



# Good Practices on exploring quality jobs in sheltered employment and pathways to the open labour market



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## List of abbreviations

**EASPD:** European Association of Service providers for Persons with Disabilities

**ESG:** Environmental, Social and corporate Governance

**EU:** European Union

**NGO:** Non-governmental Organisation

**SDG:** The Sustainable Development Goals

**UDL:** Universal Design for Learning

**UNCRPD:** Convention on the Rights of Persons with Disabilities

**VET:** Vocational and Educational Training

**WISE:** Work Integration Social Enterprise

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## Introduction

This report delves into the employment opportunities for persons with disabilities, focusing on those with severe disabilities who often find themselves in alternative employment models.

Across the EU Member States, there exists a wide array of policy concepts and schemes that impact employment opportunities, career development prospects, working conditions, and labor rights for persons with disabilities. This diversity, while reflective of the unique approaches of each Member State, also leads to variations that can obscure for example, the distinction between rehabilitation schemes and occupational therapy facilities.

Data on the transition rates of persons with disabilities from alternative employment models to the open labor market is scarce. Conversely, it is estimated that these rates are disappointingly low.

This report aims to shed light on two case studies of alternative employment models that strive to enhance the employment prospects for persons with disabilities. It will share some experiences and offer some modest recommendations to contribute to enhance fair working conditions and career development opportunities, as well as suggest new pathways to increase accessibility to the open labor market in alignment with the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).

Moreover, the report will highlight the crucial role of social economy stakeholders as facilitators in job creation, job retention and as supporters and facilitators in the transition to the open labour market. It will explore their potential as catalysts in creating, facilitating, and supporting new employment opportunities that ease the transition for persons with disabilities to the open labor market.

Finally, the document will examine how public administration and national legislative frameworks can pave the way for the development of new professional pathways in the open labor market for individuals with disabilities, through the support of:

- **innovative employment models for persons with disabilities** that overcome the shortcomings of segregated employment, e.g. in traditional sheltered workshops, in particular in view of transition to the open labour market;
- **stakeholder and policy initiatives** that promise to effectively improve the conditions for transition of persons with disabilities from non-activity or segregated employment to inclusive employment models. Such initiatives can address supply-side and/or demand-side factors that currently limit employment of persons with disabilities in the open labour market.

These initiatives **are integral to guaranteeing sustainable enhancement** of labour market participation for individuals with disabilities, by providing necessary support for integration into work and ensuring their continued employment.

They play a crucial role in accommodating the multiple dimensions of the EU Disability Employment Package. It provides persons with disabilities support to adapt and find suitable employment opportunities. It

not only benefits the individuals by providing them income, social connectivity but also aids employers by supporting them sustainably in the process of accommodating the specific requirements for persons with disabilities full inclusion.

Innovative employment models facilitate entry or re-entry of persons with disabilities into the labor market, contributing to raise the overall employment rate in this particular vulnerable group. By addressing the specific barriers people with disabilities face, such initiatives strengthen persons with disabilities autonomy, economic independence and social inclusion.

These initiatives hold the merit to engage potential employers in the adoption of more inclusive hiring practices, to ponder reasonable accommodations for employees with disabilities, hereby fostering an inclusive labor market overall.

The focus on innovative employment models by service providers for persons with disabilities contributes to enact the objectives of the Disability Employment Package. It address the fact that 1 in every 5 persons with disabilities remain unemployed in the EU. Employment acts as an important safety net for people to afford opportunities of autonomy, adaptability, as a means of participating in society and as a determinant facet of one's identity and self-worth. The right to employment is a human right enshrined in the EU Fundamental Charter of Rights, article 15. While equal opportunities for employment resonate from the UN Convention on the rights of persons with disabilities (UNCRPD) and the Disability Rights Strategy. In 2022, 28,8% of people with disabilities were signaled to be at risk of poverty or social exclusion. The Strategy for the rights of persons with disabilities 2021-2030, aligned with the UNCRPD, underscores the relevance of innovative employment schemes to enhance social and economic inclusion of people with disabilities, ensuring their full participation in an equal basis with others, towards creating a just, sustainable and inclusive society. Innovative employment programs help individuals adjust to employment requirements while promoting their independence and reducing reliance on social protection systems. By increasing the employment rate among people with disabilities, these programs contribute to create added value with amen array of positive impacts on healthcare, contributing significantly to a more diverse and inclusive society.

The EASPD has a specific expertise in this field, including through its participation in the PATHWAYS project, and in particular the recommendations delivered for the Disability Employment Package.

In view of the Commission study to improve employment of persons with disabilities through alternative employment models, attending to the relevant aspects and added value of social economy stakeholders and their activities in this specific area, within the diverse national and EU legal frameworks this modest collection of good practices aims to shed light on innovative initiatives supporting and successfully facilitating transition to inclusive employment. These good practices provide an evidence base for action and aims particularly to

promote the exchange of experiences. All practices will be available on the e-Library of EASPD and disseminated via several channels.

## Structure and methodological approach of the report

In the context of this analysis, a best-case practice is conceptualised as an innovative approach that facilitates the integration of individuals with disabilities into the workforce, promoting quality jobs in sheltered employment while facilitating new professional pathways to the open labour market.

This approach is operationalised through a coordinated and multifaceted strategy, which offers a set of adequate array of services. These services include, but are not limited to tailored job offers and career enhancement opportunities in sheltered employment facilities, vocational training, job role adjustments, sub-contractualisation, liaison and support both to workers and to employers in improving accessibility and implementing necessary workplace accommodations.

The primary objective of these services is to support transitions to quality employment opportunities, optimising efficiency and facilitating inclusion.

Furthermore, these practices are developed through a participatory design process that incorporates the perspectives, needs, and preferences of individuals with disabilities (co-design criterion). Additionally, these practices are aligned with the principles of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), ensuring respect for the autonomy, choice, and control of persons with disabilities over their lives and promoting their full and equitable inclusion in society (rights-based criterion).

To meet the objective of a comprehensive rehabilitation of the individual and achieving inclusive employment outcomes, the collection of good practices focused on the following criteria:

1. **Inclusive and quality Employment:** it places a strong emphasis on measures promoting inclusion of persons with disabilities in the labor market and training settings. It involves all measures, both in sheltered and supported employment models, providing persons with disabilities the concrete support to overcome social interaction difficulties, acquire or upgrade skills, find adequate employment opportunities.
2. **Accessibility and Equality:** it signals all practices that contribute to equal and barrier-free access to employment and training opportunities. Including measures that create or improve access for persons with disabilities to these new employment opportunities, offering tailored support, such as facilitating social interactions, adequate work arrangements, that conform to their particular needs.
3. **Awareness-Raising and Combating Discrimination:** it emphasises practices raising awareness about capabilities, fully enacting labour rights of persons with disabilities, including their right to work. In

particular, showcasing the meaningful contribution of persons with disabilities to the workforce, it combats stereotypes and discrimination.

- 4. **Partnerships and Collaboration:** it signals activities that require collaboration between various stakeholders, in particular the special role of social economy stakeholders in facilitating, in catalysing, in creating and sustaining with the support of public structures, a multitude of innovative pathways to the open labour market.

To identify the respondents, EASPD [launched a call for good practices](#) distributed through its website, and in particular its Employment Member Forum. The call included a Word survey, including 13 questions regarding the ‘exploring quality jobs in sheltered employment and pathways to the open labour market’, the methodology used for co-design, impact of the practice, its financial support, sustainability and replicability. EASPD assessed and selected the good practices that are in line with the UNCRPD.

Professionals representing 2 organisations across Europe responded to the survey. Following the screening process, all the practices met the selection criteria to be included in this report. A table showcasing the geographical distribution and a list of these best practices included is presented below.

	Country	Number of selected practices
1	Austria	6
2	Spain	6

Table 1: Organisations included in the *European Inspiring Practices report*

The key elements of each of the selected practices are presented below.

## Selected promising practices

### 1. Jugend am Werk Steiermark GmbH - Austria

**Organisation:** Jugend am Werk Steiermark GmbH

**Website:** <https://jaw.or.at/ueber-uns/standorte/einrichtung/s/inarbeit/>

#### Description of the organisation:

The Jugend am Werk Steiermark GmbH is one of the leading providers of social services in Styria. The aim of the locations distributed throughout Styria is to improve the living environments of people in their immediate surroundings and support them with appropriate services and offerings, especially during difficult phases of life.

#### Target group of the practice:

Target groups are children and adolescents facing multiple social challenges, young people in search of education and employment, individuals with disabilities of all ages, and long-term unemployed individuals.

The specific target group of the project described here is young adults with disabilities who are recognised under the Styrian Disability Act and are currently classified as 'unable to work' according to Austrian legislation but still aspire to obtain regular employment in the open labor market.

Another target group of the project is the companies that we aim to engage for the employment of the participants, with the intention that they benefit from the collaboration with the project and gain added value.

#### Description of the model/policy initiative:

The service described here is called "inArbeit" and has been carried out by Jugend am Werk on behalf of the Styrian Provincial Government since October 2018. In 2019, the project was awarded the Inclusion Prize for Styria, which was announced by Lebenshilfe Österreich (Austrian Association for People with Intellectual Disabilities).

The participants have a certificate of "participation in employment" according to the Styrian Disability Act (StBHG). They are supported in finding a job in a company in the open labor market. This involves real jobs, proper employment contracts with collective agreement wages and full insurance coverage, instead of pocket money and co- or self-insurance.



We also provide ongoing support to our participants and their employers during the course of employment. If an employment relationship ends, we assist our participants in finding another job in a new company. In inArbeit participants have the right to continue receiving transfer benefits from the Styrian Disability Act (StBHG) or increased family allowance, care allowance, etc., as long as they meet the legal requirements.

The model includes personalised support for participants, starting from the initial inquiry, through vocational interest clarification, to the acquisition of suitable companies, and ongoing assistance during their employment. Additionally, it involves providing guidance and support to the companies and their employees during the onboarding process of the new employee. Finally, a wage subsidy is provided to mitigate the performance limitations resulting from the disability of the employed person with disabilities.

### **To what extent does the model meet inclusive employment?**

The model meets all the requirements of inclusive employment because it transforms the participants into fully-fledged employees of companies with collective agreement wages, ensuring their long-term stability. As a result, the participants become independent from their relatives and also acquire regular pension entitlements in the long run.

The project was created as part of 2019 Inclusion Prize, <https://www.youtube.com/watch?v=4IOMDTis7fk>

### **Impact of the model/policies on people with disabilities:**

Once the participants are employed in an employment relationship, they end up with more money at the end of the month compared to the previous form of sheltered employment in workshops. Moreover, and most importantly, all participants express their joy and pride in being full-fledged employees of a real company, no longer being perceived as adult children receiving pocket money.

The companies employing participants of the project describe their satisfaction with the work performance of their new employees and greatly appreciate the continuous support and readily available crisis intervention provided by our professionals. Furthermore, the companies consistently report a positive change in the work atmosphere due to the employment of our participants. This is because the presence of our participants helps to break down the taboo of having weaknesses among all other employees, allowing for a more open discourse within the teams.

**Financial support:** No.

**Sustainability:**

As the project primarily targets participants who are expected to require at least occasional support in their workplace in the long term, the model remains sustainable as long as the corresponding support costs can be borne by the public sector. Over time, it is anticipated that more and more companies will be convinced of the benefits that come with employing individuals with disabilities. While it is unlikely that individual participants will continue to be employed by companies without further support from the project, especially without wage subsidies, it is not entirely ruled out in exceptional cases.

### **Replicability:**

The model can, in principle, be transferred to any location where comparable support structures for people with disabilities are established. This includes all countries that, like Austria, have a structured model of employment in sheltered workshops and provide funding for such initiatives. Furthermore, the model is not the only one operating according to the mentioned criteria in Austria or elsewhere. There are other highly successful approaches scattered across Europe as well

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## **2. Fundació Espurna - Spain**

**Organisation:** Fundació Espurna, Spain

**Website:** <https://www.espurna.org>

### **Description of the organisation:**

Fundació Espurna de la Comunitat Valenciana is a non-profit organisation focused on supporting persons with intellectual disabilities. It was created in Gandia, Valencia Region, Spain, in 1996, with the aim of including people with disabilities in society, it provides services of house accommodation, sports club, vocational training programs, early intervention centre, services for leisure and free time, and also day-care centres. Espurna believes in the singular capacities of each individual, supporting each person's abilities to become a worker. By this nurturing, both society and individuals grow. It develops occupational centres and sheltered workshops, provides work and inclusion in the community for people with intellectual disabilities.

Fundació Espurna's employees work mainly inside the facilities of client's companies, in little groups, with a facilitator who supports them. There are near 100 persons with disabilities who make it every day, bringing money to their homes in equal standing. After an internship period some successfully transition to regular jobs.

Also, as Gandia is a touristic city, it opened some years ago, an inclusive restaurant in Gandia Beach called “Boga Restaurant”, providing vocational training programs in particular in catering. It not only generated new jobs, as it became an inclusivity example to the community and tourism enterprises. Fundació Espurna’s activity is made under the legal framework initiative “enclaves”/Labour Hub.

### **Target group of the practice:**

Persons with intellectual disabilities and mental health issues.

### **Description of the model/policy initiative:**

Inclusion and transition, to mainstream companies in the open labour market through protected employment. The legal framework of this project is “enclaves”/Labour Hub. It is a legal system/contract that allows Special Employment Centres, (Spanish protected employment) to work for a "collaborating company", carrying out its own activities in their facilities and with their machinery.

This contract promotes an intermediate situation between protected and open employment, promoting inclusion in general production processes, recognition of skills and social inclusion with the workers of the collaborating company, and transition of workers with severe disabilities.

The Special Employment Centre can create a group of at least three workers and has an attendant with them in the mainstream company. The group must be composed of at least 60% of workers with severe disabilities, and aims at promoting inclusion in particular of women with disabilities. Such secondments can take from three months to three years (up to six years in some cases) and are meant to gradually result in a full transition to regular employment for some of the workers. In order to be able to extend the contract for a further three years, one or two workers with severe disabilities, depending on the number of workers in the group, will have to transition to regular employment.

### **To what extent does the model meet inclusive employment?**

Thanks to this system, persons with intellectual disabilities and/or mental health issues, are integrated gradually in the open labour market, from day care centres.

Included Labour Hub promotes an intermediate situation between protected and open employment, assisting the transition of workers with special difficulties in accessing to mainstream companies. The Special Employment Centres, (protected employment) can create a group of at least three workers, who are at all times accompanied by a person of protected employment entities while they work in a mainstream company.

They only work, *de facto*, in open labor market facilities, and some of will successfully fully transition into regular employment.

Included Labour Hub is an inclusive employment model aimed at supporting, strengthening the autonomy and empowering choice of its workers.

One of the challenges which persons with intellectual disabilities and mental health issues often face is to arrive to work facilities. Espurna offers a solution to this problem, as its workers are accompanied by a Special Employment Centre attendant. They work there receiving the orders of one professional duly qualified and prepared to support their specific needs and requirements. After a period working in the labour hub some of these workers can be hired directly by the company hosting the programme, as the employers have already seen the abilities of the workers firsthand.

All workers have full worker's rights and at least minimum wage is guaranteed.

#### **Impact of the model/policies on people with disabilities:**

Introducing persons with special difficulties in open labour market assembled in small groups in mainstream facilities of companies, mitigates access problems to jobs in industrial estates and areas with scarce public transport access. The assistant takes workers with difficulties to the workplace with a van.

Having an assistant for the whole group, formed with tools to manage personal problems that may arise, reassures workers who feel more comfortable, as well as companies. Meaning companies find solace in that if an issue were to arise, the assistant, with their experience and the team of experts from the Special Employment Centre, who be trusted to solve it.

By eliminating this usual distrust, companies focus more on capabilities of workers and production, and promoting a very positive inclusion.

The functions of the assistants are to detect and determine support needs on a daily basis. Establish relationships with the family and social environment of workers, promoting stability in the workplace. Develop training programs tailored to the needs of the worker with disabilities, in line with the work they do in the client company, adapting their capabilities with new technologies and production processes. Detect and intervene in possible processes of evolutionary deterioration, promote and enhance autonomy and independence of workers with disabilities promoting their integration into the ordinary work environment.

In addition, attendees generate relationships with other workers through social activities, as football matches and different events. This generates inclusion by fostering friendship and recognition among all workers.

### **Financial support:**

The model is established by Spanish Royal Decree 290/2004 of February 20, which regulates Included Labour Hub as a measure to promote the employment of persons with severe disabilities, developing a special type of contract for Special Employment Centre's with companies from the open labour market.

Part of the salary, half of minimum wage, of the workers with disabilities are paid by state subsidies, and the costs of social security is subsidised. Both aids are for workers of Special employment centre's, no differences if they work in Included Labour Hubs or in differentiated facilities.

### **Sustainability:**

The benefits of inclusion and job creation are highly sustainable. It is a stable work model. Other models which could be defined as more inclusive as they are based upon direct hiring by the ordinary company, have higher abandonment rates. Usually due to workers particular adjustment challenges or because the company decides it cannot continue due to lack adequate support by specialists who could assess the proper adjustments. This model promotes a system which enables integration of more persons for longer periods in a open, inclusive and accessible work place.

Persons with intellectual disabilities or mental health problems sometimes require reasonable accommodation on an almost daily/weekly basis. These adjustments are facilitated by the attendant. It is economically sustainable for both public administration, special employment centres and companies. It is sustainable for the public administration since it promotes the transition of beneficiaries of social services into contributors, vacancies in social services care facilities are much more expensive than promoting employment, even if it is protected.

Special employment centres, non-profit organisations, have the benefit of being able to enter mainstream companies through quasi-transfer of employees. This practice is prohibited to ordinary companies to provide services, generating with that a form of differentiated, sustainable and inclusive business.

Hubs are sustainable for mainstream companies, as they allow the companies to hire groups of workers with disabilities who, due to the work model, are economically viable, mitigating entry fears and adjustment problems in the long term, promoting accessibility.

The social benefit for all society is evident. Persons with special difficulties access employment in an ordinary environment promoting their empowerment, acknowledgement of their capabilities, and personal relationships.

Hubs also sustain the transition of workers to the open labour market.

### **Replicability:**

The characteristics of the Included Labour Hub model can easily be shared. In particular to those countries that have protected employment models where their workers have their labor rights fully recognised and minimum wage. It is a model that has been implemented in a very similar way in Belgium with very good results.

By upholding the respect of equal labour rights, promoting employment of persons with disabilities to work in open labour market facilities, while enhancing the autonomy of persons with disabilities through promoting their right to choose the type of employer: employment becomes an option accessible, open and inclusive to and for all..

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## **Analysis: key findings on quality jobs in sheltered employment and pathways to the open labour market**

Innovative employment programs for persons with disabilities are multifaceted, demanding a comprehensive strategy to adapt, innovate and facilitate across various sectors and the active engagement of multiple stakeholders. This challenge encompasses not only tailoring innovation and inclusive employment programs to meet diverse needs but also to foster new venues, venture in new complementary partnerships towards a sustainable inclusive employment landscape.

This challenge involves recognising and addressing the wide range of barriers people with disabilities may face. These barriers can be physical, psychological, societal, or related to the workplace itself. Effective employment inclusion requires understanding these challenges and the capacity to develop innovative tailored solutions.

Accommodation in the context innovative employment programs for persons with disabilities encompasses the need to actively engage employers, governance structures, and in particular social economy stakeholders holders to facilitate and sustain transition to new practices, environments, and attitudes to be more inclusive.

A fundamental aspect is also crafting policies which support social economy enterprises and their activity, providing the possibility for these to incentivise employer participation in innovative employment programs and on the hiring of individuals with disabilities.

Strengthening the ecosystem surrounding innovative employment programs and new pathways and opportunities to the open labour market to persons with disabilities requires: providing service providers the means to pursue innovative practices for supporting individuals with disabilities. Assisting, raising awareness of employers on the benefits of establishing collaborative partnerships with social economy enterprises and

their role in as facilitators on how to create inclusive workplaces. Promoting communities active engagement in towards reducing stigma and the promotion of the social inclusion of persons with disabilities. Achieving meaningful outcomes in innovative employment for people with disabilities requires collaborative efforts that span public administration, private sector employers and in particular social economy organisations.

The following analysis sheds light on initiatives that can be adopted to empower persons with disabilities while supporting the role of service providers social enterprises, in the process of sustaining transition to inclusive employment. The key-findings are but a starting point to think about how to better engage considering the need to boost inclusion of persons with disabilities.

## **The different aspects of assessing quality jobs in sheltered employment and pathways to the open labour market**

Services for persons with disabilities can tackle supporting transition to inclusive employment throughout a large range of actions. To potentiate systemic and long-term inclusive effects a comprehensive, integrated approach mobilising public entities and government structures, and other civil society stakeholders is required.

Innovative employment programs in social enterprises are multifaceted. Mobilising various models, practices involves a comprehensive approach of the specific legal framework and welfare structures, to ensure the convergence of the best practices to attain the best possible outcomes for service providers, persons with disabilities and the community. This concept emphasises the importance of a broad spectrum of interventions, collaborations, and tailored strategies to meet the unique needs and potential of individuals with disabilities.

This report has identified 3 of practices that can be referred to amplify positive impacts of innovative employment programs for persons with disabilities : (A) holistic and person-centred approach by the service provider, (B) cross-sectors collaboration, (C) complementarity on mobilising employment model's diversity , (D) tailored training and education, (E) empowerment and active participation, (F) support systems and sustainability

### **A. Holistic and person-centred approach by the service provider**

The first key finding of is that innovative employment programs for persons with disabilities are successful when grounded in a holistic approach, based on the development of tailored plans that align with each individual's specific situation, vulnerabilities, and talents. Choosing to adopt an overarching strategy centred in the person with disabilities also has the merit to involve and facilitate adaptations to all stakeholders including staff, families, community services, and employers. It also reinforces the engagement of the service provider in supporting transition to inclusion through employment. For example, both Jugend am Werk Steiermark GmbH and labour hubs, Fundació Espurna have the role of facilitators near to employers, ensuring and supporting persons with disabilities to and in the workplace.

## B. Cross-sectors collaboration

Successful vocational rehabilitation schemes involve the cooperation of multiple stakeholders, including public services, private employers, educational institutions, and social economy organisations. Furthermore, transition opportunities to employment in the open labor market relies heavily on the support and active participation of employers and the broader community. This includes making workplaces more accessible, providing sensitivity training to employees, and promoting rights in a diverse workforce.

Again this is the case of labour hubs, Fundació Espurna. The essential role the national legislator by providing a specific legal framework that boosts cooperation of social enterprises with open labour market entities, creating new sustained pathways of employment to persons with disabilities. By pooling resources and expertise, these entities can create a more supportive ecosystem that facilitates the transition of people with disabilities into the workforce.

Jugend am Werk Steiermark GmbH supports persons with disabilities throughout several modalities articulated with the Austrian public employment public services.

## C. Complementarity on mobilising employment models diversity

Innovative employment programs are proven highly successful when they incorporate the added value of all models of employment to provide tailored solutions for persons with disability. The diversity of solutions provided by the convergence of synergies of employment models on the one hand and stakeholders on the other, boosts the quality of the employment solutions provided in particular to people with disabilities and in their transition to the open labor market. Each model serves different needs and stages of transition, offering various levels of support and integration. Sheltered Employment: Provides a controlled environment where individuals can develop work skills and habits with significant support. Supported Employment: Individuals are placed in regular employment settings with ongoing support services to ensure their success. Direct Employment: Focuses on preparing individuals for employment in the open labor market.

An excellent example on mobilising complementarily the advantages provided by all 3 models to promote tailored solutions to the inclusion of diverse persons with disabilities in the labour market is provided by the employment opportunities generated by Fundació Espurna, but also by Jugend am Werk Steiermark GmbH.

## Methodologies used for the co-design of sustainable practices

Particular attention is now guaranteed to the methodologies used by service providers to involve beneficiaries in the design of sustainable practices. This co-design of good practices is essential to adequately assist and ensure the participation of persons with disabilities in transition to employment and inclusiveness.

The different methodologies reported by service providers to involve beneficiaries in the design, implementation, and assessment of sustainable practices are listed below:



- Co-creation & co-development of practices Jugend am Werk Steiermark GmbH includes participants in all service development stages. **Fundació Espurna**, developed a personalised approach from the beginning. Engaging the person, and then trying to figure out how to integrate him/her in the workplace, bridging the gap between available competences and required competences.

## Conclusions

The purpose of this report was to highlight two cases of good practices in Innovative employment programs which successfully support inclusive employment for people with disabilities while creating innovative pathways to widen the access to the open labour market. The report underscores that the successful outcomes reached can only be accounted for because of cross-sectorial convergence and support. A testimony to the importance of gathering efforts and supporting social inclusion and the catalyst role of social economy enterprises in labour market integration of vulnerable groups, in particular of people with disabilities.

Effective employment integration and transition opportunities to the open labor market, hinges on personalised, flexible approaches that engage a wide array of stakeholders, models, practices and resources. By focusing on empowerment, autonomy, tailored training, and community support, vocational rehabilitation can significantly contribute to building a more inclusive and cohesive society where individuals with disabilities can realise their full potential in the workforce.

## Appendix: Questionnaire for good practices in exploring quality jobs in sheltered employment and pathways to the open labour market

<b>Name of the organisation &amp; country:</b>	
<b>1. Description of the service provided:</b>	
<b>2. Target group of the practice:</b>	
<b>3. Description of the model/policy initiative:</b>	
<b>4. To what extent does the model/policy meet the definition of inclusive employment?</b>	
<b>5. To what extent does the model/policy meet the definition of inclusive employment models?</b>	
<b>6. To what extent is it possible to have reliable access to information about the case?</b>	
<b>7. To what extent are the targeted groups involved in the set-up and further development of the case?</b>	
<b>8. How efficient is the measure in addressing barriers to employment for persons with disabilities?</b>	
<b>9. How do the costs compare to the benefits of implementation?</b>	
<b>10. What were the effects of the model/policy on the target groups involved?</b>	

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<b>11. To what extent are the achieved benefits from the model/policy sustainable?</b>	
<b>12. How likely is it that the basic features/approach of the model/policy can be replicated in other regions/countries?</b>	
<b>13. Is the model funded as an ESF+ project?</b>	
<b>Contact details</b>	