## Joyeux Coffees

**Sector:** Hotel and catering.

**Category of practice:** Training and labour inclusion.

**Type of disability:** Intellectual.

**Brief summary of the practice:** Café Joyeux is a project born in France in 2017, implemented by the Associação VilacomVida in Portugal and consists of a chain of cafés that trains and hires young people over the age of 18 with intellectual developmental disabilities (IDD). The young Equipiers work, while receiving multi-skilled training in the catering area.

**Objective:** to provide an inclusive and integrating response to young people with IDD, enabling them to make a better transition from school life to the world of work, increasing their autonomy by harnessing and stimulating the full potential of these young people.

**Identified need:** difficulty in the transition of young people with IDD from school life to the world of labour.

**Detailed description:** The project starts with the selection of candidates, which involves several teams, including Human Resources. Once interviewed and selected, candidates are trained in various roles by a specialised team during a 3-month trial period, where they gain experience and confidence in tasks such as barista, cashier, kitchen and customer service. At the end of the probationary period, most participants are integrated with a permanent contract. The training process, which can last up to 2 years, is carried out through the Joyeux School, which trains participants in technical and transversal skills. This training values in-company experience, combining technical and professional attributes with work knowledge and attitudes. It employs a methodology called FAST, which uses a positive pedagogy based on didactic material and rewards rather than punishes. This method begins with an analysis of the work situation, identifying skills and knowledge needed to create a learning environment. The aim is to understand the individual in a global work context, which requires interaction and feedback between teams to improve the process.

### Resources required:

- ✚ 1 or 2 managers per café.
- ✚ Supervisor responsible for the kitchen.
- ✚ Responsible for room and customer service.
- ✚ Impact Team, Marketing and Communication Team, Finance and Human Resources.

### Benefits:

- **Social Entity:** to strengthen the learning and employment opportunities of these citizens, ensuring the sustainability of the project at the same time.
- **Employee / Families:** increased self-confidence and self-esteem, more active social life.
- **Company:** atmosphere of trust and joy.

### Keys to success:



- ✚ Combine apprenticeship and training, with a permanent contract job.
- ✚ Offers multi-purpose training (barista, cashier, table service and kitchen).
- ✚ Hire to train, building confidence and motivation for young people and their families.

**Collaborations/Partnerships:** Rede Social Cascais, Cidades das Profissões, Crinabel, Valor T, CERCI Lisboa, CERCICA, Pais em Rede, APPACDM de Lisboa, CADIn, APSA, AFID, Operação Emprego Deficiência (OED), Associação QE (Quinta Essência), Pais 21- Down Portugal, Centro de Desenvolvimento Infantil DIFERENÇAS, Fundação Liga, Associação Salvador.

### Additional resources / Links:

- [Cafés Joyeux Portugal website](#)
- [Instagram profile Cafés Joyeux Portugal](#)

**Acknowledgements:**

-  Inclusive Tourism National Finalist Award 2022
-  AHRESP 2023 Finalist Award

**ORGANISATION DATA**

**Name:** [Associação VilacomVida / Café Joyeux](#).

**Activity:** [Social inclusion of children and young people with intellectual and developmental disabilities \(IDD\)](#).

**Employees:** 33

**Percentage of employees with disabilities:** 12%.

**Web:** [vilacomvida.pt](http://vilacomvida.pt)

**Location:** [Lisbon, Portugal](#).

**Scope:** [Regional](#).







## Albergo Ético - accessible tourist accommodation run by people with Down's Syndrome

**Sector:** Hotel and catering.

**Category of practice:** Training.

**Type of disability:** Intellectual, physical and sensory.

**Brief summary of the practice:** Albergo Ético is a model of sustainable tourist accommodation in which a vocational training programme is developed through which people with Down's syndrome and/or cognitive, sensory and physical deficits learn tasks such as the management of the reception, breakfast room, kitchen and rooms. The project also includes the families, who are involved by encouraging their responsibility and participation through the Training Pact, so that the young people included in the programme can acquire a high degree of personal autonomy. The ethical hotels have an average of 20-25 rooms and are comparable to traditional family hotels.

**Objective:** to increase the independence and employment opportunities of people with disabilities - favouring their social inclusion - through training and employment and, at the same time, to support their families, develop the necessary skills for active citizenship and raise awareness in the business world and, in particular, in the hotel and catering tourism sector.

**Identified need:** support for the social protection of people with disabilities, vulnerable groups and those at risk of poverty.

**Detailed description:** there are three main activities:

- **Training:** for three years, training activities are developed through which the beneficiaries acquire specific professional skills in the work and personal sphere. The training programme focuses on the learning and management of various hotel and catering activities through the learning by doing methodology: catering, reception, breakfast service, room cleaning, table service and cooking, among others.
- **The Independence Academy:** for a period of about five years, the beneficiaries of the programme live independently in a guesthouse. The model involves more experienced people mentoring newcomers, in a peer-to-peer education mechanism through mentoring, emulation, support and mutual monitoring. Collateral activities that stimulate independence, growth and personal safety include: judo, Nordic walking, hiking, marathon, shiatsu massage, art workshops, digital labs, model without barriers, WhatsApp group, etc.
- **Tourist reception:** the training activities and the Independence Academy aim to develop a complete hotel and catering activity, offering a medium-high quality tourist reception model, perfectly combined with an activity of high social impact.

**Resources required:**

- ✚ Professionals who provide training at the Albergo Etico following the Montessorian-inspired Download Method.
- ✚ Technicians specialised in awareness-raising activities for entrepreneurs.

**Benefits:**

- **Social Entity:** community awareness-raising.
- **Employees / families:** labour inclusion and personal autonomy of people with disabilities.
- **Enterprise:** local business network on the social inclusion of people with disabilities; To promote a model of accessible tourism with a high social impact.

**Keys to success:**

- ✚ Inclusive training that is attentive to new emerging needs, with the application of the Download Method based on the principles of equal treatment, accessibility and non-discrimination of people with disabilities.
- ✚ Awareness-raising activities aimed at entrepreneurs aim to revolutionise the perspective of hiring a worker with a disability, placing value on his or her talent and not on the basis of a disability burden and/or a regulatory obligation.
- ✚ Involving business enables the inclusion of people with disabilities, with the end result of full entry into active civil society as volunteers, workers and independent citizens.
- ✚ The structures of Albergo Etico are structures for all, without barriers, an example of tourism accessible.



**Collaborations / Partnerships:** Frolla Microbiscottificio, Fondazione Haiku Lugano, Fiu Embrace (Miami), Cooperativa Sociale Etnos, Mestieri Lombardia sede di Sondrio, SpaH - Benessere in Comunità.

**Additional resources / Links:**

- 📖 [Book Albergo Etico](#)
- 📖 [Report on the experience of Albergo ético](#)

**Testimonials / Awards:** Albergo Etico has received several awards, including:

- 🏆 Premio per le Strategie di Coesione Sociale per i Giovani, Fondazione Unicredit, 2017
- 🏆 Unesco World Heritage Prize Colline Langhe - Monferrato - Roero, 2018
- 🏆 Campione Award - City Angels, 2020
- 🏆 Angelo Ferro Award for Social Innovation, 2021
- 🏆 Premio Volontariato ed Economia civile, città di Asti e Regione Piemonte, 2021

**ORGANISATION DATA**

**Name:** [Download Società Cooperativa Sociale O.n.l.u.s. - Albergo Etico.](#)

**Activity:** [Labour inclusion and training of people with disabilities, especially people with Down's syndrome and intellectual, sensory and physical disabilities.](#)

**Employees:** 45

**Percentage of employees with disabilities:** 30%.

**Web:** [albergoetico.it](http://albergoetico.it)

**Location:** [Asti \(Italy\).](#)

**Scope:** [National.](#)





## Frollalab

**Sector:** Hotel and catering.

**Category of practice:** Training and labour inclusion.

**Type of disability:** Intellectual.

**Brief summary of the practice:** Frollalab is a project that includes the production and sale of food, highlighting the production and sale of biscuits and cakes. The project has a shop that on Saturdays and Sundays opens "Diversamente bar" to offer breakfast service, bar and a foodtruck (Frollabus), a service that was born in times of pandemic and that offers a mobile breakfast service.

**Objective:** to train and include people with disabilities in the labour market through the pastry-making and catering trade.

**Detected need:** at the end of the school stage, young people with disabilities find it very difficult to find a suitable job, and if they do find one, it is often far from their abilities and aspirations. The lack of studies and work experience oriented and adapted to them often results in frustration, dissatisfaction and isolation of the person, a situation that also affects the whole family environment.

**Detailed description:** young people who join the Frollalab project enter a training itinerary in which they acquire specific professional skills in the field of pastry production and more transversal skills needed to live independently. In the welcome itinerary, the trainees go through the different areas and contexts that make up the project: pastry laboratory, bar and mobile van; with the aim of getting to know their abilities, skills and interests better. In this way, the professionals involved in the project can better adapt the training itineraries and activities to each person, according to their wishes and abilities: activities that do not require contact with the public (the pastry laboratory) and activities that involve direct contact with the public (the shop, the bar, the mobile van, various events, etc.). The young people work in small groups accompanied by sector specialists and educators.

**Resources required:** professionals in the pastry sector and professionals.

### Benefits:

- 🟡 **Social Entity:** contributes to creating a motivating environment for all members of the working group; improvement of the percentage of people with disabilities hired.
- 🟡 **Employees/families:** it favours the development of personal skills, verbal communication, listening and comprehension skills, broadening and improvement of interpersonal relationships.
- 🟡 **Company:** incorporating diversity in company teams; learning to work with people who have different skills.

### Keys to success:

- ✚ Appropriate training and continuous on-the-job learning.
- ✚ The trust placed in young people who, by taking responsibility and receiving recognition for their work in the company, tend to recognise themselves more in their role and, therefore, make a greater contribution to themselves (through their empowerment) as well as to the company in which they work.
- ✚ The family disengagement that occurs when some of the young people go through the programme generates greater autonomy and independence.

**Partnerships / Alliances:** local authorities and private companies in the province of Ancona and the Marche region. Primary and secondary schools, hotel and catering schools, Clementoni, social cooperatives and voluntary associations.

### Additional resources / Links:

- 🔗 [Book on the Ethical Shelter experience](#)
- 🔗 [Report and video on Ethical Shelter](#)



### Testimonials / Acknowledgements:

- 🏆 European Citizen of the Year Award 2021, for providing opportunities for social and employment inclusion for people with disabilities. The award, of symbolic value, was presented in Brussels on 9 November 2021 on behalf of Italy.
- 🏆 HOMI Special edition Sustainable Award (March 2022).
- 🏆 Premio Cambiamenti CNA 2021 Menzione speciale inclusività (novembre 2021).
- 🏆 Solidarietà Hug (February 2020).
- 🏆 Inclusione 3.0 (gennaio 2019).

### ORGANISATION DATA

**Name:** [Frolla Cooperativa Social - Frollalab.](#)

**Activity:** [Training and labour inclusion of people with disabilities.](#)

**Employees:** 48

**Percentage of employees with disabilities:** 42%.

**Web:** [frollalab.it](http://frollalab.it)

**Location:** [Osimo, Ancona - Regione Marche \(Italy\).](#)

**Scope:** [Regional.](#)





## Matt's Rob Association

**Sector:** Hotel and catering.

**Practice category:** Inclusion in employment and training.

**Type of disability:** Psychosocial and cognitive.

**Brief summary of the internship:** Rob de Matt Association develops an inclusive training programme in a restaurant, through an itinerary with internship activities, for people with psychosocial and intellectual disabilities selected for their ability and interest in the restaurant sector. The students who take part in the programme are included in the restaurant's professional team, under a learning by doing model.

**Objective:** The aim of the training programme is the inclusion of the trainees in the labour market through their employment.

**Detected need:** scarce labour market insertion and training in labour skills for people with disabilities. disability

**Detailed description:** the basic catering and table service course is 60 hours, divided into 3 modules of 20 hours each, divided into the following areas:

- Module 1 Risto-bar/cafeteria
- Module 2 Table service area
- Module 3 Customer Relationship Management

The training serves to become aware of one's own competences for the role and tasks. The skills and knowledge acquired during the course are deepened in subsequent extracurricular internship activities, with a minimum duration of 2 months and a maximum duration of 12 months. Finally, the most motivated and willing to go deeper into the working environment are taken on board.

**Resources required:** two internship leaders (management and education function), seven company tutors distributed among the room and kitchen managers.

### Benefits:

- **Social Entity:** promoting the employment of disadvantaged people and the culture of social inclusion.
- **Employees/families:** improve the well-being and self-esteem of both family members and candidates; improve the standard of living.
- **Company:** providing services to companies both in terms of training and exchange of good practices; incorporating diversity in company teams.

### Keys to success:

- ✚ The development pathways of the participants include the reinforcement of social/relational and professional competences and also include the improvement of their well-being.
- ✚ The staff team, as it currently has seven employees with disabilities from different traineeships.
- ✚ The visibility achieved in recent years by the project has increased society's awareness of social and labour inclusion.

**Partnerships / Alliances:** private companies, public companies that benefit from catering services: Cps, Consorzio Sir, Afol, Fondazione S. Carlo, Centro Servizio Formazione Lombardia, A&I, IAL Lombardia.

### Additional resources / Links:

- [Matt's video experience Rob](#)

### ORGANISATION DATA

**Name:** Rob de Matt - Restaurant and Bistrot.

**Activity:** Social inclusion through catering and events.

**Employees:** 20 employees and 8 apprentices (average).

**Percentage of employees with disabilities:** 20%.

**Web:** [robдемatt.org](http://robдемatt.org)

**Location:** Milan, Italy.

**Scope:** Local.

# PRINTING AND IMAGING





## Sprint

**Sector:** Printing and imaging.

**Category of practice:** Training.

**Type of disability:** Mental and cognitive, risk of exclusion.

**Brief summary of the internship:** it is a training programme in textile printing (screen printing, laser, digital, etc.).

**Objective:** to provide tools for social inclusion to adolescents and young people, with or without disabilities in vulnerable situations.

**Detected need:** adolescents and young people who are at risk of exclusion, in addition to situations of dropping out of school, conflicts with educational agencies, difficulties in relationships with the family, group and/or adult figures in general, difficulties in accessing the labour market.

**Detailed description:** young people with difficulties are detected in collaboration with the mental health centres of the territory and the public services of pathological addictions of the National Health System (SerT). Sprint initiates a process of social or work reintegration that constitutes the main instrument of preventive and educational intervention. This process of social or labour re-inclusion involves a training itinerary that is tailor-made for each person and counts on the active presence of tutors in the different itineraries personalised for each project, according to the referring services, duration, objectives and access modalities (days per week, timetables). Such as:

- Curricular internship, 2 months.
- Associative retraining, minimum 2 months up to a maximum of 24 months.
- Training and guidance internships, minimum 2 months, maximum 12 months.
- Internships for labour insertion or reinsertion, minimum 2 months up to a maximum of 12 months.

### Resources required:

- ✚ Professionals in screen printing and various types of printing.
- ✚ Partner-workers and employees involved in the project.

### Benefits:

- **Social Entity:** to promote the valorisation of disadvantaged people and their integration into the labour market.
- **Employees / families:** increased self-esteem, self-efficacy in the relational dimension and social integration, increased sense of responsibility and overall quality of life, acquisition of social and relational skills, recruitment.
- **Company:** fostering the acquisition of skills to learn to work with people who have different skills, the acceptance of diversity in company teams, the change of perspective in services and projects.

### Keys to success:

- ✚ The process of labour insertion, aimed at re-socialisation or recruitment, goes through a series of attentions that determine the value of the service.
- ✚ Through the pathway and the constant presence of the mentor mentor, the adolescent can gradually experience themselves within a sensitive but nurturing environment, so much so that they can feel increasingly part of a group and an organisation as a whole, improving their levels of self-esteem and confidence.
- ✚ Sharing needs/objectives with social services and a close collaborative relationship during the development of the apprenticeship.

**Collaborations / Partnerships:** Province of Lecco, Consorzio Consolida, Multipurpose Vocational Training Centre, Mestieri Lombardia, Casa Don Guanella, Consorzio Desio Brianza, DSM and SerT Regione Lombardia, Disabled and Weak Groups Placement Service, CFPP Lecco, Department of Mental Health and Addictions ASST Lecco.

### Additional resources / Links:

- [cooperativasprint.it](http://cooperativasprint.it)

**ORGANISATION DATA**

**Name:** Cooperativa Social Sprint.

**Activity:** training for young people and adolescents at risk of exclusion and/or with disabilities (basically cognitive and mental).

**Employees:** 12

**Percentage of employees with disabilities:** 40%.

**Web:** [sprintcoop.it](http://sprintcoop.it)

**Location:** Civate (Italy).

**Scope:** Local.





# HUMAN RESOURCES





## Recruitment Meetings

**Sector:** Human Resources.

**Category of practice:** Training and labour inclusion.

**Type of disability:** Physical.

**Practice brief:** Associação Salvador launches speed recruitment meeting to bring together companies and candidates with disabilities.

**Objective:** to introduce job seekers with disabilities to companies wishing to recruit talent.

**Detected need:** lack of meeting spaces between companies and candidates with disabilities, allowing them to get to know each other and explore the possibilities of inclusion in the labour market. Difficulty for candidates with disabilities to access opportunities adapted to their needs and for companies to find talent with disabilities.

**Detailed description:** the meeting brings together 40 companies and 40 candidates, and starts with an inspirational speech about diversity and inclusion in companies. The main activity revolves around speed recruitment, a process in which each company and each candidate has the opportunity to have several 15-minute job interviews. Prior to the meeting, a preliminary screening and selection process is carried out to match the profile and interest of the candidates to the needs and opportunities of the participating companies. Candidates have access to the list of companies with which they will have a 15-minute interview, and the companies have access to the CVs of the participants, in order to facilitate a better knowledge of the parties and improve the contact during the interview. After the interviews, a follow-up and evaluation is carried out with the companies and with the candidates, in order to facilitate the process of inclusion of the candidates in the labour market and to gather the opinion of both parties on aspects such as the performance of the candidate, the way of integration and welcome by the employer, the way of inclusion and participation of the candidate in the dynamics of the company, etc. Recruitment meetings are preferably face-to-face, but there is also an online format. In general, the use of both modalities is combined to facilitate the presence of all those people with greater mobility difficulties and the participation of companies and individuals who are far from the places where the face-to-face recruitment meetings are held.

### Resources required:

- 2 people in charge of the employability project of the Salvador Association.
- 40 companies, represented by recruiters; and 40 candidates.
- A room with good acoustic conditions is required, with tables and chairs for each company, allowing distance between companies, good communication and privacy during the interviews.

### Benefits:

- **Social Entity:** networking; dissemination of the project; promotion of new practices; raising awareness of the involved.
- **Employees/families:** networking and training for future interviews.
- **Company:** time to share good practices and quick contact/interviews with potential candidates with physical disabilities.

### Keys to success:

- ✚ Promotion of a meeting between people with physical disabilities who are unemployed or looking for an opportunity in the labour market and recruiters looking for talent, at no cost to participants.
- ✚ Format that allows for a larger number of interviews.
- ✚ Personalised assignment of the interviews and according to the proximity/knowledge between the technicians of the project promoter of the event and the companies/candidates.

**Collaborations / Alliances:** Asociación Salvador works in collaboration with various social entities related to disability, with the aim of recruiting candidates, promoting their training and working on their employability skills.

**Additional resources / Links:**

- [News on recruitment meeting](#)
- [Video Job Fair 2019](#)

**Testimonials:** *"The Recruitment Meeting is a nervous moment, but it is also the moment to test everything we have learnt during the training courses and the Bootcamp in short interviews with companies that are really hiring and whose vacancies might fit our profile.*

*This is the time to check whether you have prepared well for the interview and to make a good first impression on employers, which could lead to a job opportunity.*

*However, even if this does not happen immediately, it is an opportunity to raise your profile, improve your interview behaviour and establish contacts with recruiters, which can "open the door" to a future job opportunity"* - **Joana Bernardo, antigua participante en el proyecto "Destino: Empleo" y actual empleada del Santander.**

**ORGANISATION DATA**

**Name:** [Associação Salvador.](#)

**Activity:** [Care for people with physical disabilities.](#)

**Employees:** 23

**Percentage of employees with disabilities:** 3%.

**Web:** [associacaosalvador.com](http://associacaosalvador.com)

**Location:** [Portugal.](#)

**Scope:** [National.](#)





## No Limits - Inclusive routes for people with disabilities

**Sector:** Human Resources.

**Category of practice:** Inclusion in employment.

**Type of disability:** Intellectual, psychosocial and physical.

**Brief summary of the practice:** Mestieri Lombardia develops individualised itineraries with the support of a tutor dedicated to the disabled person, in order to promote personal wellbeing and labour insertion in business and cooperation contexts.

**Objective:** to provide guidance, selection, professional support and mentoring services for people with problems of social marginalisation and difficulties in finding their own place in the labour market, throughout the Lombardy Region.

**Detected need:** there is a target group of unemployed people, young people between 18 and 30 years old who have finished school, with different types of disabilities (intellectual, psychosocial and physical), who have not found an opportunity in the labour market.

**Detailed description:** in Italy, each candidate (person looking for a job) is assigned a budget according to a series of variables, the "dowry"<sup>11</sup>, which he/she can "invest" in him/herself to activate work services useful for the improvement of soft and hard skills or in training itineraries to facilitate insertion in the world of work. The interested person must submit an application for assistance and the Mestieri agency carries out preliminary meetings/interviews that will allow it to get to know the applicant in greater detail and, from there, to begin the process of designing the specific itinerary that can lead to integration into the labour market in a period of 6 to 12 months.

For each candidate, an individualised pathway is defined and closely supervised by a tutor, both for the improvement of skills and for the mediation towards business contexts.

Through the professional guidance service, the tutor will be able to carry out: support for the active search for employment, analysis of the economic resources available, coaching, internships, support for the creation of companies, help in the search for family assistants, training, periodical verification of the process, job placement and final assessment of the process.

**Necessary resources:** multidisciplinary team with psycho-socio-educational skills and experience in the world of active labour and disability policies.

### Benefits:

- **Social Entity:** to promote the integration of people with disabilities into the labour market; respect for people and recognition of the identity of others; to consolidate the network of collaboration with the different third sector organisations involved in the project, to improve work capacity, to raise awareness and inform the territory about active employment policies.
- **Employees / families:** increase self-esteem, employability, skills and autonomy, improve the well-being of the candidate and consequently also of their families.
- **Company:** promote the exchange of good practices and the training model for the better participation of young people with disabilities in the company; promote the culture of equal rights

### Keys to success:

- ✚ Multidisciplinary team.
- ✚ Personalised tutor.
- ✚ Financial resources dedicated to each intervention.
- ✚ Possibility of carrying out significant active search actions for companies and contexts sensitive to regional level.

<sup>11</sup> Officially, this is the name given to the amount of money available to the person with a disability to finance the actions it decides to take.



**Collaborations / Partnerships:** Mychef; Zara; Leroy Merlin; Tag Innova School; Cariplo Foundation; J.P. Morgan Foundation; Azimut Foundation; Unes; Municipality of Milan; CGM Consortium; Confcooperativa; Cooxjop; Lombardy Region.

**Additional resources / Links:**

- 👉 [No Limits video project](#)
- 👉 [Interview with Stefano Radaelli](#)

**ORGANISATION DATA**

**Name:** [Mestieri Lombardia](#).

**Activity:** [Regional network of Employment Agencies accredited by the Region of Lombardy and authorised by the Ministry of Labour for the provision of services to the worker: guidance, selection, professional accompaniment and tutoring of people with problems of social marginality and difficulties to insert themselves autonomously in the labour market.](#)

**Employees:** 100

**Percentage of employees with disabilities:** 10%.

**Web:** [mestierilombardia.it](http://mestierilombardia.it)

**Location:** [Lombardy Region](#).

**Scope:** [Regional](#).





## Creation of the Inclusive Recruitment team

**Sector:** Human Resources.

**Category of practice:** Inclusion in employment.

**Type of disability:** Different types of disabilities.

**Brief summary of the practice:** Michael Page creates a specialised team dedicated exclusively to the recruitment of qualified professionals with disabilities in order to boost their inclusion in the labour market.

**Objective:** to bring the profiles of qualified professionals with disabilities closer to the recruiters, to give them greater visibility and integrate these potential employees into the labour market.

**Identified need:** identification of a gap in the labour market between people with disabilities and the employment opportunities existing in Michael Page's client companies, prior to the entry into force of the Law on Quotas for People with Disabilities in Portugal.

**Detailed description:** creation of a specialised team for the recruitment of qualified professionals with disabilities that carries out the following functions: Relationship with collaborating institutions; adaptation of recruitment and selection processes; contract management (renewals, changes to indefinite and non-renewals); formalisation and monitoring of recruitment processes; organisation of internal events (awareness-raising actions, exhibitions, inclusive cinema, volunteering, etc. ); presence at external events with exchange of good practices; data management and preparation of various types of reports at national level; preparation of publications for the company's intranet and social networks; internal training for employees (Diversity and Inclusion module) and external training for Recruitment Managers of client companies.

### Resources required:

- + The inclusive recruitment team consists of 2 members with national coverage.
- + 1 professional with a disability (Polyvalent Certificate of Disability) to reinforce the team.

### Benefits:

- **Social Entity:** increased capacity to work/implement the project with social partner organisations.
- **Employees/families:** channel/tool to support employability
- **Company:** economic benefit due to the ability to respond to the need to specialise in the recruitment of profiles of people with disabilities; reputational benefit.

### Keys to success:

- + Use of Michael Page's network of contacts to disseminate information on inclusive recruitment.
- + Work ability, resilience and professionalism of candidates with physical or cognitive disabilities.
- + Aggregating/conciliatory effect in the work teams in which these people are included.

**Collaborations / Partnerships:** Associação Salvador, ICF of the New University of Lisbon, APSA - Portuguese Asperger Syndrome Association and Incorpora / ARIA.

### Additional resources / Links:

- [Web Ability Project](#)

### Testimonials:

- + [Video testimony of Ability Day participants](#)

### ORGANISATION DATA

**Name:** Michael Page.

**Activity:** Specialised recruitment of middle management and executives.

**Employees:** 94

**Percentage of employees with disabilities:** 0%.

**Web:** [michaelpage.pt](http://michaelpage.pt)

**Location:** Lisbon and Porto (Portugal).

**Scope:** National.



## FormidAbili

**Sector:** Human Resources.

**Category of practice:** Training and labour inclusion.

**Type of disability:** Intellectual and psychosocial.

**Brief summary of the internship:** FormidAbili is an inclusion programme, implemented by RiGeneramo for different companies in Italy, in which people with disabilities have been employed in different areas of sales, gardening and catering.

**Objective:** to promote an inclusive economy that values, from a business perspective, people with their diversity and includes people with disabilities through new services and generating new areas of activity.

**Detected need:** the lack of an inclusive culture in companies. The need to generate confidence and procedures for the recruitment of people with disabilities and the difficulty for companies to attract, select and retain candidates for the employment of people with disabilities.

**Detailed description:** FormidAbili is a programme made up of several initiatives, among which the following stand out:

- 🟡 **Support for sales activity:** this is a project in collaboration with Leroy Merlin and Bricocenter shops where people with intellectual disabilities have been incorporated after specific training.
- 🟡 **Staff training for cafeterias:** this is a project in collaboration with Makers Cafés de Leroy Merlin through which people with disabilities are employed in customer service, coffee and cappuccino preparation, and bar and table service.
- 🟡 **Green Care:** is a project of gardening works in green areas adjacent to shops. Developed by cooperatives of people with disabilities.

To carry out this type of project, RiGeneramo takes into account the needs of the company to develop a tailor-made project and train candidates through a personalised itinerary that enhances their skills, passions, inclinations and interests. In addition, the space where it is developed and the relationships generated in the project allow for an increased impact in terms of economic and social return.

As a transversal strategy for the implementation of labour integration projects, it is necessary to raise awareness among the staff and propose actions to reinforce the self-esteem of people with disabilities. In the case of Leroy Merlin Italy, there is also the Gran Televisor activity, which is a pioneering programme hosted by young people with Asperger's syndrome who interview special guests.

### Resources required:

- ✚ A technical expert in employability and integration of people with disabilities.
- ✚ Psychologists with expertise in staff training in the company.
- ✚ Mentors in companies.

### Benefits:

- 🟡 **Social Entity:** to promote the culture of integration and professional valorisation of people with disabilities; to promote the care of the working environment and to provide specific training for employees.
- 🟡 **Employees / families:** to improve the well-being, self-esteem and income level of both the candidate and the family of the family.
- 🟡 **Company:** promote training pathways; generate employment opportunities in other companies for young people with disabilities trained in their courses.

### Keys to success:

- ✚ Training for candidates.
- ✚ Presence of a tutor from the design company.
- ✚ Creation of a process that meets the needs of the company in a timely and tailor-made manner.
- ✚ Designing a pathway based on the skills, passions, inclinations and interests of each individual person.
- ✚ The shop becomes a point of connection that builds relationships and includes the most vulnerable people in activities capable of producing economic and social value.



**Partnerships / Alliances:** Fondazione Adecco, AIPD, ANGSA, Secondo sogno.

**Additional resources / Links:**

- [FormidAbili is a pilot project on labour inclusion](#)
- [IL NOSTRO BILANCIO](#)
- [Report \(RI\)GENERIAMO i FormidAbili](#)
- [SocialTV: interview with Simona Sanci and Luca Pereno](#)

**Acknowledgements:**

- 🏆 (RI) GENERAMO has been included among the best realities in the “Natural Capital” category of the “Sustainable Development Award” (November 2022). In particular, (RI)GENERAMO has been recognised for the project “L'Energia del Bosco”, realised in synergy with Leroy Merlin Italy and PEF.

**ORGANISATION DATA**

**Name:** [RiGeneramo](#).

**Activity:** [Inclusion of people with disabilities and/or at risk of exclusion through the generation of new areas of activity in companies.](#)

**Employees:** 839

**Percentage of employees with disabilities:** 8.34%.

**Web:** [ri-generiamo.it](#)

**Location:** [Turin \(Italy\)](#).

**Scope:** [National](#).





# BUSINESS SERVICES





## L'Isola che non c'è

**Sector:** Business services for commerce, communication (copywriting, graphics, programming and web development) fundraising, back office and data entry.

**Category of practice:** Training and Inclusion in the labour market.

**Type of disability:** Cognitive and physical

**Brief summary of the practice:** Why Not Cooperativa Sociale provides, through this initiative, mediation, training and support services to companies and people with disabilities, favouring their recruitment and adaptation to the workplace. The model combines personalised attention with cooperation with companies and social organisations to facilitate labour inclusion.

**Objective:** to meet the emerging needs of businesses through training, inclusion employment of people with disabilities.

**Detected need:** lack of mediation, training and support services for companies and people in vulnerable situations, favouring their recruitment and adaptation to the job.

**Detailed description:** the analysis of this need makes it possible to outline the objectives of the project to increase the job opportunities of the most vulnerable people, generating the following changes:

- Improving the match between supply and demand by structuring a system of training and support for workers with disabilities, which from the outset also involves some interested companies, in terms of medium-term planning, training future workers directly in the tasks they will perform.
- Recruitment of people with disabilities by an integrated system of social cooperatives, so that companies can meet the obligations of Law 68/99 regarding the recruitment of people with disabilities. Offering a wide range of sectors of inclusion and contracting: packaging and simple assemblies, complex assemblies, green area management, cleaning and disinfection, doors and switchboard management, corporate canteens, customisation of corporate uniforms and gift industry, websites and digital communication.
- Overcoming the fragmentation of different organisations dealing with the integration of people with disabilities into the world of work, in order to increase job opportunities for people with disabilities and to offer companies a "unique and comprehensive service".
- Creation of personalised Pathways for both companies and participants, a necessary instrument in both cases to create a more effective and consolidated matching by the project results. To prepare the apprentices gradually and according to their work experience needs are **The Basic Training Islands and the Advanced Training Islands**: in the first ones there is a greater presence of educational staff, as the main work is the formation of the work identity, also some basic professional skills are implemented through Peer Tutoring. In the second ones there is a greater presence of staff with specific professional competences, the art teachers, where the focus is on the quality of the work done and on productivity.

**Resources required:** 1 pedagogue. 4 art teachers. 2 service managers. The following instruments have been used to achieve the above-mentioned objectives:

- Commercial for the social area, a figure capable of contacting companies, supporting them in the choice of tools and in the use of active labour policies best suited to their needs.
- Supply chain of business services offered by cooperatives, thanks to the creation of an integrated system, cooperatives also start to exchange knowledge and best practices in a wider range of sectors, which makes the offer to businesses more attractive and customisable.
- Networking and partnership building between the organisations involved in the project, in particular with companies.

### Benefits:

- **Social Entity:** to promote in-company training for people with disabilities and their integration into the labour market.
- **Employees/families:** to promote the well-being of both the disabled candidate and the families; to increase the family income; to improve the standard of living.
- **Company:** to support companies so that they can have staff with disabilities in their workforce, raising awareness, training and accompanying both the worker and the company, so that inclusion is a success.

**Keys to success:**

- ✚ The Incluir Project proposed by the Emergo Programme 2016 for the evaluation of the labour insertion itineraries in which, through interviews both to the inserted people (either interns or employees), to the art teachers, to the tutors and to the people in charge of the services, a 360 degree observation of the route is created, useful also for the ongoing redesign of the same. All this makes it possible for the Multidisciplinary Team, in which the staff of cooperatives and accredited bodies participate in the work, to redesign the routes by doing what is necessary to test the different islands of basic training. This has increased the possibilities for each individual, especially the most fragile, to find the most suitable pathway for their emerging skills.
- ✚ Attention to timing.
- ✚ Building partnerships.
- ✚ Customisation of individualised projects.

**Partnerships / Alliances:** Red Hat, Sorint, Webresults, AB energie, Xella, Velati, Sinteco

**Additional resources / Links:**

- 👉 [Recent innovative projects](#)

**Testimonials / Acknowledgements:**

- 👤 [Whynot: Our stories](#)
- 👤 [Whynot: Business services](#)

**ORGANISATION DATA**

**Name:** [Why Not Società Cooperativa Sociale O.n.l.u.s.](#)

**Activity:** [Training and support for the inclusion of people with disabilities in the labour market, assistance to companies and social entities for the inclusion of people with disabilities.](#)

**Employees:** 27

**Percentage of employees with disabilities:** 67%.

**Web:** [cooperativawhynot.it](http://cooperativawhynot.it)

**Location:** [Bergamo \(Italy\)](#).

**Scope:** [Regional](#).



# TECHNOLOGY





## IMPACT programmes

**Sector:** Technology.

**Category of practice:** Inclusion and training.

**Type of disability:** Different types of disabilities.

**Brief summary of the practice:** Goodjob Foundation launches an initiative to identify and provide the necessary skills through the #IMPACT programme to people with disabilities, adapting it to the different levels of employability, support needs and types of jobs to be performed in the technology sector.

**Objective:** to create jobs for people with disabilities in ordinary companies in the field of technology.

**Identified need:** to improve the employability and labour inclusion in the technology sector of women and girls.  
people with disabilities.

**Detailed description:** The project consists of a pathway of 5 IMPACT programmes to facilitate the employment of people with disabilities in companies in the technology sector:

- IMPACT#zero programme of skills and knowledge for accessing a digital world and integrating into an increasingly technological environment.
- IMPACT#denarius programme for employability in SAP/ABAP programming for people with disabilities.
- IMPACT#include employability programme to develop skills in the cybersecurity sector
- IMPACT#dev programme focusing on basic programming issues for people with disabilities.
- IMPACT#understand employability programme in Big data and Cloud for people with disabilities, with the aim of developing analytics solutions for all types of sectors.

In order to implement each of the #IMPACT programmes and achieve successful results, the following steps are taken:

- **Selection of participants:** Technologically motivated people with disabilities are selected, without necessarily having specific training or experience.
- **Characteristics of the training:** The contents of the trainings offered are adapted to the accessibility needs of the trainees. The training is free of charge in online mode and the duration of the training programmes ranges from 4 to 8 weeks, with an intensity of 5 hours per day.
- **Pedagogical reinforcement:** Weekly tutorials with the students to review those contents in which they have more difficulty and that they can overcome the training.
- **Job coach:** Each person is assigned a job coach who accompanies the participant from the training phase and throughout the first year of employment, carrying out regular monitoring to ensure the correct reception and adaptation to the company.
- **Recruitment:** Participants who pass the training period and are selected by the companies collaborating in the programmes are hired. Initially, through the EWCs of the GoodJob Foundation for one year, with the aim of subsequently being hired directly by the companies that collaborate in the programme.

### Resources required:

- ✚ Specialist technicians.
- ✚ Trainers from the Project Development Area.

### Benefits:

- **Social Entity:** Consolidates the process of continuous improvement in the performance of all the activities carried out by the Entity and encourages and achieves a motivating environment for all the members of its team.
- **Employees / families:** The different training projects aim, in addition to professional preparation, to strengthen emotional, relational, communicative, physical and childcare skills, health, etc. of people with disabilities, favouring their employability and, in addition, their wellbeing, autonomy and personal development, which benefits their family environment.
- **Company:** It supports companies to be able to have disabled staff in their workforce, raising awareness, training and accompanying both the worker and the company, so that inclusion is successful.



### Keys to success:

- ✚ Design of a wide training offer in the technological field adapted to the different levels of knowledge so that participants can acquire the necessary skills for employment, taking into account the needs of the companies that collaborate in the #IMPACT Programmes.
- ✚ Support and accompaniment by the Foundation's technical staff to the worker and the company, so that integration is successful.

**Collaborations / Alliances:** ROOTED with, REVISTA SIC, GRUPO TELEFÓNICA, ATOS; ENTELGY INNOTECH; CSA, WISE SECURITY, SIEMENS, MTP, CAPGEMINI, NTT DATA, among others.

### Additional resources / Links:

- 👉 [GoodJob Foundation video programme](#)
- 👉 [Testimonial Telefónica Tech Collaboration in IMPACT#include Programme](#)
- 👉 [Content and testimonials IMPACT#include programme](#)

### Acknowledgements

- 🏆 "la Caixa" Foundation Awards for Social Innovation 2022
- 🏆 [Finalist of Zero Project 2024 category inclusive education and information and communication technologies \(ICTs\)](#)

### ORGANISATION DATA

**Name:** Goodjob Foundation.

**Activity:** Training and inclusion in the labour market of people with disabilities.

**Employees:** 146

**Percentage of employees with disabilities:** 80.82%.

**Web:** [fundaciongoodjob.org](http://fundaciongoodjob.org)

**Location:** Madrid, Barcelona, Valladolid, León (Spain).

**Scope:** National.





## Basetis is inclusive

**Sector:** Technology.

**Category of practice:** Inclusion in employment.

**Type of disability:** Different types of disabilities.

**Brief summary of the practice:** Basetis promotes an initiative to establish links with different entities for the incorporation of people from vulnerable backgrounds or with disabilities, proposed by the company's employees with the aim of selecting candidates at risk of exclusion and/or disability for a job.

**Objective:** to incorporate people at risk of social exclusion or with disabilities into the company.

Detected need: the company and its employees show a willingness to incorporate people who find it more difficult to access jobs in the field of consultancy.

**Detailed description:** this is part of the "Experiences" initiatives, which have been very enriching for employees, both for the knowledge they generate and for their social return. In 2015, the first Framework Agreement was signed with the Catalan Commission for Refugee Aid (CCAR) to receive applications from refugees to work at Basetis. Thanks to this collaboration, several people joined the company's team. Since then, each of the people who make up the organisation has been offered the possibility of proposing third sector entities specialised in disability and people at risk of exclusion, valuing the vital mission of third sector entities. In this way, among other inclusive actions, we also collaborate with donations, sponsorships and pro-bono services with which we contribute technological knowledge to initiatives to improve society.

### Resources required:

- ✚ Social area.
- ✚ Join area for talent recruitment.
- ✚ Sheltering hours, accompanying people with disabilities during the first months.

### Benefits:

- 🟡 **Social Entity:** Basetis values the vital mission of third sector entities, which is why it collaborates with them through donations, sponsorships and pro-bono services with which it contributes its technological knowledge to initiatives to improve society.
- 🟡 **Employees / families:** The professional team and their families are an active part of the inclusive projects because the company, from its mission and values, is aligned with the principles of the economy of the common good, creating an environment where employees and families can show themselves as they are and, at the same time, improve and grow in all aspects, including personal and professional.
- 🟡 **Company:** Learning to work with people with diverse abilities, incorporating diversity into company teams, changing perspectives on services and projects.

**Keys to success:** Basetis is made up of a team of people who are passionate about information technology and who also work to strengthen human dignity, solidarity and community participation. And above all, it is convinced as a group of people with a purpose, that it is necessary to promote cooperation over competition and that the good of all people over the profit motive is the transformation that our society needs. This conviction is the key to its success

**Collaborations / Alliances:** FEM- Fundación para la Esclerosis Múltiple, ACAPPS, Fundación Intermedia, Formació i treball (Caritas), FriquiFund, CCAR and Factoria F5, which is an inclusive and supportive digital school that promotes the ICT sector and offers opportunities to people at risk of social exclusion.

### Additional resources / Links:

- 🔗 [Basetis social engagement website](#)

**Acknowledgements:**

- 🏆 Socially responsible company since 2017. Thanks to the social and ethical character of Basetis and the Corporate Social Responsibility (CSR) plan, we count in the three types of experience: economic, environmental or social.
- 🏆 Good practices competition 2019. From the Social Area we decided to present ourselves with two projects: our donations and sponsorship policy and our organisation's teal model.

**ORGANISATION DATA**

**Name:** [Basetis](#).

**Activity:** [Technology consultant](#).

**Employees:** [360](#)

**Percentage of employees with disabilities:** [3%](#).

**Web:** [basetis.com](http://basetis.com)

**Location:** [Barcelona, Spain](#).

**Scope:** [National](#).





# TOURISM





## With You, There is Discovery

**Sector:** Tourism.

**Practice category:** Inclusion in employment and training.

**Type of disability:** Different types of disabilities.

**Brief summary of the practice:** Contigo, Há Descoberta is an inclusive, social and nature tourism project, promoted by ASTA - Associação Socio-Terapêutica de Almeida, which is part of the European Charter for Sustainable Tourism Terras do Lince.

**Objective:** to provide a response to the high unemployment rate of people with cerebral palsy and multiple disabilities, through a supported employment inclusion project developed within the organisation itself.

**Detected need:** lack of training and work inclusion opportunities for people with cerebral palsy and multidisability, in inland areas of the country such as Cabreira do Cóa, with low socioeconomic and cultural dynamism.

**Detailed description:** ASTA integrates this project as a further segment in the already existing responses in the area and taking advantage of the logistics and tools at its disposal, with programmes of recognition of historical heritage and nature (during guided visits by "escorts" to the historical villages (Almeida and Castelo Mendo) and on the hiking trails in the village of Cabreira itself); experimentation of craft practices in pottery workshops, weaving and processing of sheep's wool, recreation of village bread baked in the community oven and production of fresh goat's cheese, discovery of the cycle of beeswax candles and recycled paper, etc., where the "companions" pass on the knowledge they have acquired over the years, using traditional techniques to teach visitors. To carry out the project, it has a team of specialised technicians for each stage of the process; and carries out an evaluation/diagnosis and definition of the personalised itinerary of each participant. The training, guidance and accompaniment is adapted to the profile of each beneficiary.

### Resources required:

- ✚ 1 project coordinator; 1 tour operator and computer operator; 1 psychologist; 4 atelier monitors; 2 kitchen staff; 1 general services staff.
- ✚ Communications, Marketing and Public Relations team.
- ✚ Internal Logistics and Transport Management Team.

### Benefits:

- ✚ **Social Entity:** social enterprise that promotes regional culture and increases the employability rate of people with cerebral palsy and multiple disabilities.
- ✚ **Employees/families:** creation of job opportunities that guarantee a future with greater well-being, fair remuneration.
- ✚ **Business:** sustainable practices, avoid rural abandonment, raise awareness.

### Keys to success:




- ✚ Building on existing resources and regional culture.
- ✚ On-the-job training.
- ✚ Personalised support.
- ✚ Sustainability of the project.

**Collaborations / Partnerships:** as part of the promotion of joint activities such as sport and resource sharing, they work in partnership with CERCIG and ADM Estrela. In terms of project dissemination, they work with Rede Aldeias Históricas de Portugal and Rede Animar.

### Additional resources / Links:

- [Facebook: With you there is discovery](#)
- [Instagram: Inclusive, social and nature-based tourism](#)
- [Traditional experiences guided by special people](#)

**Testimonials / Acknowledgements:**

-  [Community Loyalty Award - ASTA - Winners 2021](#)
-  [Inature. With them there is discovery](#)
-  [Public. In Cabreira, tourism transforms shortcomings into efficiencies](#)

**ORGANISATION DATA**

**Name:** ASTA - Associação Socio Terapéuta de Alemida, IPSS.

**Activity:** To help people in need of specialised care (essentially young people of at least 18 years of age who have an intellectual disability or multi-disability) and to offer them the possibility of having a valid and meaningful way of life, contributing to their social, human and economic inclusion.

**Employees:** 42

**Percentage of employees with disabilities:** 0%.

**Web:** [asta.pt](http://asta.pt)

**Location:** Cabreira do Cóa, Almeida, Portugal.

**Scope:** Regional.





## Committed to neurodiversity

**Sector:** Cultural.

**Practice category:** Inclusion in employment and training.

**Type of disability:** Intellectual and physical.

**Brief summary of the practice:** Casa Batlló has implemented the visitor service, with a team of neurodivergent people.

**Objective:** to become a more inclusive project by incorporating people with disabilities into its visitor services team.

**Detected need:** the need to provide greater accessibility to visitors with some kind of disability initiated a process that began with modifications to the physical structure of the building that improved its physical accessibility. From this process, the entity considered that it could also be more inclusive, facilitating the employment of people with disabilities, which is why it was proposed that the visitor service staff positions be filled by people with disabilities.

### Detailed description:

- **Analysis of visitor service jobs:** The jobs were rethought, redistributed and redefined. As a result of the analysis, 2 categories of visitor service jobs were identified: face-to-face and telephone.
- **Generation of strategic alliances:** Different entities specialised in disability were identified in order to address the challenge of inclusion. The on-site visitor service is provided by Specialisterne, with 60 people with neurodiversity, and the telephone visitor service is provided by Fundación Integralia through people with disabilities.
- **Accompanying workers with disabilities:** Accompaniment is a key element, and for this reason several specialised technicians from Specialisterne are present every day during the work shift to support the work team, and the company provides an office to carry out the necessary interventions with the staff.
- **Adequacy of spaces for workers with disabilities:** 3 physical spaces were enabled or readapted:
  - Dining area, specially equipped to encourage interaction and enjoyment for people with neuro-diversity.
  - Space for silence, to rest and to be used in times of stress.
  - Space for collaborating entities, so that it can be used for follow-up meetings with workers, training, etc
- **Training and awareness-raising for workers,** the team contracted by Casa Batlló and the coordinators direct from the customer service department, raising awareness and learning about what neurodiversity is, to overcome fears and get a better job.

**Resources needed:** collaborative networks with specialised entities.

### Benefits:

- **Social Entity:** the collaborating entity in this inclusive initiative has a wide experience of more than 15 years in the world of autism, and thanks to this opportunity offered by Casa Batlló, it has opened its recruitment to the whole field of Neurodiversity.
- **Employees / families:** this challenge -the inclusion of people with autism within the staff- causes excitement to the managers who have trusted in this project, which is shared by the people who work in a diverse and inclusive environment.
- **Company:** Casa Batlló is the first cultural institution in the world to have a team of neurodivergent people to attend to visitors. It is accessible to wheelchair users and has a SmartGuide audio guide with detailed explanations for the visually impaired and hearing impaired, which has generated international prestige and countless awards

### Keys to success:

- ✚ Training of the team coordinator in neurodiversity and awareness-raising of the staff in a permanent.
- ✚ Worker accompaniment and supported employment.
- ✚ Strategic alliances with entities specialised in disability management and inclusive employment.
- ✚ Redefinition of posts and reallocation of responsibilities.

**Collaborations / Alliances:** Specialisterne and Fundación Integralia.

**Additional resources / Links:**

- ▶ [Video we open our doors to neurodiversity](#)
- ▶ [Video of the Visitor Service Team](#)

**ORGANISATION DATA**

**Name:** Casa Batllò.

**Activity:** House Museum in Barcelona designed by the architect Antonio Gaudí. UNESCO World Heritage Site since 2005.

**Employees:** 100 external and 50 in-house.

**Percentage of employees with disabilities:** 40% (60 people hired through partnerships with social entities).

**Web:** [casabatllo.es](http://casabatllo.es)

**Location:** Barcelona, Spain.

**Scope:** Local.





## CONCLUSIONS AND RECOMMENDATIONS

At the end of reading the Best Practices, we can conclude that they are different, from different countries, with different results, but all of them are easily adaptable to the circumstances of each company or organisation. Some have relied on significant human and financial resources; others, however, only on the will and involvement of a group of people with creativity and ingenuity. Some influence the social and working life of many and others only count for a small group of people. All of them are important and leave us with the certainty that they are only a sample of many others that, for reasons of space, we have not been able to include in this Guide.

This project opens up a great pedagogical opportunity, as learning can be achieved by replicating and/or perfecting the model, creating new proposals for inclusive Good Practices.

In the following, we have identified what we believe to be the most important keys to success of the selected practices:

- Involvement of the **organisation's management** and middle management from the beginning of the practice of inclusion of people with disabilities in the workplace.
- Consider **awareness-raising actions** as essential elements to generate a diverse and inclusive organisational culture, and a management team and workforce committed to the inclusion of people with disabilities.
- **Define an area or division in charge of promoting the company's** inclusion results so that KPIs are defined and a monitoring and evaluation system is created for the actions implemented, which allows for the preparation of periodic reports on the progress of the initiatives implemented.
- Establish **collaborative links with the organisations of people with disabilities and public administrations**, so that the projects bring together the knowledge of each of the agents of change and achieve the expected results.
- Promote **accessibility at all levels**, taking concrete steps not only to break down physical but also digital barriers, and reflect this in all internal and external spaces and communications of the organisation.
- Disseminate **the company's commitment to inclusion** with the different stakeholders: workers, suppliers, customers, among others, in order to raise awareness and infect others to join the cause.

**We hope that these initiatives have been a source of inspiration for your company or organisation and that you keep in mind that they can be replicated, copied, imitated, reproduced, improved and much more. Go ahead!**





## USEFUL RESOURCES

Below, we include links to websites, documents, resolutions, etc., which we believe may be useful for the implementation of good practices for the social and labour inclusion of people with disabilities in your company or organisation.

### INTERNATIONAL

- ✚ [ILO Global Business and Disability Network \(GBDN\) Charter of Principles to Promote the Employment of People with Disabilities.](#)
- ✚ [Self-assessment tool for business in relation to the ILO Global Business and Disability Network \(GBDN\)](#)
- ✚ [What's in it for business to include people with disabilities? World Economic Forum \(WEF\) \(2019\).](#)
- ✚ [Approaches to increasing employment and quality of employment among youth with disabilities.](#)
- ✚ [Guide to inclusive communication and disability.](#)

### EUROPE

- ✚ [European Parliament resolution of 13 December 2022 on equal rights for women and men in the European Union. People with disabilities.](#)
- ✚ [Seventh Human Rights Report of the European Disability Forum. The right to work: the employment situation of people with disabilities in Europe.](#)
- ✚ [European report on attitudes towards disability in employment.](#)
- ✚ [Toolkit for practitioners on strengthening public employment services to improve outcomes for people with disabilities in Europe.](#)
- ✚ [European Charter on Diversity.](#)

### SPAIN

- ✚ [Spanish Disability Strategy-2022-2030.](#)
- ✚ [Observatory on Disability and the Labour Market in Spain.](#)
- ✚ [Report on the Labour Market of People with Disabilities. Spain. Ministry of Labour and Social Economy.](#)
- ✚ [White Paper on Disability and Employment in Spain 2023.](#)
- ✚ [Factsheet of the European Semester 2022-2023 on equality of people with disabilities in Spain.](#)

### ITALY

- ✚ [Inclusion of people with disabilities in the labour market in Italy.](#)
- ✚ [Rules on the employment of persons with disabilities.](#)
- ✚ [Disability information leaflet.](#)
- ✚ [Factsheet on the European Semester 2022-2023 on equality of persons with disabilities in Italy.](#)

### PORTUGAL

- ✚ [Factsheet of the European Semester 2022-2023 on equality of people with disabilities in Portugal.](#)
- ✚ [Inclusive recruitment guide.](#)
- ✚ [Employment of people with disabilities - an equal opportunities approach.](#)
- ✚ [Toolkit for inclusive recruitment.](#)
- ✚ [Training guide for trainers of Social Economy entities.](#)





## ANNEX 1. LIST OF GOOD PRACTICES

PRACTICE NAME	ORGANISATION	COUNTRY	SECTOR	CATEGORY	
<a href="#"><u>Project “D” de Eficiencia</u></a>	Consortium of Social Sector entities, Public and coordinated by the Municipality of Oporto	Portugal	Public Administration	Training and inclusion in the labour market	24
<a href="#"><u>Officials with intellectual disabilities</u></a>	Ministry of Finance and the Civil Service	Spain	Public Administration	Inclusion in the labour market	26
<a href="#"><u>NCO - Nuova Cooperazione Organizzata</u></a>	New Organised Cooperation	Italy	Agriculture	Training and inclusion in the labour market	29
<a href="#"><u>Semear Land of opportunity</u></a>	Associação BIPP	Portugal	Agriculture	Training and inclusion in the labour market	31
<a href="#"><u>“The meaning of work is meaningful work”</u></a>	La Fageda	Spain	Feeding	Inclusion in employment and training	34
<a href="#"><u>Pintalpina brewery</u></a>	Cooperative Elianto Social	Italy	Feeding	Training and inclusion in the labour market	36
<a href="#"><u>Mutua Terrassa Integràlia Vallès Foundation</u></a>	Mutua Terrassa	Spain	Customer service	Inclusion in the labour market	38
<a href="#"><u>Personal assistant for employees with disabilities</u></a>	Banco Santander Totta, S.A.	Portugal	Banking and Insurance	Inclusion in the labour market	41
<a href="#"><u>Ability Day</u></a>	BNP Paribas	Portugal	Banking and Insurance	Inclusion in the labour market	42
<a href="#"><u>Inclusion Programme Labour</u></a>	ERGO Hestia	Poland	Banking and Insurance	Inclusion in employment and training	44
<a href="#"><u>Department of Diversity and Inclusion (D&amp;I)</u></a>	El Corte Inglés Great Armazéns	Portugal	Retail	Inclusion in the labour market	47
<a href="#"><u>“Not less than 4%”</u></a>	Leroy Merlin	Spain	Retail	Inclusion in employment and training	49
<a href="#"><u>Life Project</u></a>	Cooperative Focus	Portugal	Training	Training	52





<a href="#"><u>Integralia School</u></a>	Integralia Foundation	Spain	Training	Training and inclusion in the labour market	<b>53</b>
<a href="#"><u>Joyeux Coffees</u></a>	VilacomVida Association	Portugal	Hotel and Catering	Training and inclusion in the labour market	<b>56</b>
<a href="#"><u>Albergo Ético</u></a>	Download Società Cooperativa Sociale O.n.l.u.s.	Italy	Hotel and Catering	Training	<b>58</b>
<a href="#"><u>Frollalab</u></a>	Frolla Social Cooperative	Italy	Hotel and Catering	Training and inclusion in the labour market	<b>60</b>
<a href="#"><u>Rob de Matt - Restaurant and Bistro</u></a>	Matt's Rob Association	Italy	Hotel and Catering	Inclusion in employment and training	<b>62</b>
<a href="#"><u>Sprint</u></a>	Cooperative Social Sprint	Italy	Printing and image	Training	<b>64</b>
<a href="#"><u>Recruitment Meetings</u></a>	Associação Salvador	Portugal	Human Resources	Training and inclusion in the labour market	<b>67</b>
<a href="#"><u>No Limits - Inclusive routes for people with disabilities</u></a>	Michael Page	Portugal	Human Resources	Inclusion in the labour market	<b>69</b>
<a href="#"><u>Creation of the Inclusive Recruitment team</u></a>	RiGeneramo	Italy	Human Resources	Inclusion in the labour market	<b>71</b>
<a href="#"><u>FormidAbili</u></a>	Mestieri Lombardía -	Italy	Human Resources	Training and inclusion in the labour market	<b>72</b>
<a href="#"><u>L'isola che non c'è (Neverland)</u></a>	Why Not Società Cooperativa Sociale O.n.l.u.s.	Italy	Business services	Inclusion in the labour market	<b>75</b>
<a href="#"><u>IMPACT programmes</u></a>	GoodJob Foundation	Spain	Technology	Inclusion in employment and training	<b>78</b>
<a href="#"><u>Basetis is inclusive</u></a>	Basetis 48	Spain	Technology	Inclusion in the labour market	<b>80</b>
<a href="#"><u>With You, There is Discovery</u></a>	ASTA - Associação Socio Terapeuta de Alemida, IPSS	Portugal	Tourism	Inclusion in employment and training	<b>83</b>
<a href="#"><u>Committed to neurodiversity</u></a>	Casa Batllò	Spain	Tourism	Inclusion in employment and training	<b>85</b>



Better to Include



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