



**Providing reasonable accommodation for persons with disabilities in the workplace in the EU – good practices and financing schemes – Contract VC/2007/0315**

**Final Report**

**Austrian Institute for SME Research**

**in co-operation with  
European Network for Social and Economic Research**

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## Executive Summary

The study on “Providing reasonable accommodation for persons with disabilities in the workplace in the EU – good practices and financing schemes” has a **twofold background**: the Community programme for employment and social solidarity (**PROGRESS**<sup>1</sup>) and the **European Disability Strategy**<sup>2</sup>. Both, the Programme and the Strategy build on the concept of inclusion rather than integration of persons with disabilities. Against this background, the Council of the European Union adopted in 2000 the Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation (also called **Framework Employment Directive**) to prevent people in the European Union from being discriminated because of religion, disability, age or sexual orientation. With regard to persons with disabilities, **Article 5** of the Directive is the most far-reaching provision and can be seen as a consequence of this inclusive concept and social model. It has created an obligation for all employers to provide reasonable accommodation for persons with disabilities.

As the Commission’s policy guidelines and the Directive are addressing the issue of **anti-discrimination policy** in a broad sense and do not include detailed policy proposals it is up to the Member States to ensure that national policies and legislation meet the principles of the Commission’s policies and the Directive. Therefore, to foster the idea of what reasonable accommodation in the workplace could be and to raise the awareness among the key players, employers and employees, on how adaptation can lead to a better integration of persons with disabilities in the workplace, **examples on successfully implemented accommodation have to be disseminated**.

The **main objectives of this study** carried out by the Austrian Institute for SME Research (KMFA) in co-operation with national partners<sup>3</sup> of the ENSR were

- to collect and organise **information on public funding schemes** (partly) covering costs of accommodation in the workplace along with contact details of the providers, as well as
- to collect and analyse **practices of providing reasonable accommodation** for persons with disabilities in the workplace, i.e. at enterprise level, to select good practices and present these examples with awareness raising purposes.

These global aims of the project were pursued by applying a **combination of different methodological approaches** including literature review, internet research, expert interviews and case studies. The collection of information within the countries has been effected via national research partners, according to **guidelines and templates** elaborated by KMFA (displayed in Annex 3 to this report).

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<sup>1</sup> Decision No 1672/2006/EC of the European Parliament and of the Council of 24 October 2006 establishing a Community Programme for Employment and Social Solidarity — Progress (OJ L 315, 15.11.2006)

<sup>2</sup> Communication from the European Commission on establishing equal opportunities for people with disabilities: a European Action plan (COM/2003/650); Communication from the European Commission on the situation of disabled people in the enlarged European Union: the European Action plan 2006 – 2007 (COM/2005/604); Communication from the European Commission on the situation of disabled people in the European Union: the European Action Plan 2008-2009 (COM/2007/738)

<sup>3</sup> EU 27 plus Iceland, Liechtenstein and Norway

**Legislation** addressing the labour market participation of persons with disabilities has been enforced, in all countries however in different ways. **Definitions of disability** vary largely across countries and even within one country there may be various definitions of disability, depending on the background of the specific legislation (e. g. social insurance vs. labour market legislation) or on the legislative body (e. g. national vs. regional legislation). Also, there are different approaches towards the concept of **reasonable accommodation** in the workplace and in a few countries the denial of reasonable accommodation is not considered as a form of discrimination. Despite comprehensive and well developed legislation, across countries, there are either virtually **no sanctions** that are applied in case of denial of reasonable accommodation to persons with disabilities, or the sanctions applicable are not dissuasive.

Although the majority of the countries rely on **employment quotas** for persons with disabilities, **unemployment of persons with disabilities** still is a major issue. These persons also have greater difficulties in obtaining an unlimited work/employment contract. The **share of part-time workers** is higher for persons with disabilities as compared to the working population in general.

The funding schemes for reasonable accommodation in the workplace have been analysed according to 10 **types of accommodation**<sup>4</sup> and in addition some “**comprehensive**” **funding schemes** supporting various types of accommodation have been identified. Moreover, some funding schemes (also) provide subsidy for a type of accommodation that is beyond the categories mentioned above (these schemes may contribute new approaches in the provision of reasonable accommodation). The analysis has been complemented with a selection of important non-financial support measures (i. e. in-kind to the beneficiaries) as these are gaining in importance throughout countries. More than half of the funding schemes account for the adaption of the workplace, approximately one third address respectively training or work assistance; whereas provisions to finance work arrangements and overall schemes supporting various types of accommodation are widespread to a lesser extent.

To illustrate the enterprise practice in providing reasonable accommodation short case studies of enterprises (public, private and social; of all sizes) employing persons with physical, mental, intellectual or sensory disabilities have been identified and briefly analysed. From these 160 enterprises 24 have been selected for an in-depth analysis (see Annex 1). Four main **motives to provide accommodation** in the workplace could be identified: an accident or illness of an incumbent employee, a job application from a person with disabilities, an initiative of an NGO or the participation in a publicly launched programme, and the implementation of a diversity strategy. The case studies have been analysed according to the same types of accommodation used for the funding schemes and concrete enterprise practices are shown. While in many cases **specific accommodation can be related to specific disabilities** (providing wheelchair access and adapting office equipment to physical disabilities, assistive technology to sensory disabilities, work assistance to persons with intellectual/mental or severe physical disabilities), working arrangements, training and awareness raising measures seem to be appropriate to support the integration of all persons with disabilities. The latter especially targets at the social environment of the disabled following the social model of disability.

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<sup>4</sup> Adaptation of the workplace (providing wheelchair access; using assistive technology; adapting office equipment); work arrangements (adjusting working hours; teleworking arrangements; re-distributing of tasks between the members of a team; giving periodically rehabilitation); work assistance; training; others.



Although all measures are to be considered as individually tailored solutions meeting the specific requirements of the respective employee, a **typology of reasonable accommodation in the workplace** could be developed. Technical solutions, organisational arrangements, provision of assistance, qualification measures and awareness raising measures could be identified as main types.

As much as the reasonable accommodation measures vary from individual case to another the costs vary as well. The assessment of the real costs often seems to be difficult as many measures entail **direct and indirect costs**. Moreover, the net costs of the same measure may differ strongly depending on the given situation and the available funding. These costs always have to be charged up against the **additional positive effects** such measures can have and which may benefit the **entire staff and the enterprise itself**. For example the older workforce will welcome adaptations of the workplace or persons seeking for a better work-life balance will profit from flexible work arrangements. The integration of a person with disabilities can lead to a more **positive climate** and respect of the individual needs of all employees. Also, the presence of work assistance may ameliorate the work atmosphere. The reflection of the needs of persons with disabilities prepares the enterprise to better deal with an ageing workforce and may result in more loyalty of the staff. Moreover, as in the implementation of reasonable accommodation often NGOs are involved, this process can lead to fruitful and **sustainable co-operation between enterprises and NGOs**. As persons with disabilities face multiple discrimination at the labour market the enterprise willing to employ these persons can reckon with **particularly loyal and highly** motivated employees. Furthermore, the employment of persons with disabilities can help to gain **new groups of customers** (e.g. among the community of the persons with disabilities, socially motivated customers). Therefore, companies often receive acknowledgement in terms of **awards and prizes** which can be used for marketing purposes and lead to an **improved image**. Finally, **all funding available** (funding for reasonable accommodation in the workplace and e. g. wage subsidies) must be considered for a cost benefit analysis.

From analysing the various case studies some **key success factors** could be identified which seem to facilitate sustainable integration of persons with disabilities in the open labour market. It can be distinguished between internal factors located in the enterprise and external factors located in the public sphere. **Internal company factors** are the commitment of the management, the involvement of the staff, structures enabling clear responsibilities and the consultation of experts. The **external factors**, respectively the complementary public support, are the provision of adequate services and expertise, the availability of financial support, the flexibility of public support measures and adaptable regulations.

Based on these key success factors several **intervention fields** could be identified concerning how national and/or European policies can be improved and better geared towards employers' and employees' needs to foster the idea of reasonable accommodation. **Tailored support services** must be available whereas the design of these services should involve the know-how of NGOs and all stakeholders representing the interests of persons with disabilities. **Flexible funding** for reasonable accommodation as well as general funding compensating for possible productivity shortfalls of persons has to be provided. **Labour market instruments** supporting the integration of persons with disabilities in the labour market should aim at minimising the risk of the enterprise and the concerned person (e. g. longer trial periods, combined employment models with the support of NGOs). **One-stop-shops** bundling the know-how concerning all issues with regard to the integration of persons with disabilities and reasonable accom-

modation and providing an overview of all available supportive measures should be created or further improved. Finally, **awareness raising measures** disseminating examples of good practice, practical information and incentives (financial incentives and additional positive effects for companies) should be launched.

These measures can contribute to a further spreading of reasonable accommodation in the workplace. Thus, the concerned persons will profit from being socially included and the enterprises will benefit from many additional positive effects. Public administration and society will in the long run take advantage of decreased social expenses and a better use of human resources resulting in strengthened social cohesion and economic growth.

The following fact box summarises important features and results of this research mission.

- ▶ The approach towards the promotion and provision of reasonable accommodation for persons with disabilities in the workplace in **30 countries** (the 27 Member States of the EU plus Iceland, Liechtenstein and Norway) is analysed in this research project.
- ▶ **82 public funding schemes** to (partly) cover the cost of various types of accommodation measures in 29 countries have been identified.
- ▶ 45 funding schemes account for the (physical) **adaption of the workplace** (e. g. providing wheelchair access, using assistive technology and/or adapting office equipment); 28 schemes address **training**; **work assistance** is supported by 27 funding schemes; 17 funding schemes include provisions to finance **working arrangements** (e. g. adjusting working hours, teleworking arrangements, re-distributing of tasks between the members of a team and/or giving periodically rehabilitation) and 13 funding schemes are considered as “**overall schemes**” (supporting various types of accommodation).
- ▶ Most of the funding schemes do **not limit their target group to** (employers of) persons with a **certain type of disability**. Nevertheless, there are certain types of accommodation measures that are, of course, more relevant for a specific disability (e. g. sign language interpreters for deaf persons).
- ▶ Public funds targeted at the implementation of measures for reasonable accommodation are in most cases provided **in form of a grant**.
- ▶ **Non-financial support** is gaining in importance throughout countries. From the absence of a respective financial funding scheme it cannot be concluded that the accommodation is not supported - but that probably the service is offered in-kind.
- ▶ Information on **250 case studies** throughout the 30 countries under investigation has been collected, **160** thereof are further analysed. Approx. 70 % of the cases describe the practice in private enterprises, 20 % refer to public employers and 10 % to social enterprises (as work-integration enterprises created with the aim to provide work opportunities to persons with disabilities were excluded from the analysis). 30 % of the cases concern each, large and medium-sized enterprises, 25 % small enterprises and 15 % micro enterprises. Furthermore, **24 enterprises** were selected **for an in-depth analysis**.

- ▶ Concerning the **target group**: in half of the cases a person with physical disability has been employed, 20 % of the measures have been set each for persons with sensory disabilities and persons with intellectual disabilities, and less than 10 % deal with the integration of persons with mental disabilities.
- ▶ More than 50 % of the enterprises **adapted the workplace**, 40 % provide **working arrangements**, in about 15 % of the cases a **work assistant/coach/mentor** supports the employee with disabilities, and more than 10 % provide **training**. **Awareness raising measures** have been explicitly set by 10 % of the enterprises (several enterprises providing measures of different types). Moreover, a number of “overall **programmes**” could be identified. The provision of a set of complementary measures seems most promising.
- ▶ A **typology of reasonable accommodation in the workplace** could be developed. The main types are technical solutions, organisational arrangements, and provision of assistance, qualification measures and awareness raising measures.
- ▶ Reasonable accommodation in the workplace entails **direct and indirect costs**. Such costs must be charged up against the **additional positive effects** (i.e. a more positive climate among the staff, improved prevention through the measures established, fruitful co-operation with social enterprises and NGOs, particularly loyal and highly motivated employees, access to new groups of customers and a positive public image of the enterprise) which may benefit the **entire staff and the enterprise**.
- ▶ For a cost benefit analysis **all funding** (funding for reasonable accommodation and wage subsidies) must be taken into account.
- ▶ **Key success factors** could be identified as follows: Factors **internal** to the company include: commitment of the management, involvement of the staff and colleagues, structures enabling clear responsibilities, consultation of experts. **External** factors refer to: provision of adequate services and expertise, availability of financial support, flexible support measures, and adaptable regulations.
- ▶ **Intervention fields** for national and/or European policies are: The provision of tailored support services, flexible financial funding, adequate labour market instruments, one-stop-shops and the launch of awareness raising measures.



## Résumé

L'étude "Réalisation d'aménagements raisonnables pour les personnes handicapées sur le lieu du travail au sein de l'Union Européenne – pratiques exemplaires et systèmes de financement" s'inscrit dans le contexte du programme communautaire pour l'emploi et la solidarité sociale (**PROGRESS**<sup>5</sup>) et la **stratégie de l'Union européenne en matière de handicap**<sup>6</sup>. Ces deux derniers poursuivent une politique d'intégration des personnes handicapées. Dans ce contexte, le Conseil de l'Union européenne a adopté en 2000 la directive 2000/78/CE du Conseil du 27 novembre 2000 portant création d'un cadre général en faveur de l'égalité de traitement en matière d'emploi et de travail (**directive cadre sur l'emploi**) et destinée à prévenir les discriminations fondées sur la religion, le handicap, l'âge ou l'orientation sexuelle. Du point de vue du handicap, l'une des dispositions avec le plus fort impact direct est **l'Article 5** de la directive cadre sur l'emploi, qui impose à tous les employeurs de prévoir des aménagements raisonnables pour les personnes handicapées.

Les lignes directrices et la directive de la Commission s'inscrivent dans une **politique générale d'anti-discrimination**. C'est aux États membres de promouvoir et permettre l'intégration des objectifs et de la législation communautaire dans les politiques nationales respectives. Pour encourager les employeurs et les travailleurs à faire un meilleur usage de la réalisation d'aménagements raisonnables dans le contexte professionnel, la sélection et la compilation de **pratiques exemplaires d'aménagements** est destinée à les sensibiliser aux solutions envisageables.

Les **objectifs principaux de la présente étude** conduite par l'institut KMU FORSCHUNG AUSTRIA (KMFA) en coopération avec les partenaires nationaux<sup>7</sup> du réseau ENSR sont

- répertorier et compiler les **dispositifs publics de financement** pour couvrir d'éventuels coûts liés aux aménagements et leurs points de contact,
- Empiler et analyser les **pratiques de réalisation d'aménagements raisonnables** pour les travailleurs handicapés et d'en sélectionner et présenter des pratiques exemplaires destinée à sensibiliser les travailleurs et les employeurs.

Pour la réalisation de l'étude, **différentes approches méthodologiques** ont été employées : l'analyse de publications actuelles, des recherches sur internet, des interviews avec des experts et l'étude de cas. La collecte des informations dans les différents pays a été effectuée par l'intermédiaire des partenaires nationaux de recherche en accord avec les **lignes directrices** et les **modèles de rapport** élaborés par KMFA (voir les pièces jointes en annexe 3). La **législation** portant à la participation des personnes handicapées sur le marché du travail a été renforcée dans tous les pays, cependant sous différente forme. Néanmoins, les **définitions de l'handicap** varient fortement entre les pays étudiés. Elles peuvent également être différentes dans

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<sup>5</sup> Décision no 1672/2006/CE du Parlement européen et du Conseil du 24 octobre 2006 établissant un programme communautaire pour l'emploi et la solidarité sociale — Progress (OJ L 315, 15.11.2006)

<sup>6</sup> Communication de la Commission européenne: Égalité des chances pour les personnes handicapées: un plan d'action européen (COM/2003/650); Communication de la Commission européenne: La situation des personnes handicapées dans l'Union européenne élargie: plan d'action européen 2006 – 2007 (COM/2005/604); Communication de la Commission européenne: La situation des personnes handicapées dans l'Union européenne: plan d'action européen 2008-2009 (COM/2007/738)

<sup>7</sup> UE 27 plus Islande, Liechtenstein et Norvège

un même pays selon leur ancrage dans la législation spécifique (par ex. code de la sécurité sociale vs. code du travail) ou du corps législatif dans lequel elles s'inscrivent (par ex. législation nationale ou régionale). Aussi, il existe cependant différentes approches envers **le concept des aménagements raisonnables** et dans une minorité des pays le refus de réalisation de ces aménagements n'est pas encore perçu comme une discrimination. Malgré l'ancrage dans la législation nationale bien développée des différents pays, des **sanctions** réelles dans le cas où une entreprise refuse la réalisation d'aménagements raisonnables pour des personnes handicapées ne sont pas prévues ou dans le cas échéant ne sont pas assez dissuasives.

Malgré que la majorité des pays s'appuie sur les **quotas d'emploi** de personnes handicapées et qu'une augmentation significative du **taux d'emploi** des personnes handicapées est perçue, le problème du **chômage** de ce groupe persiste. Les personnes handicapées ont, de même, plus de difficultés à obtenir des contrats de travail à durée illimitée. La part du **travail partiel** est plus élevée chez les personnes handicapées que dans la population active.

Les dispositifs de financement des aménagements raisonnables ont été analysés pour 10 **types d'aménagements**<sup>8</sup> différents. De même, quelques autres **dispositifs de financement** qui soutiennent des formes variées d'aménagements ont été identifiés. Quelques dispositifs proposent des financements au-delà de ces 10 catégories principales qui ont été fixées pour l'étude présente, mais qui pourraient cependant permettre d'élargir le concept fixé des aménagements raisonnables. L'analyse a été complétée par une sélection d'importantes mesures non-financières (c.à.d. gratuites pour les bénéficiaires) qui gagnent en importance dans beaucoup de pays.

Plus de la moitié des dispositifs de financement visent à des adaptations du poste de travail et respectivement un tiers à des mesures de qualifications ou à l'assistance au travail. Des subventions pour l'arrangement de travail ou des dispositifs qui soutiennent diverses formes d'aménagement sont plus rares.

Pour illustrer la réalisation du concept des aménagements raisonnables dans les entreprises (publiques, privées et sociales, de toute taille) qui emploient des personnes avec un handicap physique, mental, intellectuel ou sensoriel des études de cas ont été identifiées et analysées. De 160 entreprises identifiées 24 ont fait l'objet d'une analyse approfondie (voir annexe 1). 4 **motifs majeurs pour la réalisation d'aménagements** ont été identifiés : lors d'un accident ou d'une maladie d'un employé, lors d'une candidature d'une personne handicapée, grâce à l'initiative d'une organisation non-gouvernementale ou de la participation à un programme public et l'implantation d'une stratégie de diversité au sein de l'entreprise. Les études de cas ont également été sélectionnées par rapport aux 10 aménagements analysés lors des dispositifs de financement et des pratiques concrètes d'entreprises sont présentées. Dans la plupart des cas, les **aménagements** effectués par les entreprises sont **en rapport à un certain type d'handicap** (la mise en place d'un accès pour chaise roulante, l'adaptation des équipements de bureau pour les personnes handicapées physiques, le recours à des technologies d'assistance pour les handicapés des sens, l'assistance de travail pour des personnes avec des handicaps intellectuels/mentaux et physiques lourds). Cependant des mesures d'aménagement de l'organisation du travail, de

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<sup>8</sup> L'adaptation du poste de travail (la mise en place d'un accès pour chaise roulante; le recours à des technologies d'assistance; l'adaptation des équipements de bureau); arrangement de travail (l'adaptation des horaires de travail; le télétravail; la redistribution des tâches entre les membres d'une équipe, la possibilité de périodes de réhabilitation); l'assistance de travail; la formation; d'autres.

formation et de sensibilisation agissent favorablement sur l'intégration des personnes handicapées. Dans le contexte du concept social de l'handicap, ce sont ces dernières mesures qui agissent particulièrement sur l'environnement social des personnes handicapées.

Bien que la plupart des mesures soient des solutions individuelles qui répondent à des besoins spécifiques d'un employé, une **typologie des aménagements raisonnables** sur le lieu du travail a pu être développée. Les types suivants ont été identifiés : les solutions techniques, les arrangements organisationnels, l'assistance de travail, des mesures de qualifications et des mesures de sensibilisation.

Autant les mesures d'aménagements raisonnables que les coûts varient d'un cas individuel à l'autre. L'estimation des coûts directs est d'autant plus difficile étant donné que la plupart des mesures entraînent des **coûts directs**, mais aussi **indirects**. En outre, les coûts nets d'une même mesure peuvent varier selon la situation donnée et des aides financières disponibles. Les coûts doivent toujours être mis en relation avec les **effets bénéfiques** supplémentaires que de telles mesures peuvent avoir **sur l'ensemble du personnel et sur l'entreprise**.

La main d'œuvre vieillissante, par exemple, peut également accueillir des aménagements raisonnables et des personnes à la recherche d'une meilleure conciliation du travail et de la vie familiale peuvent profiter d'aménagements flexibles du temps de travail. L'intégration de personnes handicapées au sein de l'entreprise peut entraîner un **bon climat de travail** et accroître le respect envers les besoins individuels de chaque employé. La présence au sein de l'entreprise d'une assistance de travail peut de même améliorer l'ambiance de travail. La prise en compte des besoins spécifiques des personnes handicapées permet par ailleurs un meilleur maniement de la main d'œuvre vieillissante qui peut résulter en une loyauté accrue des employés. Comme les organisations non-gouvernementales sont souvent impliquées dans l'implantation d'aménagements raisonnables, ce processus peut par ailleurs aboutir sur une **coopération fructueuse et durable entre les entreprises et les NGO**. Étant donné que les personnes handicapées sont souvent sujet à de multiples discriminations sur le marché du travail, l'entreprise qui les emploie peut s'attendre à un **engagement et une loyauté particulièrement élevés** de ces derniers. De même, l'emploi de personnes handicapées peut apporter **de nouveaux clients** (par ex. de la communauté de personnes handicapées, des clients avec une conscience sociale). Les entreprises reçoivent souvent **des prix et des distinctions** en termes de reconnaissance. Ces derniers peuvent par la suite être utilisés à des fins de marketing et contribuent à une **image positive** de l'entreprise. Enfin, **toutes les formes d'aides disponibles** (les aides pour les aménagements raisonnables ainsi que par ex. une subvention des coûts salariaux) doivent être pris en considération dans l'analyse des coûts et des avantages.

En analysant les études de cas, des **facteurs de succès** ont été identifiés qui permettent une intégration durable de personnes handicapées sur le marché de travail. D'une part ce sont des facteurs internes situés au niveau de l'entreprise et de l'autre part des facteurs externes appartenant à la sphère publique. Les **facteurs internes de l'entreprise** sont l'engagement de la part de la direction, l'implication de l'ensemble du personnel, des structures permettant des prises de responsabilité claires et la consultation d'experts.

Les **facteurs externes**, c.à.d. les soutiens publics supplémentaires, sont l'offre de services adéquats, la disponibilité d'aides financières, une flexibilité des mesures publiques de soutien et une réglementation adaptable.



Basé sur ces facteurs de succès plusieurs **champs d'interventions** ont pu être identifiés où les politiques nationales et/ou européennes peuvent être améliorées dans une vue d'une meilleure réponse aux besoins des employeurs et des employés et d'une promotion du concept des aménagements raisonnables. Des **services taillés sur mesure** doivent être disponibles. Cependant le savoir-faire des ONG et des représentants d'organisations de personnes handicapées doit être pris en compte dans la conception de ces services. Des **aides financières flexibles** pour les aménagements raisonnables ainsi que des aides générales dans le cas de productivité amoindrie des personnes doivent être disponibles suffisamment. Les **instruments du marché du travail** visant l'intégration des personnes handicapées sur le marché du travail doivent également permettre de minimiser les risques de l'entreprise et de l'employé concerné (par ex. période d'essai plus longue, des modèles mixtes de travail avec le soutien des ONG). Des **guichets uniques** qui concentrent toutes les informations et le savoir-faire concernant l'intégration des personnes handicapées et les aménagements raisonnables et qui fournissent un aperçu général de toutes les mesures de support disponibles devraient être créés ou améliorés. Enfin, des **mesures de sensibilisation** qui disséminent des exemples de bonnes pratiques, des informations pratiques ainsi que des mesures d'incitation (attraits financiers et effets supplémentaires positifs pour les entreprises) devraient être lancées.

Ces mesures peuvent contribuer à l'implantation des aménagements raisonnables. Ainsi, les personnes concernées pourront profiter d'une meilleure inclusion sociale et les entreprises pourront tirer avantage de nombreux effets positifs supplémentaires. L'administration publique ainsi que la société pourront sur le long terme tirer avantage d'une diminution des dépenses sociales et d'une meilleure utilisation des ressources humaines, et par delà d'un renforcement de la cohésion sociale et de la croissance économique.

Dans le cadre ci-dessous sont présentés les résultats importants de l'étude.

- La présente étude examine la promotion et la réalisation d'aménagements pour les personnes handicapées sur le lieu du travail dans **30 pays** (les 27 États membres de l'Union, l'Islande, le Liechtenstein et la Norvège).
- **82 dispositifs publics** de financement pour couvrir d'éventuels coûts liés aux aménagements ont été identifiés dans 29 pays.
- 45 dispositifs correspondent à des **adaptations de poste de travail** (la mise en place d'un accès pour chaise roulante, le recours à des technologies d'assistance et/ou l'adaptation des équipements de bureau); 28 dispositifs sont liés à des structures de **formation**; 27 dispositifs portent sur l'**assistance au travail**; 17 dispositifs prévoient des aides financières à l'**aménagement de l'organisation du travail** (par ex., l'adaptation des horaires de travail, la redistribution des tâches entre les membres d'une équipe et/ou des périodes de réhabilitation) et 13 **dispositifs sont d'une nature générale** (soutiennent diverses formes d'aménagement).
- La plupart des dispositifs **ne se limite pas à un groupe cible** (d'employeurs) de personnes avec un **certain type d'handicap**. Néanmoins, certaines adaptations ciblent certains handicaps spécifiques (par ex., la mise à disposition d'interprètes pour personnes malentendantes).
- Les aides publiques à la réalisation des aménagements raisonnables sont majoritairement accordées sous forme de **subvention**.



- Les **aides non-financières** gagnent de l'importance dans les différents pays. Lorsqu'il n'existe pas de systèmes de financement, il ne peut cependant pas en être déduit que la réalisation d'aménagements ne soit pas soutenue – les services peuvent être mis gratuitement à disposition.
- Dans les 30 pays, **250 études de cas** ont été recensées, **160** entre elles ont fait l'objet d'une analyse. Près de 70 % des études de cas se situent dans des entreprises privées, 20 % dans des entreprises publiques et 10 % concernent des entreprises sociales (les entreprises d'insertion par le travail ont été exclues de l'analyse). 30 % des études de cas concernent respectivement des grandes ou moyennes entreprises, 25 % des petites entreprises et 15 % des micro-entreprises. 24 entreprises ont fait l'objet d'une analyse approfondie.
- Concernant le **groupe cible**: dans la moitié des études de cas il s'agit de travailleurs avec un handicap physique, 20 % des dispositifs ont été mis en place respectivement pour des personnes avec un handicap intellectuel ou sensoriel et 10 % concernent l'intégration de personnes avec des incapacités mentales.
- Plus de 50 % des entreprises ont **adapté les postes de travail**, 40 % proposent des **aménagements de l'organisation du travail**. Dans 15 % des cas un **assistant de travail/coach/mentor** est mis à disposition pour les employées handicapées et dans 10 % des cas des **formations** sont proposées. 10 % ont initiés des **mesures de sensibilisation** au sein de l'entreprise (certaines entreprises ont mis en place plus d'un type d'aménagement raisonnable). En outre, quelques **programmes** des entreprises peuvent être identifiés. Cependant les dispositifs qui permettent différentes formes d'aménagement paraissent les plus prometteurs.
- Une **typologie des aménagements raisonnables** sur le lieu du travail a pu être développée. Les types identifiés sont : les solutions techniques, les arrangements organisationnels, l'assistance de travail, des mesures de qualifications et des mesures de sensibilisation.
- Les aménagements raisonnables sur le lieu du travail entraînent **des coûts directs et indirects**. Les coûts doivent être mis en relation avec les **effets bénéfiques supplémentaires** (un bon climat de travail entre les travailleurs, la mise en place de mesures de prévention, une coopération enrichissante avec les entreprises sociales et non-gouvernementales, des travailleurs particulièrement loyaux et motivés et une image publique positive de l'entreprise) que de telles mesures peuvent avoir **sur l'ensemble du personnel et sur l'entreprise**.
- **Toutes les formes d'aides disponibles** (les aides pour les aménagements raisonnables et la subvention des coûts salariaux) doivent être prises en considération dans l'analyse des coûts et des avantages.
- Des **facteurs de succès internes** de l'entreprise (l'engagement de la part de la direction, l'implication de l'ensemble du personnel, des structures permettant des prises de responsabilité claires et la consultation d'experts) et **externes**, c.à.d. les soutiens publics supplémentaires (l'offre de services adéquats, la disponibilité d'aides financières, une flexibilité des mesures publiques de soutien et une réglementation adaptable) ont été identifiés.
- **Champs d'interventions** pour les politiques nationales et/ou européennes : Mise à disposition de services taillés sur mesure, des aides financières flexibles, des instruments du marché du travail adéquats, des guichets uniques et le lancement de mesures de sensibilisation.



## Zusammenfassung

Die Studie "Angemessene Vorkehrungen für Personen mit Behinderung am Arbeitsplatz in der EU – Vorbildliche Praktiken und Finanzierungskonzepte" hat einen **zweifachen Hintergrund**: das Gemeinschaftsprogramm für Beschäftigung und soziale Solidarität (**PROGRESS**<sup>9</sup>) und die **Europäische Strategie im Behindertenbereich**<sup>10</sup>. Sowohl das Programm als auch die Strategie basieren mehr auf dem Inklusions- denn auf dem Integrationskonzept von behinderten Personen. Vor diesem Hintergrund nahm die der Rat der Europäischen Union im Jahr 2000 die **Beschäftigungsrahmenrichtlinie** (2000/78/EG) an und schuf einen allgemeinen Rahmen zur Gleichbehandlung in Beschäftigung und Beruf, um die Diskriminierung auf Grund von Religion, Behinderung, Alter oder sexueller Orientierung zu verhindern. In Hinblick auf Menschen mit Behinderung stellt **Artikel 5** der Richtlinie die weitreichendste Bestimmung dar und kann als Konsequenz aus dem inklusiven Konzept und dem sozialen Modell von Behinderung gesehen werden. Er beinhaltet eine Verpflichtung für alle Arbeitgeber, angemessene Vorkehrungen für behinderte Menschen zu treffen.

Da die politischen Leitlinien der Kommission und die Richtlinie die **Antidiskriminierungspolitik** im Allgemeinen ansprechen und keine detaillierten politischen Vorschläge enthalten, liegt es an den Mitgliedstaaten zu garantieren, dass die nationale Politik und Gesetzgebung mit den Prinzipien der Politik der Kommission und der Richtlinie in Einklang sind. Um daher die Idee angemessener Vorkehrungen am Arbeitsplatz zu fördern und das Bewusstsein der Schlüsselakteure, Arbeitgeber und -nehmer, zu erhöhen, wie Anpassungen zu einer besseren Integration von behinderten Menschen am Arbeitsplatz führen können, sollen **Beispiele erfolgreich implementierter Maßnahmen verbreitet** werden.

Die **wichtigsten Ziele** dieser von der KMU FORSCHUNG AUSTRIA (KMFA – Austrian Institute for SME Research) in Zusammenarbeit mit nationalen Partnern<sup>11</sup> des ENSR durchgeführten Studie waren

- **Informationen über öffentlich verfügbare Finanzierungsangebote** zur (teilweisen) Kompensation von Kosten im Zusammenhang mit angemessenen Vorkehrungen am Arbeitsplatz und Kontaktdaten der Anbieter zu sammeln und zu ordnen, sowie
- **Praktiken von angemessenen Vorkehrungen** für behinderte Personen am Arbeitsplatz, d.h. auf betrieblicher Ebene, zu sammeln und zu analysieren und aus diesen Beispielen vorbildliche Praktiken auszuwählen und diese zum Zweck der Bewusstseinsbildung zu präsentieren.

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<sup>9</sup> Beschluss Nr. 1672/2006/EG des Europäischen Parlaments und des Rates vom 24. Oktober 2006 über ein Gemeinschaftsprogramm für Beschäftigung und soziale Solidarität — Progress (OJ L 315, 15.11.2006)

<sup>10</sup> Mitteilung der Europäischen Kommission: Chancengleichheit für Menschen mit Behinderungen: Ein Europäischer Aktionsplan (COM/2003/650); Mitteilung der Europäischen Kommission: Situation behinderter Menschen in der erweiterten Europäischen Union: Europäischer Aktionsplan 2006 – 2007 (COM/2005/604); Mitteilung der Europäischen Kommission: Situation von Menschen mit Behinderungen in der Europäischen Union: Europäischer Aktionsplan 2008 – 2009 (COM/2007/738)

<sup>11</sup> EU 27 plus Island, Liechtenstein und Norwegen

Um diese globalen Ziele zu erreichen, wurde eine **Kombination verschiedener methodischer Ansätze** angewandt, die von Literaturanalyse, Internetrecherche, Interviews mit Expertinnen und Experten bis zu Fallstudien reichen. Die Informationen in den Ländern wurden von nationalen Forschungspartnern auf der Grundlage von **Leitfäden und Berichtvorlagen**, die von der KMFA konzipiert wurden, eingeholt (diese sind im Anhang 3 dieses Berichts zu finden).

**Gesetzliche Regelungen**, die auf die Teilnahme von Menschen mit Behinderung am Arbeitsmarkt zielen, wurden in allen Ländern, wenn auch auf unterschiedliche Weise, durchgesetzt. **Definitionen von Behinderung** variieren stark zwischen den Ländern und selbst innerhalb eines Landes können sich unterschiedliche Definitionen in Abhängigkeit des jeweiligen gesetzlichen Hintergrunds (z. B. Sozialversicherung vs. arbeitsmarktrechtliche Regelungen) oder der gesetzgebenden Körperschaft (z. B. nationale vs. regionale Gesetzgebung) finden. Auch gibt es verschiedene Annäherungen an das Konzept der **angemessenen Vorkehrungen** und in nur wenigen Ländern wird die Verweigerung, angemessene Vorkehrungen zu treffen, noch nicht als eine Form der Diskriminierung eingestuft. Trotz umfassender entwickelter Gesetzgebung gibt es nahezu in allen Ländern entweder **keine Sanktionen** im Fall einer Verweigerung von angemessenen Vorkehrungen oder die Sanktionen sind nicht abschreckend.

Obwohl die Mehrheit der Länder **Beschäftigungsquoten** für Behinderte kennt und die **Beschäftigungsraten** von Menschen mit Behinderung in einigen Ländern steigen, stellt die **Arbeitslosigkeit von Personen mit Behinderung** weiterhin ein bedeutendes Problem dar. Diese Personen haben auch größere Schwierigkeiten einen unbefristeten Arbeitsvertrag zu erhalten. Im Vergleich zu den gesamten Beschäftigten ist der **Anteil an Teilzeitkräften** unter Menschen mit Behinderung höher.

Die Analyse der Finanzierungsangebote für angemessene Vorkehrungen erfolgte entsprechend 10 **Arten von Vorkehrungen**<sup>12</sup>, zusätzlich wurden einige **umfassende Finanzierungsangebote**, die mehrere Arten von Vorkehrungen fördern, identifiziert. Zudem finanzieren einige Förderungen auch Vorkehrungen, die über diese Hauptkategorien, die für dieses Forschungsprojekt festgelegt wurden, hinausgehen (diese Finanzierungsangebote könnten einen Anstoß zu neuen Ansätzen von angemessenen Vorkehrungen bilden). Die Analyse wurde ergänzt durch eine Auswahl von nicht-finanziellen Förderungen (d. h. für den Leistungsempfänger kostenlose Serviceleistungen).

Mehr als die Hälfte der Finanzierungsangebote zielen auf die Anpassung des Arbeitsplatzes, rd. je ein Drittel fördern Trainingsmaßnahmen oder Arbeitsassistenz. Dagegen sind Zuschüsse für Maßnahmen der Arbeitsorganisation oder umfassende Finanzierungsangebote seltener.

Um die betriebliche Praxis beim Treffen von angemessenen Vorkehrungen zu illustrieren, wurden kurze Fallstudien von Unternehmen (öffentliche, private und soziale Unternehmen aller Größen), die Personen mit körperlichen, psychischen, geistigen oder Sinnesbehinderungen beschäftigen, identifiziert und grob analysiert. Von diesen 160 Unternehmen wurden 24 für eine detaillierte Analyse ausgewählt. Vier **Hauptmotive**, solche **angemessenen Vorkehrungen zu treffen** wurden identifiziert: ein Unfall oder eine Krankheit eines/einer Beschäftigten, die Bewerbung einer Person mit Behinderung, die

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<sup>12</sup> Anpassung des Arbeitsplatzes (barrierefreier Zugang für Rollstuhlfahrer, Einsatz unterstützender Technologien, Anpassung der Büroausstattung), Arbeitsorganisation (Anpassung der Arbeitszeit, Teleworking, Umverteilung der Aufgaben auf die Mitarbeiter, Freistellung für Rehabilitation), Arbeitsassistenz, Trainingsmaßnahmen

Initiative einer NGO bzw. die Teilnahme an einem öffentlichen Programm oder die Implementierung einer Diversitätsstrategie. Die Fallstudien wurden entsprechend den gleichen Arten von Vorkehrungen analysiert, die auch bei der Untersuchung der Finanzierungsangebote angewandt wurden, wobei jeweils konkrete Unternehmensbeispiele beschrieben werden. Während in vielen Fällen **spezifische Maßnahmen in Relation zu bestimmten Behinderungen stehen** (barrierefreier Zugang für Rollstuhlfahrer und Anpassung der Büroeinrichtung zu physischen Behinderungen, Einsatz unterstützender Technologien zu Sinnesbehinderungen, Arbeitsassistenten zu geistigen oder schwer körperlich behinderten Personen), scheinen Maßnahmen der Arbeitsorganisation, Trainingsmaßnahmen oder bewusstseinsbildende Maßnahmen geeignet, die Integration aller Personen mit Behinderung zu unterstützen. Folgend dem sozialen Modell von Behinderung zielen speziell letztere auf das soziale Umfeld der behinderten Personen.

Obwohl alle Maßnahmen maßgeschneiderte Lösungen repräsentieren, die den spezifischen Bedürfnissen der betroffenen Person gerecht werden, konnte eine **Typologie angemessener Vorkehrungen** am Arbeitsplatz entwickelt werden. Folgende Typen wurden identifiziert: Technische Lösungen, organisatorische Maßnahmen, Arbeitsassistenten, Qualifizierungsmaßnahmen und bewusstseinsbildende Maßnahmen.

So wie die angemessenen Vorkehrungen von Fall zu Fall variieren, so unterschiedlich sind auch die Kosten für diese. Die Beurteilung der realen Kosten ist dabei schwierig, da solche Maßnahmen sowohl **direkte als auch indirekte Kosten** mit sich bringen. Auch können die Nettokosten ein und derselben Maßnahme in Abhängigkeit der gegebenen Situation und der vorhandenen Förderungen stark variieren. Die Kosten müssen dabei immer in Relation zu den Zusatzeffekten gesehen werden, von denen die **gesamte Belegschaft und das Unternehmen profitieren** kann. So werden beispielsweise die älteren Mitarbeiterinnen und Mitarbeiter Anpassungen des Arbeitsplatzes begrüßen oder Personen, die eine bessere Vereinbarkeit von Beruf und Privatleben suchen, von flexiblen Arbeitszeitregelungen profitieren. Das Treffen von angemessenen Vorkehrungen ermöglicht nicht nur die Integration von Menschen mit Behinderung am Arbeitsplatz sondern bringt auch vielfältige **positive Zusatzeffekte** für die Betriebe mit sich. Die Integration von Personen mit Behinderung kann zu einem **positiveren Betriebsklima** führen, in dem die individuellen Bedürfnisse aller Angestellten berücksichtigt werden. Auch die Anwesenheit von Arbeitsassistenten kann die Arbeitsatmosphäre verbessern. Durch die Beschäftigung mit den Bedürfnissen der Personen mit Behinderung kann sich das Unternehmen besser auf die Herausforderungen einer alternden Belegschaft vorbereiten, die sich wiederum loyaler dem Unternehmen gegenüber zeigen wird. Da zudem die Einführung von angemessenen Vorkehrungen von NGOs begleitet wird, kann dieser Prozess zu einer fruchtbaren und **nachhaltigen Zusammenarbeit von Unternehmen mit NGOs** führen. Da sich Personen mit Behinderungen multiplen Diskriminierungen am Arbeitsmarkt gegenübersehen, kann ein Unternehmen, das diese Personen einstellt mit **besonders loyalen und motivierten Mitarbeiterinnen und Mitarbeitern** rechnen. Außerdem kann die Anstellung von Personen mit Behinderung zur Erschließung **neuer Kundengruppen** führen (z. B. aus dem Kreis der Personen mit Behinderung oder sozial motivierte Klientel). Daher werden solche Unternehmen auch oft mit **Preisen** ausgezeichnet, die wiederum zu Marketingzwecken verwendet werden können und zu einem **positiven Unternehmensimage** beitragen. Schließlich müssen **alle finanziellen Förderungen** (sowohl Förderungen für angemessene Vorkehrungen als auch Lohnkostenzuschüsse) in eine Kosten-Nutzen Analyse miteinbezogen werden.

Bei der Analyse der Fallstudien konnten einige **Erfolgsfaktoren** identifiziert werden, die eine nachhaltige Integration von Personen mit Behinderung am ersten Arbeitsmarkt begünstigen. Es kann zwischen internen im Betrieb verorteten Faktoren und externen Faktoren, die im öffentlichen Einflussbereich liegen, unterschieden werden. **Interne betriebliche Faktoren** sind das Engagement des Managements, die Einbindung der Belegschaft, Strukturen, die klare Verantwortlichkeiten schaffen und die Einbeziehung von Experten. **Externe Faktoren**, d. h. die ergänzende öffentliche Unterstützung, sind das Angebot adäquater Dienstleistungen, die Verfügbarkeit finanzieller Förderungen, die Flexibilität von öffentlichen Fördermaßnahmen und adaptierbare Förderregelungen.

Basierend auf diesen Erfolgsfaktoren konnten einige **Interventionsfelder** identifiziert werden, in denen die nationale und/oder europäische Politik verbessert und vermehrt auf die Bedürfnisse der Arbeitgeber und Arbeitnehmer ausgerichtet werden kann, um die Idee der angemessenen Vorkehrungen zum Durchbruch zu verhelfen. **Maßgeschneiderte Dienstleistungen** müssen verfügbar gemacht werden, wobei bei der Maßnahmenkonzeption solcher Services die Expertise von NGOs und aller Vertreter von Behinderteninteressen miteinbezogen werden muss. **Flexible finanzielle Förderungen** für angemessene Vorkehrungen und allgemeine Förderungen, die eine mögliche Minderleistung der Person mit Behinderung kompensieren, müssen ausreichend vorhanden sein. **Arbeitsmarktpolitische Instrumente**, die die Integration von Personen mit Behinderung am ersten Arbeitsmarkt unterstützen, müssen auf die Reduzierung des Risikos des Unternehmens und der betreffenden Person abzielen (z. B. längere Probezeit, kombinierte Arbeits- und Beschäftigungsmodelle mit Unterstützung von NGOs). **One-stop-shops**, die das Know-how in Hinblick auf die Arbeitsmarktintegration von Personen mit Behinderung und angemessene Vorkehrungen bündeln und einen Überblick über alle existierenden Fördermaßnahmen anbieten, sollen geschaffen oder optimiert werden. Schließlich gilt es, **bewusstseinsbildende Maßnahmen**, die Good Practice Beispiele, praktische Informationen und Anreize (finanzieller Natur und zahlreiche Zusatzeffekte für die Unternehmen) kommunizieren, zu lancieren.

All diese Maßnahmen können zu einer Verbreitung von angemessenen Maßnahmen am Arbeitsplatz führen. So werden die betroffenen Personen profitieren, weil sie sozial integriert werden, und die Unternehmen werden sich die Zusatzeffekte zunutze machen können. Die öffentliche Verwaltung und die Gesellschaft wird langfristig Vorteile in Folge geringerer Sozialausgaben und einer besseren Nutzung der Humanressourcen haben, was wiederum den sozialen Zusammenhalt stärken und das Wirtschaftswachstum fördern kann.

Die Fact Box fasst wichtige Inhalte und Resultate der Studie zusammen.



- ▶ Die Förderung und die Bereitstellung von angemessenen Vorkehrungen für Personen mit Behinderung am Arbeitsplatz in 30 Ländern (die 27 Mitgliedstaaten der EU sowie Island, Liechtenstein und Norwegen) werden in diesem Forschungsprojekt analysiert.
- ▶ **82 öffentliche Finanzierungsangebote** zur (teilweisen) Kompensation von verschiedenen Arten von angemessenen Vorkehrungen in 29 Ländern wurden identifiziert.
- ▶ 45 Finanzierungsmöglichkeiten zielen auf die (physische) **Anpassung des Arbeitsplatzes** (z. B. barrierefreier Zugang für Rollstuhlfahrer, Einsatz unterstützender Technologien und/oder Anpassung der Büroausstattung), 28 Förderungen auf **Trainingsmaßnahmen. Arbeitsassistent** wird von 27, **Maßnahmen der Arbeitsorganisation** (Anpassung der Arbeitszeit, Teleworking, Umverteilung der Aufgaben auf die Mitarbeiter/-innen, Freistellungen für Rehabilitation) von 17 Finanzierungsangeboten unterstützt. Zudem wurden 13 **umfassende Finanzierungsangebote** (die mehrere Arten von Maßnahmen finanziell fördern) identifiziert.
- ▶ Die meisten Förderungen haben **keine eingeschränkte Zielgruppe**, d. h. sie sind für (Arbeitgeber von) Personen mit allen Arten von Behinderung zugänglich. Dennoch gibt es einige angemessene Vorkehrungen, die selbstverständlich eher in Relation zu **spezifischen Behinderungen** stehen (z. B. Gebärdensprachdolmetsch für taube Personen).
- ▶ Öffentliche Förderungen zur Finanzierung von angemessenen Vorkehrungen werden hauptsächlich in Form eines **Zuschusses** gewährt.
- ▶ **Nicht-finanzielle Förderungen** gewinnen in allen Ländern an Bedeutung. Wenn eine angemessene Vorkehrung nicht finanziell gefördert wird, kann daraus nicht geschlossen werden, dass diese überhaupt nicht gefördert wird, sondern dass möglicherweise die entsprechende Dienstleistung kostenlos zur Verfügung gestellt wird.
- ▶ Es stehen Informationen zu **250 Fallstudien** aus 30 Ländern zur Verfügung, davon wurden **160** näher analysiert. Rd. 70 % beschreiben Praktiken in privaten Unternehmen, 20 % bei öffentlichen Arbeitgebern und 10 % in sozialen Unternehmen (da integrative Betriebe in der Analyse nicht berücksichtigt wurden). Jeweils 30 % der Beispiele betreffen Groß- bzw. Mittelbetriebe, 25 % Klein- und 15 % Mikrobetriebe.
- ▶ Betreffend die **Zielgruppe** beschreiben die Hälfte der Fallstudien die Integration von Personen mit physischen Behinderungen, jeweils 20 % der Maßnahmen wurden für Personen mit Sinnes- oder geistigen Behinderungen gesetzt und weniger als 10 % behandeln die Integration von Personen mit psychischen Beeinträchtigungen.
- ▶ Mehr als 50 % der Betriebe **adaptierten den Arbeitsplatz** behindertengerecht, 40 % setzten **arbeitsorganisatorische Maßnahmen**, in rd. 15 % der Fälle unterstützt ein **Arbeitsassistent/Coach/Mentor** die behinderte Person und mehr als 10 % bieten **Trainingsmaßnahmen. Bewusstseinsbildende Maßnahmen** erwähnen 10 % der Betriebe explizit (einige Unternehmen setzten mehrere Maßnahmen unterschiedlichen Typs). Zudem konnten einige umfassende **Programme** identifiziert werden. Die Bereitstellung einer Kombination sich ergänzender Maßnahmen scheint am erfolgversprechendsten.

- ▶ Eine **Typologie angemessener Vorkehrungen** am Arbeitsplatz konnte entwickelt werden. Die identifizierten Typen sind technische Lösungen, organisatorische Maßnahmen, Arbeitsassistenz, Qualifizierungsmaßnahmen und bewusstseinsbildende Maßnahmen.
- ▶ Angemessene Vorkehrungen verursachen **direkte und indirekte Kosten**. Solche Kosten müssen in Relation zu den **positiven Zusatzeffekten** (positives Klima in der Belegschaft, die Einführung präventiver Maßnahmen, fruchtbare Kooperationen mit sozialen Unternehmen und NGOs, besonders loyale und hoch motivierte Beschäftigte und ein positives öffentliches Image des Unternehmens) gesetzt werden und es muss berücksichtigt werden, dass die **gesamte Belegschaft und das Unternehmen** von den Maßnahmen **profitieren** kann.
- ▶ Für eine Kosten-Nutzen Analyse müssen **alle Förderungen** (Förderungen für angemessene Vorkehrungen und Lohnkostenzuschüsse) miteinbezogen werden.
- ▶ Folgende **Erfolgsfaktoren** konnten identifiziert werden: **Interne betriebliche Faktoren** sind das Engagement des Managements, die Einbindung der Belegschaft, Strukturen, die klare Verantwortlichkeiten schaffen, die Einbeziehung von Experten, **externe Faktoren** beziehen sich auf das Angebot adäquater Dienstleistungen, die Verfügbarkeit finanzieller Förderungen, die Flexibilität von öffentlichen Fördermaßnahmen, adaptierbare Förderregelungen.
- ▶ **Interventionsfelder** für nationale und/oder europäische Politiken sind: maßgeschneiderte Dienstleistungen, flexible finanzielle Förderungen, arbeitsmarktpolitische Instrumente, One-stop-shops und bewusstseinsbildende Maßnahmen.



# 1 Background and Aims of the Study

## 1.1 Introduction

The study on “Providing reasonable accommodation for persons with disabilities in the workplace in the EU – good practices and financing schemes” has a twofold background: the Community programme for employment and social solidarity (PROGRESS) and the European Disability Strategy. The aim of PROGRESS is to financially support the implementation of the objectives of the European Union in the employment and social affairs area such as

- the implementation of the European Employment Strategy,
- the implementation of the open method of coordination in the field of social protection and inclusion,
- the improvement of the working environment and conditions including health and safety at work and reconciling work and family life,
- the effective implementation of the principle of non-discrimination and promotion of its mainstreaming in all EU policies,
- the effective implementation of the principle of gender equality and promotion of its mainstreaming in all EU policies.

PROGRESS is divided in five policy sections and the present study falls under policy section 4 – “anti-discrimination and diversity” and its general objective to support effective implementation of the principle of non-discrimination and promote its mainstreaming in all EU policies. More specifically, the study shall contribute to the analysis and the improvement of the understanding of the situation in relation to discrimination.<sup>13</sup>

The **European Disability Strategy**, which is built on three pillars (EU anti-discrimination legislation and measures; eliminating barriers in the environment; mainstreaming disability issues in Community policies), is spelled out in the European Disability Action Plan. The goal of the Action Plan is to mainstream disability issues into relevant Community policies and develop concrete actions in crucial areas to enhance the integration of people with disabilities.<sup>14</sup> For its second phase the Action Plan has priority objectives focusing on the active inclusion of people with disabilities. The activities under the four priorities, i. e.

- encouraging activity
- promoting access to quality support and care services
- fostering accessibility of goods and services and
- increasing the EU's analytical capacity

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<sup>13</sup> See [http://ec.europa.eu/employment\\_social/progress/docs\\_en.html](http://ec.europa.eu/employment_social/progress/docs_en.html)

<sup>14</sup> European Commission (2003): Communication from the European Commission on equal opportunities for people with disabilities: A European Action Plan (COM/2003/650)

will promote the independent living of people with disabilities. This research study is linked to the first priority “encouraging activity” focusing on raising the employment and activity rates of people with disabilities.<sup>15</sup>

The Programme and the Strategy build on a concept which stresses the right of all people to fully participate in social life. It implies that all people are equal and have the right to participation and non-discrimination. Therefore it is the duty of society to provide appropriate structures which enable the individuals with disabilities to fully participate in all areas of public life, among others in the working process. Related to this concept is the social model of disability. It was elaborated in response to the individual (medical) model of disability, where the problems of persons with disabilities are founded in their impairments, whereas in the social model the problems are located outside of the individual person in the social context. Disability is seen as a social construct and the barriers persons with disabilities face are the result of neglecting their needs. Disability can therefore be seen as a human difference and in consequence is subject to non-discrimination activities and regulations. This has led to a paradigm shift from charity-based to rights-based disability policy.<sup>16</sup>

Against this background, the Council of the European Union adopted in 2000 the Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation to prevent people in the European Union from being discriminated because of religion, disability, age or sexual orientation. With regard to persons with disabilities Article 5 is the most far-reaching provision and can be seen as a consequence of this inclusive concept and social model. It has created an obligation for all employers to provide **reasonable accommodation** for persons with disabilities. This is a consequence of the paradigm shift, that society (and in this case the employer) is in charge of meeting the needs of individuals with disabilities to enable them to fully participate in social (in this case in working) life. Article 5 in the Framework Employment Directive states:

*“In order to guarantee compliance with the principle of equal treatment in relation to persons with disabilities, reasonable accommodation shall be provided. This means that employers shall take appropriate measures, where needed in a particular case, to enable a person with a disability to have access to, participate in, or advance in employment, or to undergo training, unless such measures would impose a disproportionate burden on the employer. This burden shall not be disproportionate when it is sufficiently remedied by measures existing within the framework of the disability policy of the Member State concerned.”<sup>17</sup>*

The approach of providing reasonable accommodation implies that any person with disabilities should be enabled “to have access to, participate in, or advance in employment”: The assessment of which accommodation is required has to be based on an individual analysis of the individual needs of the person and the specific working conditions. Therefore, an appropriate accommodation is always an individually tailored solution. Thus, it is impossible to define “reasonable accommodation” in general terms and counterproductive to the intention of Article 5 (Framework Employment Directive) to provide, e. g. in legislation, a list determining what kind of accommodation is re-

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<sup>15</sup> European Commission (2005): Communication from the European Commission on the situation of disabled people in the enlarged European Union: the European Action Plan 2006-2007 (COM/2005/604)

<sup>16</sup> Degener, Theresia (2004): Definition of Disability. EU Network of Experts on Disability Discrimination

<sup>17</sup> See Council Directive (2000/78/EC) Article 5

quired, as this would hamper individual solutions. Nevertheless the Directive itself gives an idea of what can be understood by “reasonable accommodation”. The preamble paragraph 20 speaks of *“appropriate measures as effective and practical measures to adapt the workplace to the disability, e. g. adapting premises and equipment, patterns of working time, the distribution of tasks or the provision of training or integration resources”*<sup>18</sup>.

The judgement of whether a required accommodation is a disproportionate burden is also to be made against the background of the individual case. The Directive gives as a guideline: *“To determine whether the measure in question give rise to a disproportionate burden, account should be taken in particular of the financial and other costs entailed, the scale and financial sources of the organisation or undertaking and the possibility of obtaining public funding or any other assistance.”*<sup>19</sup>

As the Commission’s policy guidelines and the Directive are addressing the issue of anti-discrimination policy in a broad sense and do not include detailed policy proposals it is up to the Member States to ensure that national policies and legislation meet the principles of the Commission’s policies and the Directive<sup>20</sup>. Therefore, the implementation of the principle of reasonable accommodation can vary according to national framework conditions and legislation. The Member States are adopting different approaches in response to the requirements of Article 5. Differences occur among others regarding where (in the constitution, employment legislation, social legislation etc.) and how the provisions are stipulated (new legislation versus adaptation of existing legislation) as well as the further specification of the terms *reasonable accommodation* and *disproportionate burden* and the role of the public sector. Furthermore it has to be distinguished between countries where a duty for reasonable accommodation has already existed prior to the adoption of the Framework Employment Directive (e. g. UK, Ireland, Sweden) and countries where the respective laws have been adopted in order to implement Article 5<sup>21</sup>. Although the implementation in national legislation in some cases has led to a further specification of what can be classified as reasonable accommodation it seems crucial to illustrate the implications of this principle through practical examples.

Therefore, to foster the idea of what reasonable accommodation could be and to raise the awareness among the key players, employers and employees, on how adaptation can lead to a better integration of persons with disabilities in the workplace, examples on successfully implemented accommodation have to be disseminated.

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<sup>18</sup> See Council Directive (2000/78/EC) recital 20

<sup>19</sup> See Council Directive (2000/78/EC) recital 21

<sup>20</sup> See European Commission (2005): Disability mainstreaming in the European Employment Strategy (EMCO/11/290605)

<sup>21</sup> For an in-depth analysis of the implementation of Article 5 in national legislation see Waddington, Lisa (2004): Implementing and Interpreting the Reasonable Accommodation Provision of the Framework Employment Directive: Learning from Experience and Achieving Best Practice. EU Network of Experts on Disability Discrimination

Following the Directive, and with reference to the tender specifications for this study, reasonable accommodations of different types have been taken into consideration, e. g.

- adaptation of the workplace (providing wheelchair access, using assistive technology, adapting office equipment or work equipment),
- work arrangements (adjusting working hours, teleworking arrangements, re-distributing of tasks between the members of a team, giving periodically rehabilitation),
- work assistance / job coaching,
- training,
- awareness raising measures.

This research report shall illustrate how reasonable accommodation in these fields can be realised while reaching a proper balance between the interests of employees and employers. Therefore company examples have been identified and analysed where the concept of reasonable accommodation has worked on the ground. These examples should contribute to raise the awareness among both, persons with disabilities on how they can achieve their right for appropriate accommodation in the workplace, and companies through showing that in many cases reasonable accommodation can be carried out without excessive difficulties and may lead to additional positive effects for the business and its entire staff.

In this regard, the project is **aimed** at:

- identifying and analysing various cases of good practice in providing reasonable accommodation at enterprise level;
- selecting cases of good practice for in-depth presentation to raise the awareness of providing reasonable accommodation;
- giving an overview of available funding schemes and financial support to (partly) cover costs of such accommodation at national and European level;
- listing the organisations which are providing financial support to employers and/or grants to employees;
- drawing conclusions with regard to the improvement of funding schemes, the mobilisation of policies to facilitate the provision of reasonable accommodation and success factors in planning and implementing reasonable accommodation.

This document sets out the research results. First, **Chapter 1.2** gives a short overview of the methodological approach applied while executing the project. **Chapter 1.3** deals with the problems and challenges which occurred in the course of the project and possible restrictions.

**Chapter 2** presents the framework conditions of persons with disabilities throughout the countries under investigation. Important legislation relating to the labour market integration of these persons is presented and information on different definitions of disability and accommodation concepts is given. Finally, some key data on labour market integration of persons with disability is highlighted (for those countries where available).

Subsequently, **Chapter 3** gives an overview of existing funding schemes and the different kinds of accommodation measures they support. Besides financial support, a selection of non-financial support measures is also presented (as different support approaches are pursued by the respective countries).

The practice of enterprises providing reasonable accommodation is analysed in **Chapter 4**. The collected case studies are analysed according to different types of accommodation in the workplace following the classification used in the previous chapter. Each type of accommodation is illustrated by the means of concrete examples and with reference to cases of good practices which were selected for an in-depth analysis (see Annex 1).

In **Chapter 5**, conclusions are derived based on the findings of the previous chapters and the whole research project. The chapter focuses on the identification of key success factors in providing reasonable accommodation in the workplace for persons with disabilities and recommendations on how such successful practices could be supported by public authorities.

In **Annex 1** the cases of good practices which have been selected for an in-depth analysis are presented. **Annex 2** provides several lists containing important information in relation to the research subject. First, there is a list of the main (national) legislation with relation to disability and the labour market as well as a list of main actors in the field. Moreover, the funding schemes that have been identified in the course of this research project are listed by country, also indicating the type(s) of accommodation each scheme is applicable for. The two further lists contain contact details – one displaying all necessary information on national support providers and another one giving the details on national contact points of the European Social Fund (ESF). Finally, in **Annex 3** the methodological tools (guidelines, templates) which have been used to conduct the research can be found.

## 1.2 Methodological Approach and Organisation of the Work

In the framework of this research study different methodological tools have been used:

- At the beginning of the research mission key issues were clarified and a detailed work programme and time schedule had been elaborated in close **co-operation with the Commission**. In the course of the project, the elaborated working definitions, guidelines and templates as well as the selection criteria for good practices have been discussed and agreed upon with the Commission.
- The work has been carried out along **6 working steps**: while step 1 dealt with the clarification of the aims, the key issues as well as the **work programme**, step 2 consisted of a **context analysis**, describing the framework conditions concerning the work integration of persons with disabilities in each country and thereby providing the basic information for the research mission. Subsequently, step 3 dealt with the identification of public **funding schemes** and responsible organisations in each country. Some results of this step are also listed in Annex 2. In step 4, basic **information on up to 10 cases of good practice** in reasonable accommodation of workplaces for persons with disabilities for each of the 30 countries under investigation has been collected. Step 5 then led to the selection and **detailed description of 24 cases of good practice** (across 16 countries) that are presented in Annex 1 of this research report. Finally, **conclusions** have been drawn in step 6.

- As several research steps (especially the context analysis; the identification and description of funding schemes; the collection and mapping of good practices as well as the composition of the final case studies) required a **good knowledge of national circumstances** (e. g. institutions of the economy, business support systems, etc.) as well as language competence (e. g. legislation, internet research, literature and document review, expert interviews, etc.) the Austrian Institute for SME Research relied on the **local partners of the European Network for Social and Economic Research (ENSR)** as national sub-contractors. The ENSR represents a highly experienced, international team of experts and dedicated institutions in the area of business related research in almost all countries covered by this study. They have a long standing experience in working together and are familiar with the methods and procedures applied in the underlying study from previous joint research.
- In order to ensure that the local research partners responsible for the collection of relevant information on and within their country applied a uniform procedure, and to achieve comparable results across countries, **specific guidelines and templates** (see Annex 3) determining the kind of information to be obtained have been elaborated and employed for each working step. The information obtained has then been checked and analysed by the Austrian Institute for SME Research, in some cases partners have been contacted to provide further information or verify details.
- To ensure the quality of the outcome, the research mission has been accompanied by a **Steering Group**, consisting of 3 experts in the research field from different research institutions and countries (Richard Wynne, Simo Johannes Mannila and Javier Güemes). Each working step, the guidelines and templates sent to the local partners as well as the outcomes has been discussed with this Steering Group. These experts brought in additional and specific knowledge and experience, provided thematic advice and counselling and acted as external quality control.

### 1.2.1 Description of the Framework Conditions Concerning the Work Integration of Persons with Disabilities in Europe<sup>22</sup> (Context Analysis)

With respect to the background analysis it was crucial to identify in which way Article 5 of the Employment Framework Directive has been implemented in national legislation in order to better understand the different national concepts of reasonable accommodation and to assess the degree of dissemination of the concept. Secondly, legislation regarding work integration of persons with disabilities in general had to be analysed as reasonable accommodation only builds one aspect in a legislative system aiming at non-discrimination of persons with disabilities and the promotion of inclusion. As these different regulations interact and influence the development of specific types of accommodation it was indispensable to review these national framework conditions to better understand enterprises' practices in providing reasonable accommodation and to assess whether these examples can be classified as good practice.

Next to legal issues, the context analysis has referred to general aspects of integrating persons with disabilities into working life. Therefore, the national partners were asked to also describe the political framework concerning the integration of persons with disabilities into the (open) labour market and to submit key data on their labour market integration in the countries.

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<sup>22</sup> including the 27 Member States of the European Union plus Iceland, Liechtenstein and Norway



### **1.2.2 Presentation of Funding Schemes Promoting Reasonable Accommodation for Persons with Disabilities in the Workplace**

Although this research project focuses on financial support (provided by public organisations or organisations acting on behalf of public authorities), the local research partners were also asked to provide short information on non-financial support promoting reasonable accommodation for persons with disabilities in the workplace.

As could be seen from the context analysis in the previous step, a specific type of accommodation may be financially supported in one country (i. e. the employer or the employee with disabilities receive funding) while the same type of accommodation may be offered in-kind to the employer and the employee in another country. Collecting only information on funding schemes could therefore have led to misinterpretations when comparing available support for certain types of accommodation across countries.

### **1.2.3 Collection and Analysis of Good Practices**

To create a pan-European pool of concrete good practice cases in providing reasonable accommodation, information on relevant enterprises has been collected and mapped.

The context analysis, the legal as well as the general part, allowed for the development of a screening grid to be applied for the collection of good practices. This grid represents the heterogeneity of the phenomenon and at the same time gave guidance on what various kinds of cases were of relevance for the study. It ensured that

- different forms of disability
- different occupations
- different types of accommodation (e. g. adaptation of the workplace, working arrangements, work assistance, training, awareness raising measures, etc.)
- newly recruited employees and incumbent employees
- female and male employees
- different industries (of employer)
- different sizes (of employer)
- different ownership (e. g. private vs. public employers)

were covered in the study. Moreover, it allowed for structuring and classifying the pool of examples (see Chapter 4).

#### 1.2.4 In-depth Analysis of Selected Case Studies

The pool of cases created and structured around the screening grid allowed for drawing a typology of reasonable accommodation (see Chapter 4). Concerning the selection of cases for the in-depth analysis, for each of the typology's category at least one most representative case (success stories) should be presented. Therefore, the typology has formed the principal guide to determine the good practices to be presented. As the most successful reasonable accommodation is when a set of complementary measures is implemented, it was possible to assign most of the cases to more than one type of accommodation. Next to the typology a number of additional selection and balance criteria have been applied (see box below).

##### List of selection and balance criteria for good practices to be presented

###### Selection criteria:

- The measure already exists and is still in place (not only planned, not terminated).
- The measure is an individually tailored solution as it is geared to the individual needs of the disabled person and the specific working conditions.
- The measure can be regarded as successful (success story).
- The measure is of long-term and strategic nature.
- The measure has additional positive effects.
- The measure is of relatively low cost.
- The initiative can, in principle, and taking into account the specific situation, be adapted to other companies (in particular small companies).

###### Balance criteria:

- Measures presented are well spread over the 30 countries to be covered.
- Measures presented are well spread over different types of companies (e.g. size, industry, public/private).
- Case studies represent different kind of occupations (e.g. regular and apprenticeship, fulltime/part-time) and different type of jobs.

In total, 24 good practices across 16 countries (in 8 countries two case studies have been conducted) have been selected for the in-depth investigation.

#### 1.3 Problems and Challenges in the Study

Concerning the **context analysis** one main problem has emerged that is hampering an overall description of the labour market situation of persons with disabilities and a comparative analysis. Definitions of disability vary largely across countries and even within one country depending on the legislative context. Therefore, statistical data on the situation of persons with disabilities on the labour market (which is based on these different definitions) is not fully comparable across countries. Even within one country the statistics deriving from different sources are not based on the same definitions (e.g. in Austria the Public Employment Service providing unemployment rates uses another definition of disability than the Federal Ministry for Social Affairs and Consumer's Protection providing employment rates of eligible persons with disabilities).



With a view to the **funding schemes** supporting reasonable accommodation for persons with disabilities one aspect should be mentioned that impacts on the findings of this study: there are different approaches of the countries how support should be provided. Similar support may be of subsidy-type (with the employer or the employee with disabilities receiving the funding) in one country and provided as non-financial support (in kind or as a service) in another country (e.g. Supported Employment Programme / Work Assistance Schemes). Therefore, the absence of a funding scheme cannot necessarily lead to the conclusion that this type of reasonable accommodation is not supported. Taking into account this fact and the findings of recent research that active labour market policy should gain further importance relative to financial subsidies in combating social exclusion of discriminated groups, the national research partners were asked to identify some examples of non-financial support, too. However, as the focus of the study is (according to the terms of reference) on financial support, the examples of non-financial support are far from being exhaustive.

In order to create a pan-European pool of **concrete good practice cases** in providing reasonable accommodation it was crucial to identify the company cases and obtain the key data allowing for a comparative analysis. Some factors hampered the research in this respect:

- The importance and “publicity” of the issue varies strongly between countries. Whereas in some countries the identification of the enterprises and even the gathering of the requested information was rather easy as databases were at disposal in the internet or documentations of awards etc. were published, in other countries none of these sources were available.
- In such cases, the research partners contacted organisations active in the field of labour market integration of persons with disabilities or providers of financial funding (identified in step 3 of the study). Due to data protection issues many of the contacted organisations were not willing to circulate information on relevant enterprises even if anonymity was guaranteed.
- As the study should focus on the open labour market, sheltered workshops or work integration enterprises should not be focused on. Due to different approaches between countries with a view to the concept of “sheltered workplace” / “sheltered workshop” it was not always clear if the workplace is provided on the open or protected labour market. For practical use, enterprises where half of the employees or more have a disability were classified as work integration enterprises.
- In some countries, due to the problems with data protection issues and lack of information on enterprises on the open labour market mainly social enterprises active in the field of work integration for persons with disabilities were identified and analysed. As the analysis of such enterprises could give insight on possible forms of reasonable accommodation, they were not included in the comparative analysis but allowed for assessing the measures taken on the open labour market. Moreover from these examples conclusions concerning the needs of persons with disabilities could be derived. Nevertheless, they were strictly not chosen for the in-depth analysis.



## 2 Framework Conditions Concerning the Work Integration of Persons with Disabilities in Europe – an Overview

### 2.1 Legal Framework

In general, **constitutions** of democratic countries have statements about equality and emphasise the non-discrimination principle. These statements/principles may be formulated without further specifications or by drawing the attention on specific groups of persons that especially need protection.

Many of the countries that have been analysed in the course of this research project **explicitly refer to persons with disabilities in their constitution** and then rely on other legislation to specify details. This, for example, holds for *Austria, Bulgaria, Estonia, Finland, Germany, Greece, Portugal, Romania, Slovenia* and *Spain*. In the countries where persons with disabilities are explicitly protected by the constitution, any kind of legislation needs to be checked for its impacts towards persons with disabilities.

While Article 6 (Par. 2) of the *Bulgarian* Constitution does not list persons with disabilities, when stating that “All citizens are equal before law. Any restrictions of rights or privileges based on race, nationality, ethnic origin, gender, origin, religion, education, beliefs, political affiliation, personal or social status or economic condition are forbidden.”; Article 48 (Par. 2) notes that the “State shall establish conditions for the realisation of the employment right of people with disabilities.”

The Czech and the Italian constitutions, for example, do not explicitly mention disability. Even that disability and health shall be separated, taking into account the Judgement of the European Court of Justice in the Chacón-Navas case<sup>23</sup>, the only reference that could be seen as linked to disability concerns **health, respectively health problems**. The *Italian* constitution recognises “health” as one of the most fundamental rights of a person. Article 3 of the constitution of the *Czech Republic* states that the Charter of Fundamental Rights and Freedoms is an integral component of the constitutional system of the country. In its Article 29, this Charter declares that women, adolescents, and persons with health problems have the right to increased protection of their health at work and to special work conditions as well as they have the right to special protection in labour relations and to assistance in vocational training.

In the *Dutch* Constitution nothing is explicitly said about discrimination on ground of disability. However, a person with disabilities can invoke on Article 1 of the constitution when she or he is discriminated because of disability by an employer as long as the disability does not hamper her/him in functioning at work.

There are a number of countries, where the rights of persons with disabilities are **directly protected by a set of national (and regional) legislation**, i. e. they are not referred to at constitutional level in *Belgium, Cyprus, Denmark, France, Hungary, Iceland, Ireland, Latvia, Liechtenstein, Lithuania, Malta, the Netherlands, Norway, Poland, Slovakia* and *Sweden*. As the *United Kingdom* has no written constitution, legislation is the primary tool for establishing anti-discrimination law there.

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<sup>23</sup> The difference between disability and sickness was captured in the ECJ judgement in case Chacón-Navas, C-13/05.

All 30 countries have introduced **specific legislative provisions** referring to persons with disabilities and their integration into social and working life. New Anti-Discrimination Laws (that in most cases update the already existing ones) have been implemented in many countries throughout Europe in the past decade. In Annex 2 the complete list of pieces of national legislation that transpose the Council Directive 2000/78/EC (and its Article 5 in particular – see Introduction in Chapter 1.1 of this report) in the Member States of the European Union is included.

A number of countries have literally adopted Article 5 of the Council Directive, e. g. *Austria*, *Greece*, *Poland*, and *Portugal*, while others adopted parts thereof. For example the *Estonian* Law of Labour Market Services and Compensations partly transposes Article 5 of the Directive 2000/78/EC, but it does not include provisions on reasonable accommodation. The *German* Social Code – Book IX (SGB IX) covers all aspects of Article 5, but only for persons with severe disabilities. The rights for other persons with disabilities are currently not protected fully.

The *Finnish* legal system belongs to the Scandinavian civil law tradition with a lot of influences from *Swedish* and *German* law. In the Finnish legislation the question of discrimination of people with disabilities is mostly handled as a sub-category of general discrimination.

The *United Kingdom* already had extensive appropriate legislation prior to the introduction of Article 5 of the Council Directive 2000/78/EC.

In the *Baltic countries* the first legal initiatives with regard to persons with disabilities in the workplace started back in 1991, with the regaining of the independency and development of the national legal system. However, the intensive development of the legal base was approached **in the last 5 years** period (2003-2008).

In some countries (such as *Austria*) the main responsibility for legislation is at the **national level** while in others, the **regions** are relatively autonomous to enact their own legislations, which is the case e. g. in *Belgium* where legislation on disabilities is mainly a responsibility of the communities. In *Germany*, labour market regulation and anti-discrimination are a shared competence of the federal republic and the 16 federal states.

Anti-discrimination law is an interdisciplinary matter and the implementation of legislation to combat discrimination in the workplace may imply modifications of several national laws. In *Italy*, for example, decrees enforced in 2003 for the transposition of the Council Directive 2000/78/EC opened up the system to the new concept of harassment, not regulated before.

## Definitions of Disability

Definitions of disability **vary largely across countries** and even within one country there may be various definitions of disability, depending on the background of the specific legislation (e. g. social insurance vs. labour market legislation) or on the legislative body (e. g. national vs. regional legislation).

Concerning the **purpose of the definition**, throughout countries and in general, Anti-Discrimination Acts refer to a combination of individual functional disorders and personal and external factors. Concerning the professional integration the application of medical indicators is commonly used.

While the presence of multiple definitions of disability (even within a country) is confusing when e. g. trying to calculate the number of persons with disability at work, the overall effect of these differences is positive (as each definition is elaborated to meet the demands of a specific area of application) and is largely related to the purpose of the institution involved in using the definition.

When looking at the most commonly applied definition of disability in the legislation of the countries, it becomes obvious that the **individual (medical) model** of disability still prevails in e. g. *Austria, Bulgaria, Belgium, Cyprus, Denmark* (implicitly), *France* (where a worker with disabilities is a person who can justify one or more specific recognitions, as issued by various authorities), *Germany, Greece, Hungary, Iceland, Ireland, Latvia, Liechtenstein, Luxembourg, Malta, the Netherlands, Poland, Slovakia, Spain, and Sweden*.

On the one hand, disability can be regarded as a **work capacity reduction** e. g. a disability level of 50 % or more in *Austria, Denmark* or *Iceland* defines persons where specific conditions are applicable. There is a considerable range – the application of specific conditions e. g. starts at 25 % work capacity reduction in *Sweden*, whereas a 67 % work capacity reduction is the precondition in *Hungary*. On the other hand, disability can also be considered as **earning capacity reduction** (in usual occupation), specific conditions apply in e. g. the *Netherlands* from a disability level of 35 %, whereas in *Belgium* or *France* a disability level of 66.6 % or more is the precondition. In *Germany*, an earning capacity reduction of 20 % is the criteria to receive a pension from the occupational accident insurance.

Some countries follow a **mixed approach**; e. g. the *Belgian* Anti-Discrimination Act refers to a combination of individual functional disorders and personal and external factors. Nevertheless, concerning the professional integration, medical indicators are applied (at federal level). In *Estonia*, the Law of Labour Market Services and Compensations and the Law of Social Compensation of People with Disabilities refer to a loss or deflection of function in connection with different environmental and attitudinal factors. The Law for Determining the Level of Disability there refers to the need of a person for external help. According to the *Portuguese* Law 38/2004 on the Juridical System for the Prevention, Capacitating, Rehabilitation and Participation of Persons with Disabilities someone is disabled who carries specific difficulties, that in conjunction with environmental factors may limit or make more difficult his/her participation. The Disability Discrimination Act in the *United Kingdom* refers to limitations in everyday activities relevant to work.

The **social model of disability** (emphasising that the problems are located outside of the individual person in the social context) is e. g. taken into account in *Norway*, that sees an important guideline to define disability in the GAP-model (where a person becomes disabled only when there is a gap between the individual's abilities and the shape of the physical conditions or demands for functionalities).

The amended *Romanian* Ordinance 102/1999 for the Social Protection and Employment of Handicapped Persons relies on the International Classification of Diseases, 10<sup>th</sup> edition (ICD-10) as drafted by the WHO and states that for “persons whose social environment, unadjusted to their physical, sensorial, psychical or mental impairments totally prevents them or limits their normal access to social life, according to age, sex, social, material and cultural factors, special protection measures being required in order to ensure their social and professional integration”. *Slovenia* also adopted the ICD, and disability is seen as a multidimensional phenomenon resulting of a relation between persons with disabilities and their environment.

As outlined above, there is no strict adherence to one of these models within a country; it rather is the purpose of the definition that counts: Although the medical model is most commonly applied in *Ireland*, when assessing whether the employment quota that is applicable for the public sector is met or not, the definition based on the WHO's International Classification of Functioning (where the social model of disability comes from) is met.

In some of the countries, also the **possibility of becoming disabled** is incorporated into the definition (e. g. in *Germany*, *Sweden* or the *United Kingdom*). In general, the definitions refer to disability as a **permanent situation**, i. e. lasting for more than 6 months (more than a year in the *United Kingdom*) or when cure can not be foreseen.

### Definitions of Reasonable Accommodation in the Workplace

Reasonable accommodation has to consider the individual case, go beyond ergonomic issues (i. e. account for various types of accommodation measures and their mix) and must not implement an inappropriate burden to the employer. In general, employers are obliged to make adjustments in countries where public funds are available to support the investment. Many countries have introduced rather comprehensive provisions in their legislation already. In the following, **some national approaches** are outlined, starting with the most comprehensive one.

In the *United Kingdom*, the Disability Discrimination Act establishes **a duty to make "reasonable adjustments"**<sup>24</sup> and defines a failure to comply with this duty as discrimination where the failure cannot be justified. The duty applies to all aspects of employment, including recruitment and selection, training, transfer, career development and retention. A reasonable adjustment is any action that an employer takes (concerning e.g. premises, practices or procedures) so that an employee or job applicant with disabilities is not placed at a substantial disadvantage in comparison to others. Under the Act, the following are **examples of steps** which an employer may have to take in relation to a person with disabilities in order to comply with this requirement:

- making adjustments to premises;
- allocating some of the person with disabilities' duties to another person;
- transferring him/her to fill an existing vacancy;
- altering his/her working hours;
- assigning him/her to a different place of work;
- allowing him/her to be absent during working hours for rehabilitation, assessment or treatment;
- giving him/her, or arranging for him/her to be given, training;
- acquiring or modifying equipment;
- modifying instructions or reference manuals;
- modifying procedures for testing or assessment;
- providing a reader or interpreter;
- providing supervision.

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<sup>24</sup> In the United Kingdom the term "reasonable adjustment" is used instead of "reasonable accommodation".



Employment provisions are not anticipatory and therefore the employer is only required to **consider the needs of an actual employee with disabilities** or, in the case of making adjustments to a recruitment process, a job applicant with disabilities. However, the Act is based on the concept of reasonable adjustments and therefore recognises the need to maintain a balance between the rights of people with disabilities and the interests of employers. In **deciding what adjustments are reasonable** for an employer to comply with the duty, the following factors are taken into account:

- the extent to which taking the step would prevent the effect in question;
- the extent to which it is practicable for the employer to take the step;
- the financial and other costs which would be incurred by the employer in taking the step and the extent to which taking it would disrupt any of his activities;
- the extent of the employer's financial and other resources;
- the availability to the employer of financial or other assistance with respect to taking the step.

Employees with altered work capacity are particularly protected by the Labour Code in *Slovakia*. An employer is obliged to employ them in suitable positions and to enable them for training or study to attain the necessary qualification. Furthermore, an employer is obliged to create conditions for employees that allow for the conduction of work and to improve the facilities of workplaces in a way that, where possible, persons with disabilities may attain the same work results as other employees, and for their work to be made as easy as possible. For an employee with altered work capacity who can not be employed under usual working conditions, an employer may reserve or set up a protected workshop or **protected workplace**<sup>25</sup>.

A similar system exists in the *Czech Republic* – the Employment Act specifies **sheltered work positions and sheltered workshops**: A sheltered work position is a position created by an employer for an individual with disabilities based upon an agreement with the Labour Office (maintained for at least 2 years). A sheltered workshop is an employer's work unit in which a minimum of 60 % of the employees are persons with disabilities.

It is a lack of general accessibility when barriers that represent a disadvantage to persons with disabilities are not removed (given that the removal does not create a disproportional burden to the employer). For example, the *Liechtenstein* Disability Equality Act bans direct or indirect discrimination of persons due to disability in connection to the working environment and exemplarily lists important situations, such as the initiation of work/employment contracts, the determination of the remuneration, measures of education and training, career perspectives or the termination of work/employment contracts. The Act gives examples for the assessment, whether such a burden is disproportionate (among others stating that public financial assistance for measures to reduce barriers have to be taken into account).

Not providing for reasonable accommodation that would allow persons with disabilities to participate is (since the Federal Anti Discrimination Act of 2003) considered to be an act of discrimination in *Belgium*, basically because subsidies to compensate for

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<sup>25</sup> The Slovak Act on Employment Services Guarantees (§ 55) states that sheltered workshops and sheltered workplaces are workplaces established by legal persons or natural persons employing citizens with disabilities that account for at least 50 % of their staff.

adjustment expenses are available. **Between the regions** there are however some **differences**. The Region of Brussels-Capital compensates adjustments, but these are not obligatory. In Flanders the adjustment is obligatory. In the French-speaking community the emphasis is put on education and training. This holds also for the Walloon region and the German speaking community.

Under the *Maltese* Equal Opportunities (Persons with Disability) Act accommodation includes **residential or business accommodation and structural adaptations or modifications to existing buildings**. The Act ensures that persons with disabilities enjoy equal opportunities in areas such as: Employment; Education; Access to Premises; Provision of Goods, Facilities or Services and Accommodation. With regard to reasonable accommodation, the Equal Treatment in Employment Regulations stipulate that “employers shall provide reasonable accommodation for persons with disabilities. In particular, employers shall take appropriate measures to enable a person with a disability to have access to, participate, or advance in employment, or to undergo training unless such measures would impose a disproportionate burden on the employer.”

Nevertheless, in the legislation of some countries, e. g. *Finland, Germany, Luxembourg* or *Portugal* the **denial of reasonable accommodation** is not considered as a form of discrimination.

The *Finnish* Non-Discrimination Act defines reasonable accommodation in the following way: “In assessing what constitutes reasonable, particular attention shall be devoted to the costs of the steps, the financial position of the person commissioning work or arranging training, and the possibility of **support from public funds or elsewhere** towards the costs involved”. This means that the need for adjusting measures is to be determined on a case-by-case basis. The appropriate accommodation measures may relate to work conditions, organisation of work, working hours, methods of work, work aids, training and work guidance. The public funding is used in order to compensate the additional costs for the employer that result from employing a person in a weak labour market position and providing them the appropriate accommodation.

The *Latvian* Labour Law set out the obligations of employers to provide reasonable accommodation for people with disabilities. There have already been several laws that defined the right of people with disabilities to have their needs met, inter alia, for their involvement in society, by creating suitable conditions for employment for them that correspond to their ability to work and to their interests. However, only now with the **corresponding obligation to enforce such rights** the situation ameliorates.

In *Greece*, much importance is attached to the provision of article 8.2 of Law 2643/1998, which subsidises the employers to help them provide accommodation to workers with disabilities compulsorily placed. Nevertheless, this provision can not be invoked by the disabled themselves and it only covers a very small part of the workers with disabilities, as it **applies only to those compulsorily placed** but not to those recruited freely in the labour market. Moreover, accommodation in the above context means no more than ergonomic adjustments in the workplace. Furthermore, the duty to provide accommodation, on the basis of the Civil Code Clause (duty to care) does not go beyond the essential functions of the job.



Some countries introduced legal provisions that allow for **additional vacation** and / or **unpaid leave** for working persons with disabilities; e. g. workers with disabilities are entitled to an extra 6 days' annual leave in *Luxembourg* (according to the Law of 12<sup>th</sup> November 1991). In *Lithuania*, the Law on Support for Employment (2006) foresees extra vacation for 35 calendar days/year and unpaid leave for 30 calendar days.

Throughout countries, there are either virtually **no sanctions** that are applied in case of denial of reasonable accommodation to persons with disabilities, or the sanctions applicable are not dissuasive. Even that according to Article 17 of the Directive 2000/78/EC *“Member States shall lay down the rules on sanctions applicable to infringements of the national provisions adopted pursuant to this Directive and shall take all measures necessary to ensure that they are applied. The sanctions, which may comprise the payment of compensation to the victim, must be effective, proportionate and dissuasive.”*<sup>26</sup>

## Employment Quotas

Obligatory **employment quotas** are an example for legislative instruments that accelerate active labour market policy (i. e. the integration of persons with disabilities into the open labour market). Table 1 below shows the countries, where such quota schemes are currently in force.

**Table 1: Employment quota schemes**

country	sector	enterprise size (staff)	ratio/share of persons with disabilities
Austria	public + private sector	25 or more	1 per 25
Bulgaria	public + private sector	more than 50	4 % to 10 %
Belgium	public sector/ federal admin.	-	3 %
	public sector/ Flemish region	-	2 %
	public sector/ Walloon region	-	2.5 % to 5 %
	private sector	-	no quota
Czech Republic	public + private sector	more than 25	4 %
France	public + private sector	more than 25	6 %
Germany	public + private sector	more than 20	5 %
Greece	public + private sector	50 or more	8 %
Hungary	public + private sector	20 or more	1 per 20
Ireland	public sector	-	3 %
	private sector	-	no quota
		more than 50	7 %

<sup>26</sup> See Council Directive (2000/78/EC) Article 17

country	sector	enterprise size (staff)	ratio/share of persons with disabilities
Italy	public + private sector	15 or more	1 per 15
Lithuania	public + private sector	50 or more	2 %
Luxembourg	public sector	-	5 %
	private sector	25 or more 50 or more 300 or more	1 person with disabilities 2 % 4 %
Malta	public + private sector	20 or more	2 %
Poland	public + private sector	more than 25	6 %
Portugal	public sector	when recruitment programme covers 3 to 10 jobs	1 person with disabilities
		when recruitment programme covers 10 or more jobs	5 %
	private sector	-	no quota
Romania	public sector	more than 25	4 %
	private sector	50 or more	
Slovakia	public + private sector	20 or more	3.2 %
Slovenia	public + private sector	more than 20	2 % to 6 %
Spain	public sector	-	5 %
	private sector	more than 50	2 %

Source: Austrian Institute for SME Research (KMFA), ENSR

In *Bulgaria*, the Labour Code in its section “Jobs for Occupational Rehabilitation” has a provision that obliges employers of more than 300 persons to **establish workshops** or other units designed for persons with reduced working capacity.

In *Greece*, employers of 50 workers or more have to **accept placements** from protected groups by the Public Authority of 8 % of their total workforce. These 8 % are allocated in hierarchical order, according to law: 3 % parents with more than 3 children, 2 % persons with disabilities (this holds for private enterprises, in the public sector disabled have first priority), 3 % parents with 3 children.

According to law, all companies or individuals, as well as public sector entities, which employ over 20 workers must comply with the quotas, except for foreign diplomatic representations in *Slovenia*. The **lowest quota** (2 %) has been set **for the public sector** and non-commercial activities, while the highest (6 %) has been set for industry.

**Partial quota schemes** (that only apply in the public sector) exist in *Belgium* and *Portugal*. In *Ireland* there is a minimum target of 3 % that applies to the public service only. In *Belgium* there is a federal law (of 1963) on quotas for the public and the private sector, but quotas have never been applied in the private sector. In the 1990ies new quotas have been set **for the public sector**, varying from 2 % to 5 % between the 3 regions.

Since 2001 (Decree-law 29/2001, of February 3<sup>rd</sup>), there is an obligation for central, regional and local governments in *Portugal* to follow a quota system favouring people with a functional incapability of 60 % or over. Thus, when recruiting new staff members, public departments, services and agencies must set aside a quota of 5 % for persons with disabilities whenever the recruitment programme covers 10 or more jobs. In case of smaller recruitment programmes there are also rules favouring persons with disabilities (between 3 and 10 employees, one job must be set aside for a person with disabilities, and when recruiting one or two persons, if there are candidates with disabilities, they should be preferred when other recruitment factors are equal). Some **special functions are exempted** of these obligations (e. g. police and security services). As there are no sanctions, in practice, though, this law does not seem to be very effective.

The countries where **no quota system** is in force are: *Cyprus*, *Denmark*, *Estonia*, *Finland*, *Iceland*, *Latvia*, *Liechtenstein*, the *Netherlands*, *Norway*, *Sweden*, and the *United Kingdom*.

*Cyprus* does not rely on quotas, nevertheless, the Public Service Law provides for a **form of priority** for persons with disabilities in the appointment of vacant posts in the public service.

In *Denmark* it is also possible for persons with disabilities who experience **difficulties attending employment on ordinary terms** to make use of "Priority Access" (*Fortrinsadgang*) in order to keep in contact with the labour market. Priority Access offers first priority for people with disabilities regarding employment in public positions.

In *Iceland* there are no duties to employ persons with disabilities. Nevertheless, in the public sector, persons with disabilities have priority **if their qualifications** for a given job **are equal** to those of other applicants.

The introduction of an Act on the Employment of People with Disabilities has been discussed in *Liechtenstein* in 2006, but then the government decided that ameliorating existing instruments, **raising awareness** among employers and promoting communication among relevant actors (working group) would lead to a successful integration of persons with disabilities into the primary labour market rather than implementing quotas.

In the *Netherlands*, since 2006, there is **no longer a mandatory quota but a target** of 2-5 % in the public and private sectors, to be achieved voluntarily over a number of years. Under this voluntary scheme, people for whom adaptations have been made at work, or who need adaptations in order to take up a job, may be included under the quota, placing the emphasis on abilities rather than deficits, and extending the scope of quota eligibility.

The *Norwegian* Civil Servants Act, which is regulating the conditions of work in the public/governmental sector, contains an instruction regarding applicants with disabilities for vacant posts. If any applicant states disability, at least one person should

be **invited to a job interview**. Furthermore, if an applicant with disabilities is qualified for the position, it is legal to prefer the disabled, even if there are other applicants with better qualifications.

The *United Kingdom* had established a quota system in 1944 but this has finally been repealed in 1995, as many **employers have been unaware of the law** and its requirements which had not been adequately publicised and **sanctions had almost never** been enforced.

Despite such quota systems, entrepreneurs, who are **not able or willing to comply with a quota**, are in many countries given the possibility to **pay a certain amount of money** to the state budget (or a specific state-owned disability compensation fund). This financial contribution may be linked to the average (or minimum) wage or have the form of a lump sum. In general, such a contribution is paid for each employee with disabilities who the employer does not occupy within the obligatory quota.

In *Spain* the Royal Decree 27/2000, introduces a number of alternative measures to comply with the obligation to employ people with disabilities amongst private enterprises and these are commonly used. Examples include the possibility to carry out a mercantile or civil contract with a Special Employment Centre or with a self-employed with disabilities for the provision of services and/or goods, or the carrying out of patronage or donation activities with special associations and foundations involved in the labour insertion of people with disabilities.

The *Slovak* legislation (Act on Employment Services, § 64) provides an option for the employer to fulfil the obligation to employ citizens with disabilities by **placing orders** suitable for the employing of such citizens. In the defined scope this is to be realised evidentiary by a person with disabilities. A similar legislation also exists in the *Czech Republic*.

Some quota countries do **not apply sanctions** in case of non-fulfilment, e. g. in *Spain*, as far as the private sector is concerned, there are no specific sanctions.

## 2.2 Political Framework and Key Players

Starting with ministerial level, there are, in general a number of (public) bodies that work on the integration or inclusion of persons with disabilities in the labour market. Involved are the public employment services, social insurance organisations as well as NGOs. Often there is a number of NGOs with different focus according to the type of disability; in general these NGOs are organised under an umbrella organisation. In almost all countries under investigation there is also some kind of national council on disability issues including the relevant actors from the public sector and from the NGOs engaged in this field.

The enforcement of the legislation for persons with disabilities is often done on a case-by-case basis in courts. In addition there are occupational health and safety inspectorates who monitor compliance with non-discrimination and labour legislation. An ombud who persons with disabilities can address when they feel that their rights are not guaranteed has been installed in e. g. *Austria* (Ombud for Persons with Disabilities), *Cyprus* (Ombudsman against Discrimination), *Finland* (Ombudsman for Equality), *Germany* (commissioner for disabled persons), *Greece* (Ombud for Equal Treatment, relevant for the public sector only), *Latvia* (Equal Opportunities Ombudsperson), *Lithuania* (Equal Opportunities Ombudsperson), *Norway* (Equality and Anti-

Discrimination Ombud), *Slovenia* (Human Rights Ombudsman) and *Sweden* (Disability Ombudsman). In general, in most of the countries these ombuds are not exclusively responsible for persons with disabilities. Furthermore, the ombuds only have limited power to enforce rights.

There is no disability ombud in Ireland but there is the Equality Tribunal. In Hungary, civil organisations are currently insisting on the appointment of an ombudsperson for disability issues.

A **list of key actors** per country in the area of employment of persons with disabilities is given in Annex 2.

### 2.3 Key Data on Labour Market Integration of Persons with Disabilities

Unfortunately there is a lack of (internationally comparable) data on persons with disabilities in general and on their labour market integration in particular, basically due to differing concepts and definitions applied. Nevertheless, some countries have in the past years started to monitor the national situation of persons with disabilities and to prepare regular reports on this subject.

In general, throughout the countries under investigation, the statistical data<sup>27</sup> provided by the national research partners indicate that the **employment rates** of persons with disabilities are mostly significantly lower than the general employment rates within the respective country. Basically due to different definitions of disability, the data are not directly comparable across countries. As employment rates only reveal part of the picture, inactivity rates should be considered as well. This means, that even when there is a high employment rate of persons with disabilities, the question, if really all who would be willing and (with reasonable accommodation) able to work are included in the basis of such a rate, has to be raised. If this is not the case, employment rates tend to overestimate.

Among persons with disabilities (as in total), the **employment rate of men** is in general higher than the employment rate of women. Employment rates also vary greatly according to the **type of impairment** a person has. In most countries, people with physical disabilities appear to have rather high employment rates, whereas people with mental disabilities and mental health problems seem to have the lowest employment rates.

**The EU-8 countries**<sup>28</sup> report that several sheltered employment possibilities for persons with disabilities have been closed down and have not been replaced by other facilities in the years after the political change. It took some time to establish a new system of employment possibilities for persons with disabilities. Although employment rates of persons with disabilities are still rather low in most of the CEE countries, when compared to most Western European countries, they are now recovering.

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<sup>27</sup> Such data were available in Austria, Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Greece, Germany, Hungary, Ireland, Latvia, Malta, Norway, Portugal, Spain, Sweden and the United Kingdom. These data stem from official sources, such as e. g. national statistical offices or public employment service.

<sup>28</sup> Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, Slovenia

Regarding persons in dependent employment, four different **sectors** provided the majority of the positions for persons with disabilities in *Germany*: the service sector (29 %); the manufacturing or mining industry (23 %); trade and tourism (13 %) and public administration (11 %).

**Unemployment of persons with disabilities is a concern** and there are only few countries where the situation seems to be ameliorating (e. g. *Belgium*, *Finland* or *Latvia*). Persons with disabilities also have a much greater **risk of being long term unemployed** (looking for a job for more than 6 months) than the general population. They also have greater difficulties in obtaining an unlimited work/employment contract. The **share of part-time workers** is higher for persons with disabilities as compared to the working population in general.

Thus, the **key challenges** that countries of the European Union are facing with respect to people with disabilities are low employment rates among the people concerned but also a high dependency on benefits, high and increasing public spending on sickness and/or disability benefits as well as an increased poverty risk among those with disabilities.

### 3 Funding Schemes for Reasonable Accommodation in the Workplace

In the course of this research project, **82 funding schemes** of 29 countries<sup>29</sup> have been identified. The following analysis summarises key aspects of these 82 funding schemes that support reasonable accommodation of persons with disabilities in the workplace. A complete **List of Funding Schemes Promoting Reasonable Accommodation** per country, also displaying the type(s) of accommodation supported as well as a **List of the Main Providers of Financial Support** along with their contact details is given in Annex 2.

It shall be underlined, that **only funding schemes related to the provision of reasonable accommodation** (of any type) have been collected and analysed in the course of this research project. No general financial support, like wage subsidies, is considered – unless such a scheme also has a feature providing funding for a concrete accommodation. Wage subsidies are common in the countries under investigation, but they mostly aim to compensate for lower working productivity without commitment to accommodation measures.

There are funding schemes that show a clear focus on supporting a **specific type of accommodation** and that allowed for a clear classification in the analysis below. Besides these, there also exist **more integrated schemes** that may be applied to (partially) fund different types of accommodation measures. These schemes have been classified according to their main focus in the analysis.

A third type of funding scheme can be described as “**overall schemes**” which can be called on to support various types of accommodation measures while not clearly emphasising a specific one. Nevertheless, these schemes can provide individualised support tailored according to the specific need for accommodation of the applicant. Of course, such specific need can also be met by combining different focused funding schemes, which is possible in most cases.

The following analysis of funding schemes shall give an **overview on the types of accommodations (and their combinations) that are financially supported** by the different countries. To illustrate this analysis, some relevant funding schemes for each type of accommodation are highlighted, however not all 82 schemes can be described here. It has to be noted that there are different approaches – while a type of accommodation may be financially promoted in one country, the same type may appear to receive virtually no financial support in another country. This does not necessarily mean that the accommodation type is of minor importance there, but the form of public support provision may be different (i. e. support is not given in financial form but the type of accommodation may e. g. be provided in kind or free of charge to the beneficiary).

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<sup>29</sup> In Liechtenstein, no relevant funding scheme has been identified as non-financial support prevails there.



To make an effort to complete the picture on the possibilities of obtaining assistance in providing reasonable accommodation to persons with disabilities in the workplace, this analysis finishes with presenting a **selection of non-financial support** from different countries under investigation. Throughout Europe, there is a tendency towards support provision in kind or in form of services, as this method appears to be more unerring and to offer better control concerning quality aspects. Some examples of non-financial support are outlined in the last section of this chapter.

Approximately one third of the 82 schemes providing financial support for the reasonable accommodation of workplaces are co-financed by the **European Social Fund (ESF)**.

### 3.1 Types of Funding

In the course of this research project, funding schemes that offer **financing to the employer, to the employee or both** have been analysed.

Public funds targeted at the implementation of measures for reasonable accommodation of persons with disabilities in the workplace are basically provided in the **form of a grant/subsidy**. Other forms, like **VAT refunds** for investments in reasonable accommodation, seem to be rather rare.

The cost of the accommodation measure may be completely or partly (covering a certain percentage of the costs – common are 50 %) compensated. The latter are schemes that rely on the co-operation with the employer (**cost-sharing-models**). The percentage of the costs to be borne by the employer can depend on enterprise size (usually smaller enterprises need to bear a lower share) or economic situation of the enterprise. Many schemes foresee a **financial ceiling for funding**, e. g. per employee with disabilities and year but there are also schemes that provide **lump sum payments**. A ceiling is commonly introduced for small investments (where the costs are often totally borne by the support provider) whereas cost-sharing-models are more relevant when larger investments become necessary. Especially for rather complex/comprehensive investments, a combination of cost-sharing up to a ceiling may also be applied.

### 3.2 Funding Schemes According to Type of Accommodation

In the following analysis the different funding schemes are presented **according to their focus on a specific type of accommodation**. Nevertheless, most of the funding schemes support more than one type of accommodation.

#### **Adaptation of the Workplace (in total 45 funding schemes address this type of accommodation)**

There are 7 funding schemes that exclusively focus on the physical adaption of the workplace in general. Basically, these schemes do not focus on a type of disability but emphasise the adaptation of the workplace according to the specific needs that arise. The few schemes targeted at a specific type of disability mainly address persons with sensory disabilities (visually impaired or deaf). In general, an assessment of the specific needs is a precondition to support provision; some programmes distinguish according to the severity of the disability.

*“Compensation Adaptation of the Workplace”* schemes in *Belgium* (there is a specific scheme for each region – Brussels, Flanders and Walloon region) are designed to provide funding for an adaptation of the workplace that is not customary in the industry but necessary for a person with disabilities to perform his/her tasks. The compensation covers the price difference between the usual and the adjusted model (in case the adapted material replaces the normal material provided by the employer, only the supplementary price of the adjustment is paid to the employer).

The *Austrian* scheme *“Creation of Work and Apprentice Places”* e. g. has the main objective to create new workplaces and apprentice places for persons with disabilities, but also allows for the adaptation of already existing workplaces; it supports investments tailored to the specific adaptation needs. Support is given in form of a non-redeemable subsidy of 50 % of the project costs (a higher percentage can be granted to smaller enterprises). The *“Ergonomic Arrangements Programme”* in *Greece* covers 90 % of the total cost for reasonable accommodation at work (max. amount of € 2,400.- per workplace; support is available for 50 persons with special needs in total).

In the *Czech Republic*, the reasonable adaptation of the workplace is ensured by the creation of so called *“Protected Work Positions”* (whereby a protected workplace is a workplace adapted by the employer for a person with disabilities on the basis of a written agreement with the Labour Office). Such a workplace must be operated for at least 2 years and the contribution for creating a protected workplace for a person with disabilities may amount to a maximum of eight times (for a person with serious disabilities a maximum of twelve times) the average national wage for the first to the third quarter of the preceding calendar year.

In *Malta*, *“VAT Refund”* is given with the overall objective to help persons with disabilities to lead a more independent life. The scheme aims at giving refunds for extra expenses incurred to persons with a disability when buying special apparatus subject to VAT.

There are three sub-types to accommodation of the workplace that concern the provision of wheelchair access, the utilisation of assistive technology and the adaptation of office equipment. Funding schemes that promote the physical adaptation of the workplace, including all of these three sub-types and not addressing further types of support, are: *“Promotion of Investment Measures”* in *Austria*; *“Maintenance of the Work”* in *Belgium* (Walloon region); *“Financing of Projects targeted to Integration of Persons with Disabilities in Specialised Working Environment”* in *Bulgaria*; *“Scheme for the Reimbursement of Costs to Employers for Ergonomic and other Arrangements for the Employment of Persons with Disabilities”* in *Cyprus*; *“Aids or Changes at a Place of Work”* in *Denmark*; *“Investment Fund of People with Disabilities”* in *Iceland*; *“Contributions for Striking Down Architectural Barriers”* in *Italy*; *“Accommodation of the Working Place or of the Access”* in *Luxembourg*; *“Incentives for the Hiring of Workers with Disabilities - Support to Permanent Hiring”* and *“Grant for Physical Investments in the Workplace”* in *Spain*.

### **Providing wheelchair access**

The provision of wheelchair access is funded in combination with other measures of workplace adaptation (27 funding schemes also account for this accommodation sub-type). There are no funding schemes that solely focus on this issue.

## Using assistive technology

2 funding schemes have been identified that solely support the acquisition and maintenance of assistive technologies or assistive technical equipment that does not usually belong to the workplace: *“Technical Work Aids”* in Austria and *“Subsidies for Technical Equipment in the Workplace or -site”* in Germany. Support is in both schemes provided in form of a subsidy; assistive technologies (and training in their utilisation) that are directly related to pursuit of work may be completely financed. The schemes are open for any type of disability and basically also for persons with slight disabilities as the general aim is to allow for or facilitate work. The employer or the employee with disabilities can apply for funding. When the employee applies for funding under the German scheme, the assistive technology then is his/her property.

There are in total 28 funding schemes that include provisions to finance the utilisation of assistive technology.

## Adapting office equipment

No funding scheme solely supports the adaptation of office equipment. Nevertheless, there are 4 funding schemes that exclusively target the two sub-types of accommodation “using assistive technology” and “adapting office equipment”: *“Compensation of the Costs of Equipment and Clothing for Persons with Disabilities”* in Belgium (Flanders region); *“Provision of Professional Adapted Equipment”* in Luxembourg; *“Equipment for Work and Education”* in Norway and *“Computer for Homer – Assistance with Vocational and Social Rehabilitation”* in Poland. The objective of the Belgian, Luxembourg and the Norwegian funding schemes is to finance employees’ work auxiliaries/remedies etc. to compensate for the employee’s disabilities, which are not a part of the employer’s responsibility. They emphasise the necessity of the equipment for work. The Polish scheme is created for persons with visual impairments. The direct beneficiary (applying for and receiving the financing) in 3 schemes is the employee, in the Luxembourg scheme the employer receives the financing.

In total, there are 32 funding schemes that include provisions to finance the adaptation of office equipment; mostly this sub-type is offered in combination with the 2 other above mentioned sub-types of adaptation.

Along with the provision of funding for the adaptation of the workplace and its 3 sub-types, the 2 schemes *“Grant for the Adaptation of the Working Situations”* in France and *“Adaptation of Workplaces and Premises to the Needs of Persons with Disabilities”* in Poland also explicitly state to **finance research associated with ascertaining the needs** of employees with disabilities.

There are 7 funding schemes that exclusively combine the physical adaptation of the workplace and its sub-types with the accommodation types work assistance (coaching) or training: *“Support for Arrangement of Working Conditions”* in Finland (that also finances additional supervision); *“Adaptation of existing Work- or Vocational Training Places to Disability Specific Needs”* and *“Investments for New Jobs and Vocational Training Positions for Persons with Severe Disabilities”* in Germany (these two also offer the financing of training); the *“Act on Employment of Disabled”* in the Netherlands (that foresees personal coaching for employees) as well as *“Employment in the Standard Labour Market of Persons with Disabilities”* in Portugal (that finances introductory training in the first month).

In total, 45 funding schemes are either specifically designed to promote the physical adaptation of the workplace (or at least one of the 3 sub-types) or include support measures that address this category.

Financial support for this type of accommodation and its sub-types is available in all of the countries that offer funding schemes to promote the provision of reasonable accommodation for persons with disabilities in the workplace.

### **Working Arrangements (in total 17 funding schemes address this type of accommodation)**

The accommodation type “working arrangements” refers to measures that address the work process rather than the physical workplace. These measures are of considerable importance, as slight changes in the work process and the daily routines within an enterprise can decide upon the possibility to work for persons with disabilities. Nevertheless, these changes are not necessarily connected with costs. For this reason, only very few funding schemes that (exclusively) address one of the sub-types listed below, could be identified.

#### **Adjusting working hours**

There are no funding schemes that solely focus on this issue.

The *German “Adaptation of Existing Work- or Vocational Training Places to Disability Specific Needs”*, e. g., that focuses on the physical adaptation of the workplace and its sub-types, also financially supports part-time employment for persons with severe disabilities as eligible measure.

The adjustment of working hours basically is a topic within complex overall funding schemes; in combination with various other measures of reasonable accommodation of the workplace for persons with disabilities (in total, 6 funding schemes also account for adjusting working hours).

#### **Teleworking arrangements**

There is one funding scheme that mainly focuses on teleworking arrangements. “*Telework*” in *Portugal* aims to provide persons with disabilities possessing professional qualifications with the knowledge and skills needed to use information and telecommunication technologies to perform their activities at a location other than their official workplace at a company. The scheme also allows for the funding of a training programme (that may include work assistance) before the implementation of the telework station. It provides subsidies to the employer to fund both capital expenditures (acquisition of equipment) and running expenses such as for recruitment/selection of the persons with disabilities, training and traineeships costs, travel and insurance, wages of technical administrative and auxiliary staff of the employer.

There are in total 7 funding schemes that include provisions to finance (the implementation of) teleworking arrangements.

### **Re-distributing tasks between the members of a team**

There are no funding schemes that solely focus on this issue.

The *German* scheme “*Financial Assistance for Extraordinary Burdens*” can be applied when expenses for the re-distribution of tasks between the members of a team become necessary. This scheme also provides funding for work assistance.

Re-distributing of tasks between the members of a team basically is a topic within complex overall funding schemes in combination with various other measures of reasonable accommodation (in total, 7 funding schemes also account for this sub-type of working arrangements).

### **Giving periodically rehabilitation**

There are no funding schemes that solely focus on this issue.

Giving periodically rehabilitation is also basically funded within complex overall funding schemes in combination with various other measures of reasonable accommodation (4 funding schemes also account for this sub-type of working arrangements).

There are in total 17 funding schemes that include provisions to finance working arrangements.

### **Work Assistance (in total 27 funding schemes address this type of accommodation)**

A variety of funding schemes promote work assistance, mentoring, personal coaching or tutoring for persons with disabilities in the workplace. There are 11 funding schemes that exclusively address work assistance issues, some are exemplarily mentioned here. The *German* funding scheme “*Work Assistance*” is designed to help persons with severe disabilities (of any type) to overcome disability-specific barriers in handling tasks at work. Moreover, the measure also wants to ensure that these persons do not decline in social standing, are employed and further educated according to their skills and knowledge and can be competitive with other persons. Wages of an assistant, who helps with small, though essential tasks on a permanent basis are subsidised (the amount can be between € 250.- and € 1,100.- per month, depending on the individual case). The *Danish* “*Personal Assistance for People with Disabilities in Work*”, the *Slovakian* “*Contribution for Activities of the Assistant at Work*” and the *Swedish* “*Support for Personal Assistance*” have similar features. These schemes also emphasise the obligation of the employer to adapt the workplace before implementing work assistance.

There are 2 *Belgian* schemes and a *French* one that offer “*Tutor Grants*”. The objective of this scheme is to prepare and assure the integration of a person with disabilities at his/her workplace with the help of a tutor, internal or external to the company. Support is given in form of a non-redeemable grant for max. 6 months. In the case of an internal tutor, the amount of funding corresponds to the cost of the tutor’s training and of his specific hours dedicated to accompany persons with disabilities. In the case of an external tutor, the amount of funding is limited to € 23.- per tutoring hour. The number of tutoring hours which are granted takes into account the situation of the person (the schemes are not limited to a certain type of disability, as long as the disability presents a limitation of the possibility to integrate socially and professionally).



The Irish “*Personal Reader Grant*” is designed for employees who are blind or visually impaired and who need assistance with job-related reading. The personal reader must not be replacing any reading help normally given by work colleagues, relatives or friends. Funding is in the form of a grant to the employee (in line with the national minimum wage and for a max. of 640 hours per year). The Irish “*Job Interview Interpreter Grant*” is designed to assist persons who are deaf or hard of hearing in job interview and in their first phase as employees.

There are in total 27 funding schemes that include provisions to finance work assistance. Work assistance is often provided as part of the complex overall schemes.

As work assistance is in some countries provided in kind (i. e. the organisation that sends an assistant to a company to work with an employee with disabilities receives the financing from public authorities, so the company benefits from the services rendered free of charge) there are even more public support schemes focussing on this type of accommodation. They are, however, not included in the analysis here (see last section of this chapter on non-financial support below).

### **Training (in total 28 funding schemes address this type of accommodation)**

Training is mainstreamed in many countries, nevertheless it is considered as a specific type of reasonable accommodation within this research project, because on the one hand there are trainings that are disability specific (e. g. orientation training for blind persons), and on the other hand – within mainstreamed training – often additional training costs due to the disability arise.

In the course of this analysis, 10 funding schemes could be identified that exclusively focus on training. While some of the programmes offer funding for training in general and are open to all different types of disabilities, there are also programmes that especially address young persons or persons with a specific type of disability (e. g. the blind).

Some funding schemes focus on measures that **improve the employability or professional advancement** (increasing the skills) of persons with disabilities and are open to persons with any type of disability. The “*Scheme for the Vocational Training of Persons with Disabilities*” in Cyprus, the “*Support for Continuing Education for People with Disabilities*” in Estonia, the Finnish “*Pay Subsidy*” (where part of the subsidy is committed to fund training measures), the German “*Measure for Maintenance and Enhancement of Professional Skills*” and “*Training and Education of Persons with Disabilities*” in Poland are examples of such rather general support programmes.

Within the Polish funding scheme a wide range of auxiliary costs is covered: Financial support is granted for 50 % to 90 % of the costs of training programmes, fees for sign language interpreters or lecturers for the blind, guardians for persons with disabilities, travelling costs of a guardian or guide, costs of board and accommodation for persons conducting training programmes as well as participants, interpreters and lecturers, costs of office and administrative services and rental of premises as well as the costs of depreciation of tools and equipment used for training and costs of training materials.

There are also schemes that provide funding to cover the costs of vocational training/apprenticeships **for young adults with disabilities**, such as the Austrian “*Formation Subsidies*” or the German “*Bonuses and Subsidies for the Costs of Vocational Training for Youths and Young Adults with Disabilities*”. Within the German scheme, subsidies are granted to cover labour costs of the trainers, fees for chambers, costs for training

material and tools, professional clothing, external training, and administration of the training (in form of a one time bonus of € 2,000.- per apprentice and a lump sum subsidy in the same amount per year). The Austrian scheme stresses that only the additional costs that arise in the course of the training due to the disability are funded. The *Austrian “Orientation and Mobility Training”* has been implemented to enable persons with disabilities to orientate themselves in (new) working environments and to become more mobile. This funding scheme is especially relevant for persons with a severe **visual impairment/or blind persons** who need to orientate themselves in a new working environment.

There are in total 28 funding schemes that include provisions to finance training.

### **Others (in total 20 funding schemes – also – address other types of accommodation)**

Some funding schemes, respectively elements of funding schemes, have been identified that do not fit for a classification within the above list of accommodation types. Nevertheless, these schemes/elements of funding schemes are interesting and important, as they bring up various ideas and issues that usually do not cross the mind when thinking about supporting persons with disabilities in the workplace. By not addressing the employee with disabilities but his/her colleagues, e. g. the *Irish “Disability Awareness Training Support Scheme”* is a good example to rethink the general attitude of supporting persons with disabilities at work (as the focus is shifted from incapability of a person to (often unintended) limitations on the side of the environment).

This Irish scheme includes an element designed to ensure that all staff provide the best service to customers/clients with disabilities and that managers and other employees maximise their **working relationships with colleagues with disabilities**. It offers funding for employers to provide staff training to address the concerns and misconceptions that employers and employees may have about working with people with disabilities. The scheme is open to all companies in the private sector and for the development of personnel at all levels and occupations within the company. Funding is available at a level of 90 % of costs in the first year and 80 % of costs in subsequent years (max. funding available to a company is € 20,000.- in any one calendar year).

Mobility is an issue for most persons with disabilities. **Transportation costs** for the way to and from the workplace have to be considered as persons with disabilities are often having difficulties in using public transports. The *Austrian “Mobility Aids”* and the *Belgian “Transportation to Work or Training”* (in the Flemish region) pays a part of the travel expenses to work or training (in public transports, individual transportation or taxi), with the person with disabilities being the direct beneficiary of this compensation. These two funding schemes solely focus on mobility, nevertheless it has to be noted that this issue has also been considered in some of the more complex funding schemes as well.

For **blind persons**, the *“Acquisition of a Guide Dog”* may also be relevant to enable or facilitate their work integration. There is an *Austrian* scheme that focuses on this type of accommodation.

Within the *Danish “Social Rehabilitation”* scheme, the local authority can, among others, offer financial support for a **work test**.



The Slovenian funding scheme “Co-financing of Experimental and Developmental Programmes which Stimulate Employment of Persons with Disabilities”, among others, supports employers and other institutions who develop educational programmes for persons with disabilities with the aim to encourage life-long learning among persons with disabilities.

There are in total 20 funding schemes that include provisions for other types of accommodation than the ones discussed above.

### **Overall Schemes (13 funding schemes combine various types of accommodation)**

The funding schemes classified in this section are very flexible, in the sense that they are not limited to persons with a specific type of disability (and in general do not emphasise on a severe level of disability) and that their main objective is to assist in covering additional costs which arise when an employee has special needs concerning the workplace while allowing for an individual combination of accommodation types.

The Irish “Employee Retention Grant Scheme” has a clear focus on incumbent staff. Its purpose is to **assist employers to retain employees** (any existing employees, at all levels and occupations within the company) who acquire an illness, condition or impairment which impacts on their ability to carry out their job. The scheme aims to maintain employability by providing funding to accommodation such as work equipment adaptation and/or training to enable the employee to remain in his/her current position, or to retrain the employee so that he/she can take up another position within the company. It thus helps to explore the employee’s continuing capacity to operate as a productive member of the workforce. A combination of accommodation types, e. g. including the adaptation of the workplace (and all sub-types), the adjustment of working hours, the re-distribution of tasks between the members of a team, work assistance, training or periodically rehabilitation can be supported by this scheme. Funding is made available in form of a grant to the employer (for 90 % of the eligible costs to elaborate a retention strategy, at max. € 2,500.- per employee and for 90 % of the eligible costs for the implementation at max. € 12,500.- per employee).

The Norwegian funding scheme “Adaptation Contribution” is similar to the Irish scheme, it also focuses on incumbent staff and has the objective to **avoid sick leave**, allowing for a large range of accommodation measures to be eligible for funding. Applicants may be enterprises having employees, or groups of employees who are at risk of being reported sick. Within this scheme, funding is provided at a certain day rate for a limited period of 12 weeks (with the possibility for extension for another 12 weeks). The day rate is related to the costs that arise to the employer. The Norwegian Labour and Welfare Administration is implementing this scheme, stressing that obligatory accommodations (as according to the Working Environment Act) have to be borne by the employer.

“Access to Work” is the main funding scheme in the *United Kingdom* supporting a variety of reasonable adjustments in the workplace for people with disabilities by focussing on **people starting to work or having been unemployed before**. The employer can be refunded for up to 100 % of the approved additional cost of accommodation (funding is not given for support usually provided by employers or required under legislation for all employees). Adaptation measures for incumbent staff are given a lower percentage of funding.

If the **employment opportunities** of a person with any type of disability are dependent on alterations of machines, equipment, working practices or physical environment in the workplace in order to eliminate or reduce the disadvantage caused by the disability, these changes are subsidised by the *Finnish* employment authorities through a scheme called “*Support for Arrangement of Working Conditions*”. Funding within this scheme is available to (potential) employers for the following types of accommodation: adaptation of the workplace (and all sub-types), working arrangements (and all sub-types) as well as work assistance. The subsidy can amount to max. € 2,500.-, the working time of another employee to guide/help the person with disabilities can be compensated with max. € 250.- per month. The subsidies are higher in case of severe disability.

The *Hungarian* scheme “*Support of Rehabilitation Employment*” has a similar objective – to offer financial support for the **employment of persons with disabilities** to enterprises and the non-profit sector – but funding conditions differ. This comprehensive scheme can be called upon to help financing the adaptation of the work/training places and the provision of wheelchair access (e. g. construction of a ramp, installation of a (stair) lift, construction of parking places for disabled), construction of a guidance system for blind, training as well as giving periodically rehabilitation and adapting vehicles of transportation firms for disabled. Within this scheme, support is given in form of a non-redeemable grant of 80 % of the labour cost of the employee with disabilities; the remaining 20 % have to be covered by the applicant. Both tax incentives and other kinds of support can be applied at the same time. The maximum amount of possible support per applicant per month is between 45-135 % of the minimum wage, depending on the type of the organisation.

With **diversity plans**, the professional participation of some target groups is stimulated. The target groups are immigrants, elderly (50+) and persons with disabilities. The goal is that diversity is integrated in the policy plans of an organisation. Concerning persons with disabilities, “*Subsidy for Diversity Plans on the Labour Floor*” in *Belgium* (Flanders) financially supports the adaptation of the workplace, work assistance, tutors, competence development as well as working hours adjustment to private situation. For diversity plans, the entrepreneurs can receive a maximum subsidy of two third of the costs, with an upper limit of € 10,000.-. The “*SME Qualification Incentive System*” and the “*Innovation Incentive System*” in *Portugal* are other examples of general programmes that (under the theme “equal opportunities”) provide the possibility to receive funding for expenses associated to the implementation of equality plans. These may include the physical adaption of the workplace as well as teleworking arrangements or work assistance.

There are in total 13 schemes that flexibly combine various types of accommodation.

### Digression: Self-Employment

Although the focus of the analysis in this research project lies on the integration of persons with disabilities into the open labour market (as employees), it has to be noted that self-employment certainly is an option, mainly for persons with physical or sensory disabilities, as well.

Some of the 82 funding schemes analysed above also explicitly address self-employed persons with disabilities (or those becoming self-employed). Such is the case for e. g. the *Swedish* scheme “*Grant for Physical Investments in the Workplace*”, the *Czech* scheme “*Protected Work Positions*”, the *Danish* scheme “*Aids or Changes at a place of Work*” and the *Irish* scheme “*Workplace Equipment Adaptation Grant (WEAG)*” supporting the adaptation of the workplace (and its 3 sub-types); the *Danish* scheme “*Personal Assistance for People with Disabilities in Work*”, the *German* scheme “*Work Assistance*” and the *Slovakian* scheme “*Contribution for Activities of the Assistant at Work*” supporting work assistance; the *Portuguese* scheme “*Telework*” supporting teleworking arrangements, work assistance and training; the *Norwegian* scheme “*Equipment for Work and Education*” supporting the utilisation of assistive technology and the adaptation of office equipment; as well as the overall scheme “*Access to Work*” in the *United Kingdom*.

In the course of the field research in the 30 countries, some information has been collected on funding schemes that are exclusively designed to support persons with disabilities who are (becoming) self-employed. As these schemes are outside the scope of this research project, they have not been included into the above analysis of funding schemes. Nevertheless, some examples of such schemes are the *Finnish* “*Financial Assistance for Entrepreneurship*”, the *Slovakian* “*Contribution for Operating or Performing Self-Employment to Citizens with Disabilities*” or the *Swedish* “*Individual Support in Start of a Business Operation*”. These schemes are basically supporting the adaptation of the workplace (and the 3 sub-types). The *Belgian* (Walloon region) “*Grant for Self-Employment*”, is an example of an overall scheme supporting the adaptation of the workplace (and the 3 sub-types) as well as teleworking arrangements and some individual needs.

### 3.3 Non-financial Support

The funding of accommodation measures is only one way in which public authorities can support persons with disabilities in the workplace as well as their employers. Most of the countries offer a combination of funding schemes and non-financial support and – as noted above – the same type of accommodation may be supported financially in one country and be provided as service or in kind (free of charge) in another country. Thus, from the absence of a respective funding scheme it cannot be concluded that the accommodation is not supported, but that probably the service is offered in kind. Therefore, this section gives an overview<sup>30</sup> on accommodation measures that are offered in kind to the beneficiaries (i. e. to the employer or the employee with disabilities). The providers of these services (in many cases NGOs) receive public funding for service provision. Non-financial support schemes are particularly applied to render services or provide information.

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<sup>30</sup> The national partners were asked to identify only some examples of non-financial support, as the focus of the study is on financial funding schemes. Thus, the analysed non-financial schemes cannot be seen as an exhaustive list.

In most countries, there are schemes that offer comprehensive **information and advice** and that either address employers or employees, e. g. in *Austria, France, Germany, Greece, Hungary, Ireland, Malta, Poland, Slovakia*, or the *United Kingdom*. Employers may obtain information on their possibilities to employ a person with disabilities, look for a qualified person with disabilities (matching service), get assistance in elaborating an integration/training plan (including reasonable accommodation, conflict management, etc.) or obtain information on possible benefits as well as assistance with application procedures. Persons with disabilities can e. g. assess their skills, check their employment options and obtain information on training possibilities/ reasonable accommodation or receive assistance in job search.

There also is a scheme called “**Job Coaching**” in *Austria* and *Belgium* (Flanders region) and “*Specific Introduction and Follow-Up Support*” in *Sweden* that focuses on the introduction of persons with disabilities at a new workplace (by planning and implementing the introduction in co-operation with the employer and the employee with disabilities and giving personal assistance for a maximum period of 6 months).

Schemes that offer **personal assistance** in the workplace or attendance on the way to and from work (to persons with a severe disability) are known in e. g. *Austria, Bulgaria, Hungary* or *Norway*.

“*Language Interpreters*” to assist **deaf** or hard of hearing employees in the workplace (e. g. at meetings) can be called upon free of charge to the beneficiary (usually for a limited amount of hours per year) in e. g. *Austria, Belgium, France, Hungary, Liechtenstein, Norway* or *Poland*. In *Norway*, there also is a scheme named “*Reading- and Secretary Assistance to Blind People*” that can be engaged by **blind** and visually impaired persons when supporting material / aids are not enough.

There are also schemes that **lend (technical) equipment** to persons with disabilities, such as “*Wheelchair lending*” in *Cyprus*, “*Contract for Technical Equipment*” in *Estonia* or “*Assistance for Disability Related Adaptations at Enterprise Level*” in *Liechtenstein*.

A variety of non-financial support schemes offer **vocational training / vocational rehabilitation**. Many of these schemes are rather comprehensive and their services range from the evaluation of working capabilities over work training to trial work in regular enterprises. Work training is often provided in a protected employment environment or specific workshop. Such schemes are offered e. g. in *Austria, Belgium, Bulgaria, the Czech Republic, Cyprus, Finland, Liechtenstein, Malta, Portugal, Slovenia, Spain* or *Sweden*.

Far-reaching “**Supported Employment**” schemes offering a range of services (such as **work assistance**) with the aim to comprehensively guide persons with disabilities when acquiring a workplace or ensuring workplaces at risk are available in form of non-financial support in e. g. *Austria, Cyprus, France, Iceland, Ireland, Italy, Malta* or *Poland*.

There are **countries** that heavily rely on non-financial support, such as *Liechtenstein*. There, e. g. the adaptation of the workplace, training or sign language interpreters are provided in kind or as service free of charge to the beneficiary (and paid for by the Invalidity Insurance Authority directly to the provider). Office equipment for necessary adaptations can be borrowed from the authority.

## 4 Accommodation Measures for Persons with Disabilities in the Workplace

### 4.1 Introduction

To illustrate enterprise practice in providing reasonable accommodation approximately **250 examples of enterprises** employing persons with disabilities in 30 European countries have been identified and briefly analysed in the course of the project. As the study focuses on the open labour market, work-integration enterprises (see below) have been excluded from the comparative analysis. Therefore, the following presentation summarises key aspects based on brief descriptions of **160 enterprises** and on **24 enterprises** which have been selected for an in-depth case study (the information in the boxes refer to the cases which have been analysed in detail and which are described in Annex 1).

Accommodation in the workplace is offered by different types of employers:

**Private enterprises:** Approx. 70 % of the case studies describe the practices in private enterprises. The enterprises are active in manufacturing as well as in the service sector. They are active in a variety of fields, ranging from craft to industrial production, personal to business services.

**Public enterprises or authorities:** Approx. 20 % of the cases identified represent public employers. Practices in ministries as well as in regional administrative units (municipal administration, municipal social facilities) or in public service institutions (e.g. public health care facilities, social services) are analysed.

**Social enterprises<sup>31</sup> / NGOs:** Social enterprises are often more likely to offer job opportunities to persons facing discrimination as they devote their activities to social objectives and not to profit-maximisation. For the following analysis, only 10 % of the cases refer to social enterprises as social enterprises/NGOs created with the aim to provide work opportunities to persons with disabilities are outside the primary focus of the analysis. Nevertheless, the accommodation provided by such work-integration enterprises can give hints on the needs of persons with disabilities and show suitable measures. Therefore, the accommodations of such work-integration enterprises are taken into account with a view to back conclusions on the needs of persons with disabilities and to cross-check the adequacy of the measures implemented.

Measures to integrate employees with disabilities are provided in enterprises of all size. In this study approx. 30 % of the cases analysed are measures of large and 30 % of medium-sized enterprises. 25 % are small enterprises and approx. 15 % are micro enterprises with up to 9 employees.

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<sup>31</sup> Although many definitions for social enterprises exist, in general, such enterprises are characterised by its entrepreneurial spirit (they act under economic risk and are market- and business oriented), a social aim of purpose (the activities are devoted to social objectives and non-economic outcomes are generated) and a not-for-profit distribution (surpluses are reinvested to achieve social aims or to serve a wider interest).

Apart from the formal requirement for employers to provide reasonable accommodation for persons with disabilities four reasons and **motives** for implementing measures to support an employee with disabilities can be distinguished:

- **An accident or illness of an incumbent employee:** In case an appreciated employee becomes disabled the company often is interested in further employment. This can result from both economical – the company does not want to lose the know-how and skills of the worker – and social and moral reasons – the company feels constrained for the long-serving employee and/or feels responsible for the disability (in case of work accidents or health problems caused in the workplace). In such cases the accommodations are ad-hoc and external consultants are often called in.

**Nestle Bulgaria AD**, a joint stock company with the main activity in manufacturing and distribution of foods and beverages, offered to its employee who worked as a line technician and had a heart attack (recognised as disability over 50 %) a new job. According to the assessment of the labour medicine experts he had to be put in a less dynamic workplace. He was offered the appropriate training for the position and is now working with a PC as an information operator, processing data about in-coming and out-going trucks loaded with materials and production.

- **A job application of a person with disabilities:** The enterprise is looking for a new employee and a person with disabilities who applies for the job turns out to be the best qualified candidate. To ensure his/her employment appropriate measures are implemented.

**Valcea Prefect's Office (Romania)** employed a woman, who uses a wheelchair, as juridical adviser simply because she obtained the best evaluation relative to the job description after having attended an interview and passed a test regarding her skills and qualifications. Her workplace was adapted for a wheelchair user.

The owners of **Vantaan Antikvariaatti Oy (Finland)**, an antiquarian bookshop, were looking for a new employee and were browsing the ads of the employment office where they found the CV of a person which seemed suitable to the job. In the interview it turned out that the young woman is deaf, but as she was assessed as being the right person for the job her disability was not relevant. Awareness raising measures were set to ensure the integration of the person.

- **Initiative of a NGO or participation in a publicly launched programme:** The enterprise is asked to participate in a programme or project promoting the work integration of persons with disabilities. Usually a social enterprise, NGO or organisation specialised in working with discriminated groups contacts the enterprise, prepares the work integration and accompanies the integration process. Often, the work integration is based on temporary contracts (often in combination with training) which include additional funding like wage subsidies etc. and which should lead to further and sustainable employment.



**McDonald's** in **Latvia** was contacted by the NGO "Saule" presenting its "Supporting Employment Agency" for persons with intellectual and/or mental disabilities. Since 2000 the company employs these persons as cleaners in their restaurants with the support of the NGO. Applicants are selected in cooperation with the NGO. A social worker assists the client very closely from the start in the workplace. In most cases newly recruited people with disabilities do not have knowledge and skills for the cleaning jobs and they need assistance in the workplace to learn how to do it and get used to not forgetting something and how to deal with other staff and to be on time. The social worker spends several hours every day with the trainee in the workplace.

- **Implementation of a diversity strategy or commitment to CSR:** Sometimes the management actively implements diversity strategies or launches a commitment to a more socially oriented business policy. This normally entails the introduction of specific internal support programmes for specific target groups and active recruiting measures. Such programmes to promote the work integration of persons with disabilities often include quantitative and qualitative objectives and are launched in co-operation with specialised organisations.

In a **Danish pump manufacturer, Grundfos A/S**, which is represented in 42 countries, corporate social responsibility is incorporated on the highest policy levels. One of the common goals is that 3 % of employees in each company or branch are hired on special terms (Denmark has no quota system). Another goal is that as many employees as possible should be able to continue working at Grundfos if their working capacity is reduced due to disability, illness or other incidents. In the company headquarters in Denmark, three social workers function as consultants for employees as well as managers on all levels in order to coordinate and improve the efforts made. Grundfos implemented a wide range of accommodation measures; e.g. ramps for wheelchair users and electric height adjustable desks for everyone. An ergo therapist advises employees about healthy working positions, and there is also a gym that everyone can use – except when it is reserved for long-term absent employees, who are frequently invited to "network meetings" at the gym. Here they can exercise without pressure or unwanted attention, talk to each other or meet with a social worker – in other words, stay connected and maybe find the solution, inspiration or courage that enables them to return to work; e.g. in a flex job.

The analysis was not restricted to specific **types of disabilities** or impairments, as definitions of disability vary widely across countries and even different definitions are used within one country (see chapter 2). However, to facilitate the analysis and to enable the identification of relations between a certain kind of disability and specific types of accommodation, the case studies were structured around four groups of disability (physical, mental, intellectual and sensory disability)<sup>32</sup>. Some enterprise cases have been assigned to more than one group as they have employed several employees with different kind of disabilities or the employee has disabilities of more than one type. In half of the cases a person with physical disabilities has been em-

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<sup>32</sup> See United Nations Convention on the Rights of Persons with Disabilities, Article 1: "Persons with disabilities include 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."



ployed, approx. 20 % of the measures have been set for each, persons with sensory disabilities (mainly blind and deaf persons) or persons with intellectual disabilities (mainly learning disorders) and less than 10 % of the cases deal with the integration of persons with mental disabilities.

The **educational background** of the employees with disabilities in the analysed enterprises ranges from compulsory school leavers (graduates as well as early leavers) or leavers from special schools for persons with disabilities to graduates from universities. This implies that the jobs provided are various, too, and the occupations range from kitchen assistant, cleaner to administrative tasks, researchers, lawyers and even executives.

In the following the accommodations of the pool of enterprise examples are analysed according to different types of accommodation. As an enterprise may offer a set of measures, a case can be assigned to several types of measures.<sup>33</sup> Although some types of accommodation can be identified and classified as “typical” measures a main success factor in implementing such measures is to individually tailor the accommodation to the needs of the concerned person and the specific working environment. Therefore, the following descriptions of measures can serve as an example and give an idea on how successful work integration can take place. In any case, an analysis of the specific situation is indispensable in order to arrive at a sustainable integration process.

## 4.2 Types of Accommodation in the Workplace

Several criteria are possible to distinguish types of accommodation in the workplace.

- First it can be differentiated between technical solutions and social support.
- A second distinction is between investment measures which have to be implemented only once and continuous efforts which have to be integrated in the working process during a longer period (or for the whole duration of the employment).
- A third distinguishing criteria is whether the measure is targeting on the person with disabilities or on the working environment.
- Finally, accommodations can be classified around the types of disabilities they are targeting at.

Nevertheless, due to the context of the study, special emphasis has been put on concepts of reasonable accommodation as defined in national law (see chapter 2) in accordance to Article 5 of the Framework Employment Directive or as supported by public authorities. To allow for a certain comparison with the analysis of the funding schemes (see chapter 3), the analysis of the enterprise examples is structured around the same types of accommodation which have been used for classifying the support schemes.

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<sup>33</sup> The purpose of this chapter is to arrive at a systematic classification of different types of accommodation. Therefore, single measures are described even though in practice the most successful integrative models rely on a set of complementary measures. A comprehensive description of each case can be found in Annex 1.

In the following the different types of accommodations are described separately showing exemplary cases which have been identified in the European countries. It should be noted, however, that in many cases not one isolated accommodation has been implemented to integrate the person with disabilities but a set of measures have been launched and that these supporting chains seem to be the most promising.

In many cases, a consultancy process precedes the implementation of the accommodation, i. e. enterprises apply to public organisations responsible for the integration of persons with disabilities and/or to NGOs active in the field to consult and attend the implementation process of accommodation measures. In many cases, these consultancy services are also drawn on when a job change or the further development of job opportunities of the concerned person are planned.

A **French industrial company** specialised in plant-based cosmetics developed a project with a tutor and a specific apprenticeship programme to integrate a man with autism sustainably into the workplace. The objective was that the person could work officially on a long-term basis on a packaging machine for tubes of cream. For help with this project, the employer contacted the AGEFIPH (*Association de Gestion du Fonds pour l'Insertion des Personnes Handicapées*) – an association that manages the fund for the inclusion of persons with disabilities – and an association for the integration of people with disabilities into the workplace called “Action et Compétences”. Due to a change in the production process, a new job for the employee had to be found. The change involved a three-stage support and integration process, consisting of the employee successfully leaving the old job, the assessment of the feasibility of the new job and the consideration of the adaptations of the facilities for the new job. An agreement was signed with the AGEFIPH to assign an ergonomist for the practical and technical aspects. “Action et Compétences” assigned a consultant for the psychological and social aspects. These two professionals worked on a complementary basis and successfully accompanied the employee in changing his role within the company.

#### 4.2.1 Adaptation of the Workplace

The most common reasonable accommodation seems to be the (technical) adaptation of the workplace. More than half of the identified enterprises have adapted the physical working environment to the needs of their employees with disabilities. This is also the type of accommodation which is funded in almost all of the countries under investigation (see chapter 3). To prepare the adaptation often a specialist (e.g. physical therapist, ergonomist, work assistant) is consulted who analyses the work environment, the needs of the employee and gives advice on the necessary adjustments. These consultancy services are often made available by the provider of funding (see above).

In a few cases, the adaptation of the workplace to the needs of an employee with disabilities was already done before the concrete employment due to legal requirements (e.g. in public agencies) or due to special programmes the enterprises were involved beforehand. E.g. a *university faculty in Slovakia* provides a special support programme for students with disabilities including barrier free access and IT-equipment for visual impaired persons. This enabled the employment of a blind scientific researcher. Nevertheless these previous adaptations represent the precondition for enabling the employment of a person with disabilities. This leads to the assumption that enterprises which have adapted the working environment for one employee may be more open to employ more persons with disabilities as often no further or minor investments would be necessary.

## Providing Wheelchair Access

A precondition to employ a person who relies on a wheelchair is to provide an appropriate access to the workplace and premises where the possibility of moving in a wheelchair is given. Many companies invest in this measure to integrate a wheelchair user in their workforce. Possible investments are the construction of access ramps, removing curbs, installing lifts and handles in corridor and adjusting restrooms.

A **Polish** producer of electronic articles, **Zamel Sp.J**, has modified its plant to meet the requirements of the employees with disabilities. The company has adapted its offices for the needs of the people with disabilities by constructing access ramps, removing curbs, installing handles in corridors and adapting restrooms, which also improves the comfort of work in general. According to the employer, it is an investment that will pay off. A facility designed in such a way creates comfortable working conditions for everybody. It is singular cost creating long-term benefits.

The plant's pathways make it possible for persons with disabilities to freely access the work positions, the dining room, restrooms, cloakroom, bathrooms, places anticipated for rest as well as offices. All facilities of the plant, such as office and production buildings have a convenient access, access roads have been provided, kerbs have been demolished and parking lots have been located in the close proximity of the plant.

**Valcea Prefect's Office** in **Romania** adapted the workplace for one of its employees who is a wheelchair user. Her office furniture has been adapted (special desk for her needs, lower shelves, cupboards, smaller hallstands) and the employer also replaced the office floor (carpet with parquet) so she can easy handle her wheelchair. The doors of the office and the toilet have been enlarged so that she can enter with her wheelchair; the toilet seat has been put 15 cm higher. At the entrance of the building, a special platform has been installed in order to facilitate the person's access to the building.

The allocation of the workplace of the wheelchair user on the ground floor close to the entrance can be a possibility, too, as the example of the *Bulgarian Chamber of Commerce and Industry* shows.

The adaptation of the workplace can even lead to a relocation of the enterprise. An *insurance agency in Slovenia* moved with the entire team to a new and specially equipped and settled office to facilitate the integration of the leader of the telephone centre who is a wheelchair user. There, lower cases, sliding doors with a wide entry and higher tables allow for free movement with the wheelchair. Besides, the office has adjustable toilettes and a parking place.

As due to the law in new buildings often wheelchair access is compulsory and therefore already available, sometimes only minor adaptations are necessary. In a *college in the UK*, it was only necessary to rearrange some desks and move some furniture to allow enough space for the wheelchair of its new accountant.

For wheelchair users the **transport to the workplace** is crucial, too. Therefore, special parking places are created. A *metalworking company in Belgium* provided extra parking space, an extra door at the parking space and a small covering over the parking space to its commercial assistant who uses a wheelchair as he cannot use his legs. In a *research institute in Slovenia* (see Annex 1), the two guardians are instructed to assist the wheelchair users and other staff with physical disabilities on the way from the car to

their working place. Sometimes even the adaptation of the car is funded by the enterprise, as the examples of a *construction company in Belgium* and a *company producing hydraulic excavators in Austria* show.

### Using Assistive Technology

Assistive technology is often developed for the needs of a specific type of disability. In our examples, mainly persons with sensory disability in general and blind or visual impaired persons in particular rely on such technical solutions which enable them to become an equal member of the working staff.

For blind persons computer equipment adjusted to Braille like a Braille keyboard and screen, electronic voice response systems, dictaphones and speaking calculators are usually provided. Also Jaws and Zoomtext (speech and magnification software) and large screens are to be found in working places adapted to the needs for persons with visual impairments. Equipped with these technological tools blind persons are often employed in call centres as, for example, in a *bank in Cyprus* where two blind employees work as telephone operators.

In **Multi-D Analysis**, a small enterprise developing and selling software for analysis of multidimensional data in **Sweden**, a person who performed his degree project (master thesis) at the enterprise was supposed to have started an open-ended employment when he lost his vision almost completely. Therefore, he received magnification software for his computer, a large computer screen, voice synthesis, voice control and a magnifying camera for reading printed text masses (the magnifying camera looks like a web camera, showing the photographed page on the computer screen where it can be magnified as much as needed).

Programmes to read small documents are common, too. Sometimes the employee receives training to use these technologies, so has a *librarian in the UK*. Voice recognition software and speech settings that will read out texts can also be found. E.g., in a *centre for mental healthcare in Belgium* a blind person works at the reception desk, picks up the phone and performs administrative tasks with the help of a speech-synthesis-programme and a Braille reading tool, a tool to read texts on the computer monitor, a text recognition system and scanner, a Dictaphone and wireless headsets to enable her to use both hands for the Braille reading tool. Furthermore, detectors of light and tagging on the ground to facilitate the mobility within the company can be a reasonable accommodation like an *automobile parts manufacturer in France* shows as well as the provision of special glasses e.g. for laboratory work (in a *research institute in Italy*).

An employee with limited tunnel vision received a common magnifying glass to use when looking for machine parts at the storage shelves, adaptable table, magnifying software for her computer, a keyboard with large keys and an enlargement device for papers with much text, showing the magnified text on the computer. These technological tools enabled the person to fulfill her tasks in **Konstruktiv AB**, a small, family-owned enterprise selling machines for metal cutting with use of plasma in **Sweden**.

Apart from computer adaptive equipment, also other machines can be adapted to the needs of a visually impaired person. A *catering enterprise in the UK* provides a talking microwave, talking scales and talking thermometer to one of its catering officers. In a *clothes cleaning enterprise in Portugal*, an ironing machine easier to operate has been bought enabling an employee with intellectual disability to handle it.

Technological tools are also required for training purposes. In *Finland*, the owner of a *retailer of chemical products* created a computer programme which introduced all stages of the service to his employee with learning difficulties which enabled him to study one by one at his own pace.

Assistive technology is often required because of safety arrangements. A *furniture restoration service in Ireland* has installed strobe smoke detectors instead of an audio system to protect their deaf employees.

The usage and provision of assistive technology is often accompanied by the occasional assistance of colleagues e.g. when written messages are read for blind persons or oral communication is translated to written messages to include the deaf person in the process. Precondition for such a favourable environment where persons with disabilities feel comfortable are adequate awareness raising measures among the staff (see chapter 4.2.5).

A special computer programme has been developed in **PPCT Finland Oy**, a company offering ICT, positioning and call centre services, for an employee with **multiple sclerosis**, which entails ataxia, tremble, memory disorders and strong defatigation attacks. The software enables him to reboot the devices he is monitoring with a mouse click in stead of typing in the number codes. It also directs the work process preventing the person of “getting stuck on” one situation, which is typical for him. There is one co-worker helping him daily. He guides and helps the person. For instance, after the naps he tells him what he has done last and where he should continue his work. He also “wakes” him up when there are laps of concentration.

### Adapting Office Equipment or Work Equipment

The adaptation of the office equipment shall lead to facilitate the work for the employee with disabilities and to enable him/her to fulfil his/her tasks. The simple provision of an ergonomic or orthopaedic chair can enable persons with spine injuries/problems to work without pain. In the case of a man with epilepsy, the employer, a *producer of bells in Poland* has placed a special chair with safety belts at the disposal (see Annex 1).

For a woman with a rotation in the spinal column a *fast food restaurant in Germany* rebuilt the drive-in counter to integrate a special chair. A CNC (Computerised Numerical Control) machine supports a man having lost his right hand by equalling out the mechanical drawbacks due to his disabilities in an *engineering company in Germany*. In *Bulgaria*, a guardian kiosk in a *municipal sports company* was adapted and equipped with a sitting facility to enable the employment of a new guardian with a physical disability.

Sometimes the equipment which is needed to fulfil the work tasks is adapted to the employee. A *transport company in France* adapted a bus to enable the further employment of a man whom was amputated a leg after an accident as a driver. The acquisition of a specially designed bus is planned. Another possible accommodation is the adaptation of the machines the persons with disabilities have to handle. A *French*

garage just lifted the workbenches and purchased mobile, adjustable elements in height and tilting to enable a young man with serious back problems to work as sheet metal painter.

In Germany, **Elmarsch Ölmühle GmbH**, an enterprise producing vegetable oil has adapted the workplace and equipment according to the needs of its employee who has lost his right arm and combined it with the general investments when establishing the company, as he was part of the workforce of the oil mill from the very first beginning on. Disability-specific accommodations were made at the production facilities and company-owned vehicles: The bottling machine, which fills the fresh oil into the specific bins and bottles, usually needs to be operated with two hands. The machine was adapted to the employee's physical disability and can now be operated with only one hand. Furthermore, a fork-lift truck, which is necessary for the logistics within the oil mill, was converted to be run single-handed.

## Others

For persons with intellectual or mental disabilities the work environment often needs to be calm. Therefore, a relocation of the workstation to a place not exposed to traffic and noise and without continual coming and going can be an adequate measure for allowing the integration of the concerned person as examples from a *Romanian clothes manufacturer* show. In the *UK*, a *computer store* chain transferred its customer adviser with a weak health condition after illness to a smaller and more local store.

The provision of supportive utilities can be of importance, too. A nurse with a bad allergy is provided by the *children's home in Finland* she is working for with the necessary creams and cotton gloves she needs to fulfil her tasks. Additionally, she is allowed to do only night shifts where she does not have to use any water or chemicals (see 5.2.2).

### 4.2.2 Work Arrangements

Next to technical solutions, work arrangements are widespread accommodation measures. In approx. 40 % of the enterprise cases under investigation arrangements concerning the working hours, the workplace, recreation phases or with relation to changes in the work organisation have been put into place.

#### Adjusting Working Hours

Time arrangements are a common way of meeting the needs of persons with disabilities in the workplace. Basically two forms can be distinguished whereas a combination of both appears to be of high practical relevance: A reduction of working hours, thus the possibility of working part-time and the possibility of flexible working hours. In the latter case, the working time can be arranged with relation to the employees needs taking into account recreation phases or therapeutic requirements. In an *insurance agency in Portugal* an insurance agent, wheelchair user, has been offered flexible working hours to allow his physiotherapy sessions.

Taking into account their physical disabilities and the need of further recreation persons with disabilities are often not able to work fulltime. In *Slovakia*, a young man with Down syndrome is working in the kitchen of a *senior residence* 6 hours a day. A woman with Schizophrenia is working in a *media house in Denmark* with reduced and flexible working hours as too much work would cause her stress which would be unfavourable for her disability.



Flexible time arrangements are offered by the employer, an *accounting and tax consulting office in Slovenia*, to a young woman with a spine injury. She is working fulltime at the reception and can adjust her work schedule including rest and spinal exercises. In a *fast food restaurant in Sweden* individualised schedules are created to make sure that employees with problems handling stress have their break during rush hour.

In *Romania*, a person with visual impairment only works in the morning shift in a *production company for mineral water*. And in a *hotel in Slovenia*, the employees with disabilities can adjust their timetable to their individual needs and choose between the morning or afternoon shifts.

Due to his mental disability (manic depression) and daily unusual changes in his mood, energy, and ability to function, an employee in **Eurobank EFG** in *Greece* could not work under a strict timetable and have strict job obligations anymore. The manager had to offer him a new employment status in order to make him feel better and be useful for the bank. The manager, after having a meeting with the employee's father and the employee, offered him an alternative working status as follows: The employee had to come to the bank daily only by about 10am in the morning (2 hours later in comparison with the normal employees' time-table). After 2 to 3 hours in-office administrative work he could leave the bank and make appointments with customers in order to sell them financial products & services. Furthermore, he had no obligation to return to the bank until the next day.

### Teleworking Arrangements

Due to reduced mobility, further need of recreation periods, treatment requirements or because they rely on special assistance from the family, persons with disabilities sometimes prefer to work at home. Teleworking arrangements can be a mean of meeting these needs. An executive in a *French engineering company* has a disease which entails long treatment and therapeutic measures hindering him from moving to the workplace. Teleworking is offered to him and accepted by the whole team which is happy to keep its team leader.

**Zamel Sp.J, Poland**, a leading producer of bells and chimes in Central and Eastern Europe, offers to its employees with disabilities the possibility of working at home. An employee (wheelchair user) employed on full-time basis works as electronic bells fitter at home where he has a specially adapted workplace. Due to such organisation of the production, the employee might adjust his responsibilities according to his condition and mood. Results of his work are transported to the company by means of a special vehicle adapted to the needs of persons with disabilities.

### Re-distributing Tasks between the Members of a Team

As job descriptions and the according tasks are usually not irrevocable, a simple adjustment of the tasks among the working staff can enable the integration of a person with disabilities and the adjustment of the job to his/her abilities. The *Slovenian Ministry for Finance* does not employ persons with disabilities on purpose but is looking for persons with knowledge. If a person with disabilities applies for a job and has the required expertise, the working conditions are adjusted and the working tasks are distributed in a way that the employee can make use from his/her capabilities to a maximum extent.



After illnesses or accidents many persons are not able anymore to do their previous jobs. As an alternative to dismiss the employee the employer can look for other possible fields of activity for the concerned person. This can either be done by assigning the disabled to an already existing job or by creating a new job position with newly defined tasks. The *Post of Slovenia* is regularly offering different jobs to their employees when they are not able to fulfil physical work anymore. After an accident which caused an intellectual disability a data analyst had difficulties in speaking and his movement have become slower. Therefore the *pharmaceutical company* he is working for in *Greece* redefined his tasks and so he is now in charge of back office duties and can work from home (see above). Often a training measure is foreseen to enable the employee to fulfil his/her new tasks (see chapter 4.2.4). In a *school* in *Norway* a secretary could not work at the computer anymore after an accident. Therefore, he was trained and is now an assistant for pupils with special needs with reduced working hours (see above).

An employee who was working as cleaning staff at the offices in **Prodakta S.A.**, a regional plant, processing agricultural commodities for tomato-paste products and fruity juices in **Greece**, had a car accident and has been using a wheelchair since then. The manager offered her a job at the office's call centre. She was trained to use the call centre operations.

As after a sport accident which entailed a paralysis from neck downwards a mechanic could not work in his job anymore at a *German university*. A new job on the computer (the working place was tailored to his needs) was created and he gained a training in technical drawing and programming. In *France*, a *hotel* recreated the job of a "poin-teau", a person watching the entry and release of the staff, for a chambermaid who had injured her back and knee. In addition she assumes administrative tasks.

An old people's home in **France**, "**L'Accueil de la Côte de Jade**" created a new job for two carers who were not able to fulfil their tasks due to continuing pain in shoulders, back etc. Taking into account their specific experience a service of care for the most dependent persons in the establishment has been founded. They are in charge of the morning toilet of the seniors and dedicate their time to communicate and exchange with the clients. Moreover, the equipment had to be adapted to facilitate the carrying out of the employees' daily tasks and consisted of double leaf doors in the place of single doors to bedrooms; motorised shutters on windows; ultra-light equipment for the transfer of residents.

### Giving Periodically Rehabilitation

Rehabilitation periods are often offered to employees to recover from an accident or illness and for therapeutic issues. Persons with intellectual and mental disabilities often need more time to recover. Therefore, in some countries persons with disabilities are entitled to longer holiday periods. At enterprise level, some enterprises are willing to give periodically rehabilitation to their employees with disabilities to enable sustainable employment. A manic depressive man working in a *Greek telecommunication company* with a flexible time arrangement is permitted to leave as long as needed to gain medical assistance and support of a psychologist in order to recover if his psychological problems appear.

### 4.2.3 Work Assistance / Job Coaching

Work assistance is often required by persons with mental and intellectual disabilities. In about 15 % of the investigated cases, a work assistant represents the adequate support for the persons with disabilities in the workplace. The tasks of the assistant are to prepare the employee to his/her daily duties, to train the work procedures (as this would be too time consuming for the other staff in the enterprise) and to habituate his/her client to the work environment. Mainly at the beginning of an employment the services of a work assistant are required.

Sometimes the work assistant is already involved in the application process. In the *Netherlands*, a young person with low IQ was accompanied by an assistant when applying for a job in a *garage*.

The process of hiring and company insertion of three persons with intellectual disabilities in **Curvados Quintín SL**, a small family business with its main activities including bending of tubes and sections, special equipments and coils manufacturing in **Spain**, was supported by the organisation *Lantegi Batukak*. This non-profit organisation, located in Biscay, aims at creating work opportunities, as standard as possible, for people with disabilities, especially for those with intellectual disabilities. Curvados Quintín and Ehlabe, member of *Lantegi Batukak*, applied a scheme known as “employment with support”, which consists of achieving the insertion of persons with disabilities in an ordinary environment. First, Ehlabe elaborated a job description of the posts existing in the company, analysing their characteristics and requirements, and identified those posts which could be covered by persons with intellectual disabilities. Next, Ehlabe selected the ideal candidates, looking for the persons who could best suit each post. Finally, the organisation presented the possible candidates to Curvados Quintín, and it was the company itself who selected the definitive candidates to employ.

Once the new employees had been chosen, Ehlabe trained them in the workplace, with the help of a coach. Thus, during the first days, an intensive training process in the workplace was carried out, developing both social and technical skills. Then, the coach gradually stopped supporting them as he considered that the persons with disabilities were totally adapted to the company. Nowadays, this coach supervises the employees just on an annual basis. But whenever the company needs his help, the coach comes again and he trains the employees in any new assigned task.

The **Steiermärkische Bank und Sparkasse AG**, a universal bank in **Austria**, offered a blind person (Ms N.) the position in its call centre. Via the Supported Employment Programme (as offered by the Austrian Federal Social Welfare Authority), the woman had a personal assistant in the application process who also informed the future employer on necessary steps and possibilities for support.

In a co-operation between the Public Employment Service, the work assistant and the future employer, the needs of Ms. N. and her employer were assessed. On this basis, a tailored vocational training programme has been elaborated for Ms. N. and her future employer also received advice on the adaptation of the workplace and on possible subsidies. While the administrative issues were settled, Ms. N. attended vocational training. The qualification training to become Call Centre Agent was carried out by an external training institution and consisted of mainstream training with an assistant's support.

Often the coaching consists of several instruments: In *the Netherlands* the coach of a person with intellectual disabilities firstly assessed the abilities and interests of his client, secondly visited the *small agricultural enterprise*, and consulted the manager on how to cooperate with his employee and thirdly visited his client in the workplace in the start-up period of the employment to sort out possible inconveniences. Normally, the job coaches visit their employees regularly. In *Ireland*, the job coaches are mainly active in the introductory phase and maintain a watching brief on the progress of the persons with intellectual disabilities.

In case of severe physical disability, a personal assistance can be the required accommodation. In a *research institute in Germany*, a team having a muscle disease is supported by a personal assistant eight hours per day to enable him to fulfil his tasks. In *Finland*, a construction architect, wheelchair user, is employed by a *municipality* and accompanied by a personal assistant, too.

Although normally the work assistants or job coaches are external experts (often employed and paid by NGOs) some enterprises have launched **internal mentoring** projects where other employees support and accompany the person with disabilities (approx. 10 % of the enterprise cases). In *Norway*, a *sport outfit designer* has established a “work buddy system” for its employee having psychological problems due to her former imprisonment. Among others, colleagues pick her up in the morning to go to work. In *France*, a *laboratory for medical and cosmetic products*, allocate the most experienced co-workers close to the workstation of its employed autistic worker (see Annex 1). A weak sighted *social worker in Slovenia* is always working with a colleague who can manage the transport to their clients. An autistic girl can only work in a *community centre for children in Sweden* together with a co-worker, as being alone with the children would be too stressful for her.

**Creativ Company A/S**, a private company specialised in selling creative articles in Denmark, has decided to increase the employment of persons with disabilities and social problems (currently 16 of the 110 employees). Besides accommodation measures consisting of flexible working hours, tasks that match abilities and a training centre for persons with disabilities, a mentor network has been installed. Every new employee has two “mentors” in the first weeks – one responsible for job-related questions, and one responsible for social integration; e.g. making sure that the new colleague will join the group for coffee or sit with everyone else for lunch.

In *Ireland*, the HR manager of **Wexford Farmers Co-Operative Society Ltd**, has placed the employees with mental and intellectual disabilities in branches of the company where she was confident that work colleagues would assist as “buddies” in their smooth integration into the workforce. Furthermore, an external job coach played an important training and re-assurance role at the induction phase when the employees commenced work and now performs a continuous assessment role.

Special work assistants are sign language interpreters for deaf people. Usually these are external experts who come to the enterprise if necessary. In *Norway*, a *telecommunication enterprise* asks for the interpreter support in case other communication channels with its two deaf employees are not sufficient in specific situations.

#### 4.2.4 Training

More than 10 % of the analysed enterprise cases offered training to their employees to enable the integration into the workplace.

Training measures are often linked with the redistribution of tasks when an incumbent employee becomes disabled due to an accident or disease and is not able anymore to work at his/her previous job. This is the case, for example, where the disability makes it impossible to further perform physical work. Therefore, training is offered to the concerned persons to enable him/her to change the job within the company and frequently entails an upgrading of the worker's position (from blue- to white-collar worker).

Due to back problems a driver of heavy trucks in **Multigas Ltd.**, an enterprise producing industrial gases in **Malta** could not carry any heavy weights anymore. After the disability occurred, the person's job duties had to be entirely adjusted from that of a heavy truck driver to a driver of the managing director and a messenger. When he was originally employed by the company, the person had no formal education and was illiterate. In order to carry out his new job duties the person had to be trained to a literate level (formal reading and writing training). The employee also currently receives ongoing training in communication skills and customer orientation. Driving as a chauffeur is his leading role and this requires optimum skills for dealing with all levels of employees as well as customers and third parties. His new job mainly involves driving all company "light" vehicles which are "easier" to handle. The employee was originally employed as a general labourer with very minimal skills and today he has been transformed into "one of the most trusted employees who can handle delicate information and provide a professional level to both his colleagues and clients".

Enterprises provide training for persons with disabilities in the framework of personnel development programmes, too. In **Austria**, a *fast food restaurant* offers a 9 months training programme for young persons with intellectual (learning disabilities) and mental (neglected persons) disabilities. The programme includes 6 months guided training and 3 months stand-alone practising followed by a work period in another restaurant of the chain to gain work experience. As supporting structure a trainer and an integration guide of a NGO are present. Moreover all of the staff receives special awareness training and regular crew meetings are held (see chapter 4.2.5).

**Siemens AG**, a company developing, producing and selling a large variety of goods and services related to electronics and IT in **Austria**, is offering training for apprentices with hearing impairments at its facilities in Vienna since 1996. Currently 13 deaf youths are receiving their first vocational education together with 35 other electronics apprentices benefiting from virtually seamless integration into the apprenticeship programme. Besides target group specific special courses (such as speech therapy to facilitate communication) all apprentices learn synchronically. Four sign language translators allow for best possible communication. The training facilities have been adapted regarding seat configuration, distant-noise level, technical equipment and illumination. In general, during the lectures, the deaf apprentices are sitting closer to the teacher (who has the interpreter aside). Not-hearing apprentices are also working close to each other at the apprenticeship workshop when translation is necessary. Concerning the technical equipment, acoustic warning signals have been changed/combined with vibrations or stroboscope lamps. These adapted technical devices can be used by both, hearing and deaf persons. Notebooks, that can also be used privately, are borrowed to the apprentices (these can be bought at a low price upon finalisation of the training).

Before the start of the apprenticeship programme, all persons involved receive a specific course to experience the difficulties of deaf persons themselves. Supervisions with psychologists and communication training help to reduce and avoid conflicts due to stress. Thereby, an as frictionless and efficient apprenticeship as possible is ensured from the outset.

**Telenor**, the incumbent telecommunications company in **Norway**, has launched a programme to qualify and help persons with disabilities get into the labour market. The Telenor Open Mind programme is divided into two parts: After an interview, close to a normal job interview situation, the chosen participants enjoy a qualification period of three months in the localities of Telenor Open Mind. This phase contains computer training and courses, combined with self studies.

If the participant is further qualified, there is a work practice period of 21 months, which gives actual work experience. Period of work practise might be prolonged with one year, if there is a need for that. The work practice can be carried out within the Telenor Corporation, or in one of Telenor Open Minds cooperating companies. The long work training period, where the participants are able to show their qualifications, and have the possibility to become a natural part of the working environment, is seen as one of the success factors of the programme. The programme has three start up-dates a year, and each course has up to five participants.

#### 4.2.5 Awareness Raising Measures

Most of the accommodation measures target at enabling the person with disabilities to participate in working life and in given structures by providing him/her with technical equipment or training measures. In all these cases the accommodation focuses on the person with disabilities and his/her “deficits” which should be balanced out or at least reduced. Following the social concept of disability where the problems persons with disabilities face are located in the social environment (see chapter 1), this environment should be adapted to enable the inclusion of the persons with disabilities. Around 10 % of the examined enterprise cases have explicitly set measures in this spirit.

In *Finland*, a *hardware store* has changed its communication channels and now messages are often written on paper or SMS are used to include the deaf apprentice. A *Swedish wholesaler of electronic equipment* has provided a voluntary course in sign language for its staff to ameliorate the internal communication with its four deaf employees. Besides, an interpreter is present at the weekly meetings. The deaf awareness session in a *building society in the UK*, provided to all team members working in close co-operation with their deaf insurance customer services coordinator, helped to understand the needs of the new team member. For the staff of a *manufacturer specialised in woodwork (Sweden)* the sign language course was even compulsory which resulted in half of the employees now signing with their deaf colleague.

**Vantaan Antikvariaatti Oy**, a family-owned antiquarian bookshop in **Finland**, advises its customers on a sign to speak slowly and with eye contact with the deaf employee. There is a notice on the website that there is no possibility to order by telephone. Furthermore, the owners of the firm have been looking for suitable courses of the Finnish language for the deaf women, as the native language of its employee is sign language and there are some shortages in her Finnish skills. On the other hand, the owners have studied some sign language themselves, too.



The staff of a *personnel hiring and recruiting service in Finland* has been coached by a “working life coach” to take into account the special characteristics of a new colleague with autism. A similar measure has been taken by a *French laboratory* where the challenges of working with an autistic colleague have been presented and discussed in a workshop to prepare for the employment.

In a *Lithuanian retail chain* which has launched an integration programme for persons with disabilities the managers of stores are trained to be prepared to work with persons with disabilities. Moreover, a deaf person is employed exclusively for the communication with and the integration of the other staff with hearing impairments.

A *research institute in Slovenia* believes that the provision of technical assistance and workplace adaptations constitute the basic requirements to integrate persons with disabilities but that the most important is raising the awareness of the co-workers to be prepared to devote time and patience to advice, encourage and guide their colleagues with disabilities.

#### 4.2.6 Others

Next to measures which can be classified around common types of accommodation some enterprises offer additional services to integrate their employees with disabilities in the workplace. Sometimes the measures are minor, but enable the person with disabilities to fulfil his/her tasks. E.g., in a *Greek company which organises seminars*, a deaf-mute woman is able to assist in the catering service, because the orders are taken in the form of printed coupons.

Some companies are aware that their employees with disabilities work more slowly and are not able to reach the usual quantitative targets (e.g. in terms of produced goods) or that they need more time to fulfil the tasks required. As the quality of the work is appreciated, a simple adaptation of the targets to the abilities of the person with disabilities can lead to a sustainable integration. A *Portuguese enterprise repairing tires* has simply adjusted some standard machines to operate at a slower pace to enable its employee with intellectual disabilities using them. In *Sweden*, a *fast food restaurant* offers longer learning periods to its apprentices with learning disorders. Moreover, the employees are gradually introduced to the work (“To hurry slowly”) so that they feel secure about the tasks and the environment.

**Nestle Bulgaria AD** is a joint stock company with the main activity in manufacturing and distribution of foods and beverages. In **Bulgaria**, most of the persons with disabilities benefit from the production lines for arranging bonbons which are situated in order to minimise the movement of the workers. At the same time, the salaries of all production line workers in the factory are not dependent on the production volume.

People with mental or with intellectual disabilities sometimes are quickly distracted or lack motivation. An *importing company in Iceland* met this problem in adopting a method to keep its employee engaged in her tasks by giving short-time and diversified assignments she can challenge the same day. In contrast, an *educational institution in Denmark* managed to employ a man with ADHD (Attention-Deficit-Hyperactivity Disorder) in the kitchen by creating daily routines and giving specific and very clear instructions while removing disturbing or disruptive elements in the working process.

A specific measure for blind persons can be the provision of a guide dog. In addition to the provision of special computer tools (see chapter 4.2.1) a shipping agent in *Denmark* relies on his guide dog when fulfilling his tasks for a *shipping transportation company*.

Reasonable accommodation is not necessarily restricted to the workplace itself. Some enterprises offer transportation to the workplace or even organise/provide a home, often in a protected environment (assisted living).

### 4.3 Programmes of Enterprises

Mainly large (multinational) enterprises launch diversity strategies or programmes which entail the active recruitment and support of groups facing discrimination at the labour market such as women, migrants and persons with disabilities. The accommodations implemented for the staff are extensive and comprise different types of measures.

In *Slovenia*, **Mercator d.d.**, a *food retailer* launched a programme to integrate persons with disabilities (by the end of 2007 6.6 % of the workforce), the “Persons’ with Disabilities Friendly Company”. The measures range from adjusting the working hours (taking into account the individual abilities and the distance to their home), individually tailored training, training of the team leaders and other employees for awareness raising to regular discussions with employees. The satisfaction of the employees with disabilities is assessed by means of a survey. In 2008, Mercator also established a special (daughter) “company for persons with disabilities”, with the intention to provide persons with disabilities (existing and newly recruited) with better working conditions and to introduce new jobs (tasks) for them. Within the “company for persons with disabilities” (with the main activity in making and selling cosmetics and eco-products) managers and specialists are creating many new activities to accommodate for persons with disabilities and to fully utilise their capabilities. The possibilities to work from home shall also be expanded.

The **Berliner Stadtreinigung** (City Cleaning Berlin) in **Germany** implemented a professional integration management scheme to ensure the productivity and work satisfaction of the disabled or (due to health problems) disadvantaged workforce. The goal is to preserve the working capacity and job security of affected employees. An “integration team” connects employers, employees and rehabilitation institutions, in order to find the best way of employment, to avoid disability or at least stabilise the degree of disability. The integration team consists of 10 to 12 persons (line managers, representatives from the staff council, the disability council and the women’s council) and meets every two weeks to discuss current integration cases. Two members of the integration team are officially certified as disability managers, three more are currently undergoing the training offered by the German occupational accident insurance.

The company designed and completed a couple of special integration projects in the last years. Two of the most prominent and awarded projects were the “waste bin workshop” and the “BSR Scouts”. In the project “waste bin workshop” the working conditions including tools and workbenches, but also working hours and job descriptions are adapted to the abilities and needs of the employees, all persons with disabilities. The “waste-police”, as the BSR scouts are called in the local press, is a team of 25 persons with severe disabilities. It is a task force for special cleaning jobs and to educate and advise pedestrians on questions of a clean Berlin.



A chain of “do-it-yourself”-centres for home improvement in Austria implemented a human resources programme based on three pillars including the partnership with regional organisations of persons with disabilities, contracts with organisations of disabled as service providers, and the provision of employment and apprenticeship to persons with intellectual and mental disabilities (using working hours adjustment, work assistance, job coaches, etc.).

Based on co-operation agreements these enterprises often revert to the know-how of NGOs, social enterprises or organisations representing the interests of the target group to create an optimal working environment with adequate support.

#### 4.4 Costs and Benefits

As much as reasonable accommodation measures vary from case to case the associated costs vary as well. Some measures obviously entail physical investments whereas other accommodation may not involve any additional costs. Often the real costs cannot be easily assessed as many measures involve **direct and indirect costs** which are difficult to measure and to allocate. The costs of the same measure can differ strongly depending on the given situation of the enterprise (location, previously taken measures, legal requirements etc.).

All physical adaptations of the workplace entail costs. The provision of a wheelchair access often includes structural measures. The costs for such measures depend e.g. on where the enterprise is located. Premises in new buildings often already enable the access with a wheelchair (due to legal requirements) and only the office or the workplace of the concerned employee has to be adapted. In older buildings the adaptations normally are more expensive. The provision of assistive technology as well as the adaption of the office equipment or machines obviously is an investment, too. However, apart from the fact that in almost all of the countries (see chapter 3) such costs are subsidised (at least partly) all these investments are normally one-off expenses. Furthermore, these investments often have **additional positive effects as all the other staff can benefit** from it, e.g.

- All employees and mainly the older workforce or persons with physical impairment (even if they do not have the status as a person with disabilities) will welcome the structural changes (e.g. lifts). Persons with amblyopia and spectacle wearers may welcome the possibility of magnifying software for the computer.
- The need of adapting the office equipment for a person with disabilities can initiate an adaption of the whole office according to ergonomic criteria which will in the long run lead to more satisfaction among the workforce and prevent costly sick leaves.

Concerning work arrangements, the initial investments often seem to be negligible (apart from e.g. technical solutions for teleworking arrangements), whereas these measures often induce changes in the work organisation and running costs e.g. if a new job is created. But these costs must be set off against the positive effects such organisational changes can have. The integration of the person with disabilities can initiate overdue organisational changes which disburden the entire staff. For example, persons with childcare obligations will welcome the possibilities for teleworking or for working part-time. This will lead to an improvement of the work-life balance of the entire workforce.

Reciprocally, general reorganisation measures concerning both physical investments and work arrangements can alleviate the implementation of reasonable accommodation, if the requirements of persons with disabilities are taken into account and mainstreamed in the general planning process of the reorganisation.

Training and qualification measures seem to be one of the most appropriate measures for the sustainable integration of persons with disabilities. As training measures in enterprises are often funded and provided in the framework of programmes, including trial work, the enterprise can benefit from longer trial periods to choose the person most suitable for the job.

Work assistance is supported in virtually all countries either financially or as an in-kind service. Therefore such a measure does not lead to direct costs for the enterprises. Moreover, the work assistance is often already involved in the application process or is responsible to find the best suitable person for the job. As the work assistant often acts as mediator and prepares staff members how to deal with the colleague with disabilities this can through a general reflection lead to the improvement of the working atmosphere.

Generally, the analysis of the situation of persons with disabilities and their “story” often leads to a broad reflection of the organisational culture. This can lead to a more **positive climate** and respect of the individual needs of all employees. The enterprise management and the colleagues will probably handle individual problems and difficulties with more tolerance. As a disability can occur in consequence of an accident, illness or age and concern everyone, the reflection of the needs of persons with disabilities prepares the enterprise to better deal with an ageing workforce. This will result in more **loyalty of the staff** as they can be ensured that the employer will try to find a solution and to further employ the person in case a disability occurs.

The manager of **Creativ Company A/S**, a private company specialised in selling creative articles in **Denmark**, emphasises that everybody can profit from the measures: The company gets the most out of every single employee and the employees are happy and proud to work there. This led to the election of the company as 5<sup>th</sup> best workplace in Denmark.

The CSR manager of **Grundfos A/S (Denmark)**, the world's largest pump manufacturer, states that the general assurance that the employees will not be let down if something should happen to them makes all of them feel more secure and appreciated, which creates a better working environment for everyone. In 2005, Grundfos was among others placed on the list of the 100 best workplaces in Europe.

Considering the cases of employees who become disabled due to an accident or to permanent hard physical work, a rethinking process can be initiated which leads to the **establishment of prevention measures**. In *France*, after a work accident of a chambermaid, a *hotel* has organised a workshop with the staff to study the daily routines and identify points of improvement. This led to the acquisition of machines to raise beds and to the organisation of training measures for avoiding risky situations.

The employment of persons with disabilities often leads to fruitful and sustainable **co-operation with social enterprises and NGOs** active in the field. In *Spain*, a *courier service*, informs its franchises about the possibilities of employing persons with disabilities and contracts special employment centres for recycling or the acquisition of material. The outsourcing of services to such centres is done by a *Spanish airline*, too.

These co-operations seem, on the one hand, to be crucial for the successful integration of persons with disabilities in a company's work environment on the other hand they can facilitate the access of NGOs to the companies and increase the possibility to find jobs for their target group.

**Inštitut "Jožef Stefan"** (Jožef Stefan Institute; IJS) is a leading **Slovenian** research institute surpassing the employment quota for persons with disabilities and employing them in highly qualified jobs (technicians and scientists). They underline that the main obstacle for integrating persons with disabilities is a lack of adequately qualified experts. Therefore the Institute advocates the importance of occasional cooperation with local non-profit organisations for persons with disabilities and wants to expand this collaboration.

As persons with disabilities face severe discrimination on the labour market an enterprise employing these persons will profit from particularly loyal and highly motivated employees. Sometimes the person with his/her disability seems to be the perfect "cast" as e.g. in *Portugal* where a short person working as kindergarten assistant has a particular relation to the children for whom she is responsible for as she is an adult but similar in size to them.

**Curvados Quintin SL (Spain)**, mainly active in bending tubes and sections, as well as special equipments and coils manufacturing, decided to employ people with disabilities to cover the posts related to quality control of manufactured parts. This decision was based on the idea that people with intellectual disabilities are more persistent and resilient when developing monotonous and repetitive tasks. In fact, the performance of these employees has proved this initial hypothesis, since they are very methodical and they feel secure when doing the same job (they do not like changing tasks), rigorously working on their quality control responsibilities on the finished product. Since these employees with disabilities started working for Curvados Quintín, no faulty manufactured parts have left the plant.

The integration of persons with disabilities can also lead to open a market or to **gain new groups of customers**, e. g. among the community of the persons with disabilities. Furthermore, the social investments can affect the customer's loyalty as the customer gains, together with the product/service, the additional benefit of having supported an enterprise committed to social aims.

After having employed a deaf person, **Vantaan Antikvariaatti Oy**, an antiquarian bookshop in **Finland**, has got a lot of new contacts (and potential customers) from the community of the deaf. Also the feedback from the "old" customers has been very good.

Finally, the companies often receive acknowledgement in terms of awards and prizes which can be used for marketing purposes and lead to a **positive public image**. This in turn can lead on the one hand to a positive development of sales as the clients more and more reward CSR activities of enterprises in terms of socially sensible shopping and, on the other hand, to the attraction of the best qualified employees who are looking for a socially acting employer.

To sum up, the provision of reasonable accommodation entails costs for the enterprise but also benefits and additional positive effects. Also the funding available for such measures has to be considered in a cost benefit analysis. In many countries, additionally wage subsidies are available to compensate for any productivity shortfall (if the productivity of the person with disability is assessed as being below average) and/or for accommodation which is not funded separately (e.g. supervision of colleagues, extended recreation phases). It must be mentioned that such wage subsidies, although not in focus of this study, represent an important financial incentive for many enterprises to provide reasonable accommodation and employ a person with disabilities.



## 5 Conclusions

The European Community in 2000 adopted the Council Directive (2000/78/EC) establishing a general framework for equal treatment in employment and occupation. Article 5 has created an obligation for all employers to provide reasonable accommodation for persons with disabilities unless such measures would impose a disproportionate burden on the employer. The approach of providing reasonable accommodation implies that any person with disabilities should be enabled “*to have access to, participate in, or advance in employment*”.

In practice, enterprises have set various measures to respond to the obligation implemented on the national level derived from Article 5 of the Directive 200/78/EC and to enable the integration of persons with disabilities into their workforce as illustrated in this report. Although these measures are necessarily always based on the analysis of the individual situation and attempt to meet the individual needs and requirements of the respective employee, similarities can be identified and allow for creating a **typology of reasonable accommodation in the workplace**. To summarise the following types could be distinguished and seem to be of practical relevance in Europe:

- **Technical solutions:** In many cases technical adaptations of the workplace constitute an indispensable prerequisite to enable a person with disabilities to start the employment. Solutions are often linked to a specific type of disability and are mostly required for employees with physical (e.g. wheelchair users) and sensory disabilities (mainly persons with visual impairments). Mostly they are related to structural modifications of the enterprise's premises (e.g. providing wheelchair access), adjustments of the office equipment and the workplace of the concerned employee or the provision of assistive technology (special computer soft and hardware). Although the concrete design depends on the individual needs of the employee certain general adaptations for some forms of disabilities are common and can be applicable in most of the cases.
- **Organisational arrangements:** Modern work organisation has undergone a structural change now entailing new forms of work next to the “nine-to-five” fulltime employment. This is the consequence of new requirements in the production process, with a view to the customers' habits and enabling a work-life balance. As the needs of persons with disabilities concerning recreation and rehabilitation periods, transport or environment are different than that of persons without disabilities, work arrangements (adjusting working hours, teleworking arrangements, periodically rehabilitation) are often provided to enable the employment. As a disability can result in the restraint to certain activities, the (further) employment of a person with disabilities is also often linked to a re-distribution of tasks between the members of a team.
- **Provision of assistance:** Some employees with disabilities (mainly persons with mental and intellectual disabilities, but also persons with physical and sensory disabilities) need the support of another person to get accustomed to the work situation. The work assistant or job coach prepares the employee for his/her daily duties, trains the work procedures (as this would be too time consuming for the other staff in the enterprise) and habituates his/her client to the work environment. Mainly at the beginning of an employment the services of a work assistant are required intensively. When the concerned employee gets accommodated, the work assistant often visits the enterprise only from time to



time or in case problems arise when he/she acts as trouble-shooter. Next to external work assistants and in the course of time, often a co-worker takes over the duties of the assistant and supports his colleague with disabilities in the daily routines. Often such internal assistance is permanent.

- **Qualification measures:** Persons with disabilities often face discrimination in the educational system as the possibilities for further qualification after compulsory school are limited due to a lack of adequate and adapted training offers. Therefore, the employment of a person with disabilities in a certain job often presumes the further qualification of the concerned employee. As the qualification period is often limited and accompanied by NGOs specialised in training of persons with disabilities, the provision of training opportunities enables the enterprises to “test” the employee for a period and with the support of experts. Qualification measures are also required when an incumbent employee cannot fulfil his/her tasks after a disability emerged and the person should be enabled to change job within the enterprise.
- **Awareness raising measures:** Whereas the other types of accommodation focus on the persons with disabilities and his/her impairments which should be balanced out or at least reduced – by providing him/her with technical equipment, qualification measures, assistance or by adjusting the work organisation, awareness raising measures target at the social environment. The management, colleagues, and customers are sensitised on how they can contribute to the integration of the person with disabilities (e. g. attitude change, modification of communication channels). The importance of such measures results from the social and human rights concept of disability where the problems persons with disabilities face are seen to be linked to individual rights and located in the social environment (see Chapter 1).

Next to all these measures which are linked to the workplace as such, reasonable accommodation can also be targeted at the social environment of the concerned persons. This often concerns the home of the employee (e. g. adaption of equipment at home, means of communication) or the transportation to the workplace (e. g. adaption of a car, organising colleagues offering a lift).

Almost all these accommodation measures entail **direct or indirect costs**. Therefore, all European countries have created support and funding schemes (financial and in-kind services) to compensate such costs. As the available funding has to be considered when assessing whether or not a reasonable accommodation represents a disproportionate burden, these funding contribute to the provision of reasonable accommodation through reducing the costs of the employer for implementing these measures and/or through providing adequate service structures enabling such measures. Although the study focused on financial support explicitly linked to the provision of reasonable accommodation other forms of support (whether in-kind services or overall financial incentives which subsidise the employment of persons with disabilities per se; e.g. wage subsidies) form an important incentive for the enterprises and have to be considered as well when assessing the feasibility of reasonable accommodation.

## Key Success Factors

As mentioned before, the examples of providing reasonable accommodation vary strongly according to the individual situation of the person with disabilities and the enterprise. Nevertheless, some key success factors could be identified which seem to contribute to and facilitate a sustainable integration of persons with disabilities in the open labour market. It can be distinguished between internal factors located in the company and external factors located in the public sphere. **Internal company factors** include:

- **Commitment of management:** Diversity management agendas and CSR are top-down strategies as they imply a substantial change in the enterprises' policies. The management has to signalise that the integration of persons with disabilities is part of the company's philosophy and principles and that this issues are of importance for the executives.
- **Involvement of the staff:** The management's commitment must appeal in the whole workforce as the co-workers must accept and support the measures set in favour of the employee with disabilities to allow for a sustainable integration. Therefore, awareness raising measures among the staff should always accompany the implementation of (other) reasonable accommodation measures to attain a smooth integration process. Thus, such a process should be carried out top-down as well as bottom-up within the enterprise.
- **Clear responsibility:** In case conflicts or problems occur, it should be clear on whom to turn to. This can be either a person, e.g. a mentor, who advocates the interests of the concerned employee, and/or a unit in the company (e.g. disability manager). Anyway, the responsible person or unit has to have the authority to solve problems or at least has to be entitled to be heard in the decision making process concerning all agendas related to the employment of the person with disabilities.
- **Case assessment and consultation of experts:** The implementation of accommodation measures should be based on the assessment of experts concerning the specific situation in order to best meet the requirements of the concerned employee and of the enterprise in general and the workplace in particular. Such experts (doctors, ergonomists, social workers, work assistants, etc.) shall suggest an individually tailored solution based on an analysis of the individual needs of the person and the specific working conditions. These experts can be part of the workforce (mainly in large enterprises) and/or external experts.

This leads over to focus on **the external factors**, respectively the complementary public support, which forms another important prerequisite for successfully implemented reasonable accommodation:

- **Provision of services/expertise:** Picking up the finding that the involvement of experts in the process of implementing reasonable accommodation represents an important internal success factor, this calls for the availability of such experts. Thus, the existence of adequate services, a low threshold access (e.g. publicity, financial aspects) and co-ordinated structures form an important external success factor.

- **Financial support:** Next to the provision of such services, the financial aspect of reasonable accommodation has to be dealt with. The availability of funding covering an important part of the measures set and/or compensating possible extra costs linked to the employment of persons with disabilities represents an incentive to the enterprises and debilitates the cost argument of the companies when refusing the provision of reasonable accommodation.
- **Flexible public support:** The integration of persons with disabilities in the labour market must also benefit the person herself/himself. A flexible execution of disability pensions or other social benefits (e.g. where the benefit is not lost on the first day of employment) or combined models (e.g. the possibility of drawing benefits and a salary to a certain extent) can motivate more persons with disabilities to actively apply for a job without risking financial losses when failing. Moreover, such combined models take into account possible restrictions of persons with disabilities with a view to working hours without making impossible a partial integration into the labour market.
- **Adapted regulations:** An important incentive of employing a person with disabilities is when the risk for the enterprises is minimised. Thus, longer trial periods or models where the person with disability first is employed through a NGO or a social enterprise to enable the enterprise to assess whether employing a person with disabilities is manageable or not, are favourable to the provision of reasonable accommodation and the integration of person with disabilities in the open labour market. This also helps to overcome prejudices from both sides (the employer and the employee with disabilities).

## Lessons Learned

Reflecting these key success factors leads to considerations on how national and European policies can be improved and better geared towards employers' and employees' needs to foster the idea of reasonable accommodation and the integration of persons with disabilities in the open labour market. Several intervention fields can be identified.

- **Tailored support services:** The availability of appropriate services (e.g. work assistance, job coaches, ergonomists) must be increased as the assessment and support of experts represents an inalienable precondition to arrive at individually tailored solutions which take into account and align the requirements of the enterprise and the (potential) employee with disabilities. For the design of support services the public authorities should revert on the know-how and expertise of NGOs and social enterprises active in the field and involve stakeholders representing the interests of persons with disabilities and the interests of enterprises to allow for conciliating the interest of employers and employees with disabilities. Whether the services are implemented by the public authorities or by NGOs in accordance with public principles, it is crucial that the quality of the services is evaluated and adapted to altered framework conditions.
- **Financial funding:** Although in social policy active labour market policy gains importance and is seen as more unerring vis-à-vis financial support, for enterprises which follow the principle of profit maximisation financial incentives play an important role when deciding on an investment be it literally (e.g. when adapting the workplace) or figurative (e.g. the social investment of employing a person with disabilities). Therefore, it is crucial that both, funding for reasonable

accommodation as well as general funding (e.g. wage subsidies) which compensate for possible productivity shortfalls are available. The more flexible and easy to administrate the funding is, the better it can meet the requirements of the enterprise and allow for individual tailored solutions and the more likely it will represent an effective incentive.

- **Flexible labour market instruments:** The administration of the funding should be simple; the instruments themselves should be flexible and adaptable to the concrete situation. The aim of such measures should be the minimisation of the risk of the enterprise and the concerned person. This includes longer trial periods and combined models (e.g. at the beginning of an employment the person with disabilities is employed in a NGO and the enterprise offers work placement or the employee is working part-time without losing the entire disability pension).
- **One-stop-shop:** Enterprises willing to employ a person with disabilities and the concerned person should know where to turn to. Therefore, a single information point should be created or further improved (in many countries such an institution already exists) which bundles the know-how concerning all issues with regard to the integration of persons with disabilities and the provision of reasonable accommodation. This contact point should have an overview of all available supportive measures and channel its clients to the appropriate organisations. It should involve all stakeholders to assess its service and be updated concerning legal requirements, funding, support services, etc. The one-stop-shop must be made well known in the business as well as in the community of the persons with disabilities and have an adequate publicity.
- **Publicity and awareness raising:** Enterprises often refrain from providing reasonable accommodation and integrating persons with disabilities in their workforce as they lack information on how such accommodation can work. Thus, the dissemination of such information (e.g. through publications) is crucial. Such material for dissemination should include examples of good practice showing how reasonable accommodation can be implemented and practical information (like one-stop-shops). But such material should also describe the various additional positive effects for the company, which can be an important incentive besides the argument that the employment of a person with disabilities is financially supported, and the altruistic motive of the management of enterprises to employ such persons because of their commitment to a social responsibility. Business networks which allow for the exchange of experiences with view to the integration of persons with disabilities seem to be much promising as well for awareness raising purposes.

Following these ideas can contribute to the further implementation of reasonable accommodation and increase the employment and social situation of persons with disabilities. Thus, the concerned persons will profit from being socially included and the enterprises will benefit from many additional positive effects. Public administration and society will in the long run take advantage of decreased social expenses and a better use of human resources resulting in strengthened social cohesion and economic growth.



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## **ANNEX 1**

### **Company Case Studies**



## 1.1 “L’Accueil de la Côte de Jade” Retirement Home (France)

A retirement home established a new unit and created new jobs for three incumbent employees who could not fulfil their tasks anymore due to occurring physical disabilities. External support was provided to arrange training and application for grants.

“L’Accueil de la Côte de Jade” retirement home is a non-profit association that has been set up in 1987 in accordance with the French law of 1901. The residents’ level of dependence is relatively high with 30 % to 40 % having dementia. There are **45 employees**, of which five are persons with disabilities. Three have recently had their employee status reclassified.

### Concerned employees and job

The three employees whose status has been reclassified are women who have worked at the retirement home for more than twenty years and whose disability has arisen during the course of their employment. A is 42 years old, B is 44 years and C is 51 years. Their health problems resulted in an inability to carry heavy objects and support elderly people. **C has problems with her back** that resulted in a wear of the shoulder tendons. **B has osseous decalcification**, pulling numerous fractures. **A has vertebral problems**.

At the same time when the health problems of these three employees were becoming more serious, the director wanted to create a special unit for the most highly dependent residents. Collaboration between the employees, the occupational health services and an employment support unit enabled the project to be combined with the issue of the employees’ disabilities.

Two of the employees still occupy their positions in the unit created: C is a manager and specialised nursing assistant in the unit for the highly dependent and A works in the unit’s daytime reception team. B was initially also allocated to this unit, but then went back to a unit for independent residents. She has remained a nursing assistant in this unit.

These employees were all **initially trained as nursing assistants**. All three have unlimited contracts because they are long-standing employees. C and A have full-time positions and B works part-time.

### Accommodation

The Occupational Health Services helped the employer to determine the necessary adaptations of the facilities and put the retirement home in contact with an association offering support for workers with disabilities (employment support unit).

The purpose of these changes was to **facilitate performance of the employees’ daily tasks** and consisted of double leaf doors in the place of single doors to bedrooms; motorised shutters on windows; ultra-light equipment for the transfer of residents. Subsidies were obtained from the AGEFIPH (*Association de Gestion du Fonds pour l’Insertion des Personnes Handicapées*), which is the French agency which induces and finances, at national and local scales, actions in favour of work integration of people with disabilities.

Additionally, the employment support unit directed the employer to the CRAM (*Caisse Régionale d'Assurance Maladie*), which is the regional Social Insurance Agency, in order to **obtain funding** for 50 % of the annual gross salary of two employees (A and C) trained in the care of disorientated people in specialised establishments.

The employment support unit was a key factor in this case. It enabled the project to be completed quickly and satisfactorily due to its experience in arranging training and applications for grants.

Overall, the cost of creating the new positions were € 75,000.-; half of which was paid by the AGEFIPH. The employment support unit helped the employer to make the application. Everything went smoothly, and the funds were released quickly.

## Conclusions

To **accept their disability** was not easy for the three employees, but they felt accepted and supported by the establishment, which gave them a second chance. This support was also much appreciated by the other staff who felt involved. Colleagues feel confident that the establishment would do whatever will be necessary to keep them if a similar situation were to arise in their own case.

Nevertheless, a **team approach** was emphasised in order to avoid any jealousy regarding the favourable treatment of the three employees who needed flexible working hours. At first it was hard for the other employees to accept that the three colleagues had **more flexible hours and lighter tasks**. But eventually solidarity prevailed.

The other positive factor was that the **new unit resulted in a relief for the personnel in other units**. The new unit enabled the channelling of disorientated people, who are always accompanied. Personnel allocated to other units therefore have more time for the other patients, who now complain less of loneliness. Patients and families find the system to be more balanced.

Residents and families are aware of the team's solidarity and are very satisfied with the family atmosphere in the high dependence unit.

In conclusion, while there is no doubt that the initial investment may seem high, the **establishment benefited enormously in terms of relations between its employees**, who felt supported and motivated in their work. The collaboration between the employer and the employment support unit enabled resources to be mobilised quickly. Nevertheless, the Director underlined that he spent some time with his employees in order to understand their impairment and to support them, as they were in despair the days after the diagnosis. They thought that they would lose their jobs and that their lives would change dramatically.

For the time being the establishment is not planning to employ any more workers with disabilities but would not exclude the possibility if a case were to arise.

## 1.2 Berliner Stadtreinigung, BSR – City Cleaning Berlin (Germany)

**A public waste management company established an integration team and designed special projects to improve the integration of its employees with disabilities and its older workforce.**

The **City Cleaning Berlin** (Berliner Stadtreinigung, BSR) was founded in 1951 and is the biggest **public waste management company** in Europe. The BSR provides Berlin with services in public waste management, city and street cleaning as well as winter street service. Furthermore, various subsidiaries of the BSR offer services around logistics and recycling of paper, glass, organic and electronic waste.

The company works on the basis of cost recovery without profit. Rising productivity levels, more effective cost management and increasing competition in the sector were reasons for job cuts throughout the last 15 years. After around 10,000 employees in 1992, the average number of employees (without interns and trainees) decreased to 5,317 in 2007. Due to demographic changes and a low turnover of personnel, the **average age of the workforce rose** from 45 in 2006 to 46.7 years in 2007. Along those lines, the amount of sickness days rose from 6.8 % in 2006 to 7.5 % in 2007. As the likelihood to be disabled rises with the age the quota of persons with disabilities among the workforce of the BSR went up as well. After 23 % in 2004, already **29 % of the workforce qualified as being disabled** in 2006. Half of the disabled workforce had a GdB (degree of disability) of more than 50 % and can thus be considered as severely disabled (11 % of the total workforce). Various reasons for disabilities can be found. Problems with the spinal column, the joints and psychological problems are mentioned with high frequency.

### Integration management within the BSR

In 2005, the City Cleaning Berlin implemented a **professional integration management** scheme to ensure the productivity and work satisfaction of the disabled or (due to health problems) disadvantaged workforce. The goal is to preserve the working capacity and job security of affected employees. An **“integration team”** connects employers, employees and rehabilitation institutions, in order to find the best form of employment, avoid disability or at least stabilise the degree of disability. The integration team consists of 10 to 12 persons (line managers, representatives from the staff council, the disability council and the women’s council) and meets every two weeks to discuss current integration cases. Two members of the integration team are officially certified as disability managers, three more are currently undergoing the training offered by the German occupational accident insurance.

From January 2007 till September 2008, around 80 cases were discussed within the integration team: 45 % could be fully re-integrated into the BSR workforce, either into their former area of expertise or into a new working place. With half of the cases still in progress a rising success rate is expected. One of the successful cases was Udo Heese. After a **motorcycle accident**, Mr. Heese had compound fractures in both feet and his left leg was completely wrecked. More than two years of hospital and rehabilitation followed. For Mr. Heese it was important – also financially – that he could keep his position in the BSR. "I am in my **mid fifties**. To stay at home for the rest of my life is no option for me." said Mr. Heese. With the assistance of the integration team, a disability **specific combination of tasks and working hours** could be found and 31 months after his accident Mr. Heese could restart working: "The contact to my colleagues is very important for me, even if I can only work for five hours a day."



According to Helfmried Hauch, representative of the severely disabled employees in the BSR, 80 % of all cases of severe disabilities are caused by a disease and not an accident or disability by birth. Therefore, the integration management of the BSR also includes a whole **set of prevention measures**, such as the **pre-accommodation of workplaces, training of staff, adaptations of job descriptions** according to age, sports activities and counselling on addictions, nutrition and health.

### **Reasonable accommodation projects**

Next to the regular integration management on a case by case basis, the City Cleaning Berlin designed and completed a couple of **special integration projects** in the last years.

Maintenance of 20,000 public waste bins of the city of Berlin used to be outsourced to an external provider. The project **“waste bin workshop”** re-integrated the maintenance back into the company in 2004. All steps of the process (removal, cleaning, repairing and varnishing) are now completely under responsibility of a BSR-internal division, where only disabled or disadvantaged employees work. The working conditions including tools and workbenches, but also **working hours and job descriptions** are **adapted to their abilities and needs**. For example, the maintaining area is built according to ergonomic and disability specific requirements. The initial investment costs of the project, which also included the purchase of five vehicles to ease the logistics, amounted to 110,000 Euro, **85 % were covered by the integration office**. In 2008, a polishing machine was bought with support of the integration office in order to further reduce the physical strain. According to Mr. Hauch further investments into the workshop are planned: “We are continuously trying to improve the working conditions of the disabled workforce. Right now we are thinking about an **ergonomic production line** for an even more effective maintenance of the waste bins.”

So far **25 full-time and fully-paid workplaces for disabled or disadvantaged employees** were created in the waste bin workshop. The success of the project can be described by the **improvements in sick-leave days**: At the beginning of the project, the sick-leave days of the team amounted to over 1,000 days a year. Two years after the project's start less than 500 days were counted – a reduction by more than 50 %. Furthermore, the overall costs for the maintenance of the waste bins are lower than it used to be before. But even more importantly, the City Cleaning Berlin mentions the **increased motivation and satisfaction** within the workforce, since job description and work environment match their qualifications.

In 2005, the project “waste bin workshop” was awarded the **“Reha Preis”** of € 10,000 by the association of compensation insurances for commercial and industrial workers (*Hauptverband der gewerblichen Berufsgenossenschaften*). In the same year, the City Cleaning Berlin received the **Integration Prize of Berlin** for extraordinary commitment for the integration of disabled persons into the labour market.

For the second project called **“BSR Scouts”** a task force for special cleaning jobs and to educate and advise pedestrians on questions of a clean Berlin was created in 2006. Seven days a week from 5 am to 9 pm, two shifts of the BSR scouts are on the road to work for a cleaner Berlin, especially in highly frequented areas. The “waste-police”, as the BSR scouts are called in the local press, started with a team of **12 persons with severe disabilities and five vehicles**. The integration office supported the investments with 80,000 Euro. Within one year after the project had started, the sick-leave days of the team members went down by 63 %. The acceptance in the population of

Berlin was high and with the upcoming soccer world cup in mind, the team of the BSR scouts was expanded up to **25 employees with severe disabilities** in 2007 – all full-time. Five new vehicles could be purchased with financial assistance of the integration office.

Thanks to the positive experiences, **further projects are planned**. For example, a workshop similar to the waste bin workshop is planned for parts of the maintenance process of vehicles and cars.

### **The key to success**

To keep up with the good results, the BSR management and the integration team continuously analyse the outcomes of different measures and projects in order to steadily improve the integration processes. “Disability management is a lot about **trying different things out**. At the beginning, changes within the company are always hard to sell. But if the management and the employees work closely together nothing is impossible.” concludes Mr. Hauch.

The good practice is transferred into the **networking activities** of the BSR: The company is a founding member of the ddn – Das Demographie Netzwerk (Demography Network) and took part in various cross-company projects such as the ISO-project “Integration Management for Managers” or a project called “Age-adapted working conditions” by the Federal Ministry of Labour and Social Affairs.

### 1.3 Cosmetics Enterprise (France)

**A cosmetics company employed a former trainee with autism. With the help of an ergonomist and a consultant for psychological/social aspects they later on succeeded in managing the shift to another workplace and thereby keep this job.**

**The industrial company** has specialised in plant-based cosmetics since 1920 in Switzerland and since 1924 in France (where 60 % to 70 % of the sales are effected). The company also produces homeopathic medicine (30 % to 40 % of turnover). Switzerland, France and Germany are the three main countries where production sites are located.

The group employs a total of 1,600 to 1,800 people, 380 thereof are in France. Of the 380 employees in France, slightly more than 6 % are persons with disabilities, reflecting a long-standing policy of employing these people.

One of the employees with disabilities is a 25 year old **autistic man** who has been in institutional care for a long time but has made enormous progress. His problem is that the slightest unforeseen event makes him very worried, generating attacks and destabilisation. He is completely thrown when he has to make a decision in an environment that has changed. The slightest unforeseen event can result in situations that are dangerous for the employee and those around him.

#### **Employment and accommodation measures**

At the end of the 1990ies the young man did **some training courses** at the company, for just a few days at a time, accompanied by a special needs teacher. Gradually, the teacher came less often and the training periods became longer. In 1999, on account of the progress that he had made, a **fixed term contract** for part-time employment was offered. Everything went smoothly and this subsequently became an open-ended full-time contract.

Initially, constant supervision was necessary in order to deal with unforeseen events. His needs were assessed with the **special needs teacher**.

In 2003, a project for integration into the workplace was developed with a tutor and a specific apprenticeship programme. The objective was that the person could work officially on a long-term basis on a packaging machine for tubes of cream. For help with this project, the employer contacted the AGEFIPH (*Association de Gestion du Fonds pour l'Insertion des Personnes Handicapées*) – an association that manages the fund for the inclusion of persons with disabilities – and an association for the integration of people with disabilities into the workplace called “Action et Compétences”.

#### **Support in employment**

In 2007, the packaging machine for tubes of cream on which the employee worked had to be removed from the production chain. The management would have had to make him redundant if no other machine for him to work on could have been found. The employer contacted the AGEFIPH's ergonomic platform to try to come up with a solution. The ergonomists considered moving the employee to the pharmaceutical sector to carry out secondary packaging of injection vials.

This **change involved a three-stage support and integration process**, consisting of:

1. the employee successfully leaving the old job;
2. assessment of the feasibility of the new job;
3. consideration of the adaptations of the facilities for the new job.

At the end of 2006, an agreement was signed with the AGEFIPH to assign an ergonomist for the practical and technical aspects. "Actions et Compétences" assigned a **consultant for the psychological and social aspects**. These two professionals worked on a complementary basis and successfully accompanied the employee in changing his role within the company. He kept his work contract.

He currently is still in this position. The company has had to deal with a few issues such as more frequent sick leave and attacks while he was working, making it necessary to have another employee available to immediately take over. However, he is a **perfectionist and his work is very consistent**. This is what enables him to keep on track.

For this employment **support**, the company applied for a grant of € 20,000.- from the AGEFIPH to be used for the consultation with the ergonomist, modifications to the machine and an ergonomic chair. Another grant is now being requested in order to carry out further modifications to the machine, at an estimated cost of € 22,900.-. A request for € 3,980.- has also been made for an ergonomic table.

## Conclusions

This project, like other projects for the integration of people with disabilities, resulted in an **increase in solidarity within the teams**. The employer states: "We know that it is a plus for a team when people with disabilities are integrated, not many companies hold this view, but we know this to be true. Experience has proved it."

In terms of recommendations, the company thinks that the employee's colleagues and the managerial staff are likely to feel that the **company is in touch regarding the issues** of persons with disabilities. Secondly, considerable support is necessary from the **occupational health services**. Lastly, managerial staff must be included in the organisation of the project in order to **avoid any misunderstandings**. For this type of project, there has to be a person within the company coordinating all the various aspects.

Regarding the future of the concerned employee, the company is expecting to have to make further adjustments as the mental condition is progressing.

Other projects for the employment or support in employment of people with disabilities are planned. The company is always looking for workers with disabilities, but with some difficulty, because often the people themselves find it hard to accept their situation.

## 1.4 Creativ Company A/S (Denmark)

**A trading company offers flexible working hours, adapts the tasks to the abilities of the persons and runs a training centre for persons with disabilities. New employees can rely on their mentors.**

**Creativ Company A/S** is a private company specialised in selling creative articles to institutions, wholesale, and private customers in Denmark, Sweden, Norway, England, Germany, and Holland. It was founded by the two managing directors in November 2000 in the city of Holstebro and is now a medium-sized company of 110 employees.

5-6 years ago, one of the company's managing directors overheard a couple of colleagues telling a discriminating joke. The joke itself was not a problem; it was the lack of irony in their voices. He decided to do something to fight this attitude and he promised himself that by the following year, 10-15 % of the company's employees must be people who for some reason had not been able to find or keep a regular job. Today the company employs **16 persons with psychological, physical or social problems**. Many have gone through several job training programmes elsewhere before finding a place for themselves at Creativ Company. **47 year old** Mrs. K. is one of them.

Mrs. K. used to work in the public home care system under highly stressful conditions. She always had an extremely high sense of responsibility and a very poor judgement of how much to demand of herself, which led her to put pressure on herself beyond all reasonable expectations. After 13 years she could no longer handle it and had to quit. She trained to become a hairdresser, and just one year into her education she bought her own hair salon. In 2006, after eight years with the salon, a long series of breakdowns culminated with a year's permanent absence from work due to **psychological problems**.

### Job and accommodations

When it came time to **test if she was ready for work**, Mrs. K. started out in a hospital, but it did not work out at all. Instead she asked her social worker about Creativ Company. Within Creative Company, she started out in the Service Centre managed by Mr. M. The Service Centre is a "company in the company" and functions as a training centre for persons whose capacity for work is uncertain.

Before their first meeting, Mr. M. had received some information about Mrs. K. and her former employment from the local job centre. Mrs. K. seemed very anxious and troubled, but he decided to give it a try. In fact, he has never turned anyone down. Mrs. K. was hired as a trainee for 13 weeks, allowing Mr. M. to get a feel for both her weaknesses and strengths. During her trial period, Mrs. K. continuously took on **new tasks and responsibilities**. "*She rose to every occasion*", says Mr. M. This also meant that he had to be extra watchful to make sure that she did not pressure herself too much, and that colleagues would not inadvertently take advantage of her.

After prolonging her trial period to a total of one year, it was concluded that even though Mrs. K. is bright and effective, she would not be able to live up to the requirements of a regular job. Too much responsibility and time pressure still waken her demons, causes her brain to spin and make her feel like she is suffocating. Her psychological problems also mean that she is easily exhausted.

Instead Mr. M. proposed that Mrs. K. be permanently hired in a customised **flex job**. A flex job is a job with flexible working arrangements where half or two thirds of wages are subsidised by the local authorities, depending on the reduction of the capacity for work.

In August 2008 Mrs. K. was hired in a flex job at Creativ Company. She works 24 hours a week but is only expected to work effectively for about 13 hours. Her job is made up of **different tasks** that she can combine according to her current condition: Some are interesting and require her to think; some are pure routine. She prefers working in the department where packages are prepared for customers, but in the year's busiest season this is often too stressful for her. Then she relocates and instead assists a colleague in the warehouse. Having been at the company for a year now, she is also good at helping new colleagues in the Service Centre get settled and find out what they can and cannot do.

The people who start out in the Service Centre have very different backgrounds; some have physical problems, others have mental disabilities; one lived half his life as a drug addict. When they feel ready, they are relocated to different parts of the company, but they always have the opportunity to return to the Service Centre if it does not work out. Some are hired in flex jobs like Mrs. K. and others end up holding regular jobs, e.g. in the kitchen or warehouse. Others again move on to jobs in other companies: Creativ Company has initiated a **network of 40 local companies** who are interested in hiring people after their job training at the Service Centre.

**Accommodations** are made in the form of **flexible working hours, tasks that match abilities**, and the **“safe base” of the Service Centre**. Every new employee also has two **“mentors”** in the first weeks – one responsible for job-related questions, and one responsible for social integration; e.g. making sure that the new colleague will join the group for coffee or sit with everyone else for lunch. In the warehouse there are accommodations in the form of **trolleys and rolling hoops**, which ensures that no one will have to do heavy lifting. The company is ready to pay for other accommodation measures if needed – but as Mr. M. puts it: *“The real cost when hiring these people is attention and consideration. This is not something that you can just buy with money.”*

## Conclusions

Consideration and individual accommodations are a part of the company culture; as the manager says: *“By treating everyone differently, we are treating everyone alike”*. His philosophy is to always ask himself: *“Why not allow this?”* By being considerate to personal needs and wishes, **everyone profits**: The company gets the most out of every single employee, and the employees are happy and proud to work there. Everyone enjoys telling the stories of colleagues who have found a new life for themselves. According to the manager, many have changed their view on social issues along the way, and the satisfaction of the employees shows on every account.

In the beginning, the manager explains, it was very difficult to figure out where to start and whom to ask for advice. The bureaucracy and inflexibility of the authorities caused many headaches; especially when different authorities had to work together, e.g. doctors and social workers. However, many things have changed over time, most of all attitudes. What started out with difficulties is now a brilliant **partnership between the private and the public** of which everybody is very proud – including Mrs. L., who is the social worker in charge of Mrs. K.'s case and also the company's contact person at the local job centre. Mrs. L. works closely with Mr. M. to find out which clients are most



eligible when a spot opens up in the Service Centre. She knows many local workplaces through her work and she has no doubt in her mind what makes Creativ Company so special: *"It's the way they see people; their positive attitude that brings out the best in everyone. It's a little magic"*, she says.

The magic has been noticed by others as well. In 2007, Creativ Company was elected the 5th best workplace in Denmark. The company also won a special **Diversity Management Award** as well as the Network Award for extraordinary social initiatives in relation to prevention, accommodation and integration of employees. Different business clubs and associations have shown a great interest in the company's activities. They come for guided tours and take away inspiration.

One of the most important **success factors** of the story of Mrs. K. and the other employees at Creativ Company is that there is **will behind the words**. The managers truly believe that everyone deserves a chance and is worth as much as the next person. They make a great effort to communicate their ideas and keep everyone informed about what is happening and why. This means that their attitude and philosophy is passed on to every single employee and creates an **encouraging spirit of community**.

Creativ Company is very interested in developing new initiatives and partnerships in **the future**. For now, they will continue co-operating with the job centre to help as many as possible back or into a working life. Says Mr. M: *"There are so many people out there who need a helping hand."*

## 1.5 Curvados Quintin SL (Spain)

**Three employees with congenital intellectual disabilities were integrated into a small family business with the support of a coach (supported employment).**

**Curvados Quintin SL** is a small family business located in the province of Biscay (in the Basque Country) and founded in 1973. The company works both on the national and the international markets, and its main activities include bending of tubes and sections, as well as special equipments and coils manufacturing.

Curvados Quintin SL, has 40 employees, and it boasts modern spacious installations and facilities at its disposal (5,000 m<sup>2</sup> indoor and 1,500 m<sup>2</sup> outdoor), as well as an extensive range of the most up-to-date technology in terms of bending machines. According to the last balance presented at the Trade Register, the company had a capital stock over € 60,000.

Among the workforce are **3 employees with disabilities** (i.e. 8 % of the current workforce). With regard to the sociodemographic characteristics of these persons, it is remarkable that these 3 are all men having a **congenital intellectual disability**, and that they are all between 25 and 35 years old. For these 3 employees, it is their first working experience in a standard company. Before that, they worked at a Special Employment Centre, which was part of *Lantegi Batuak*, a non-profit association.

### Job and accommodation

In October 2005, given the necessity to form a stable workforce in jobs related to quality control of manufactured parts, the Executive Board of the company decided to employ people with disabilities to cover these posts.

This decision was based on the idea that people with intellectual disabilities are more persistent and resilient when developing **monotonous and repetitive tasks**. In fact, the performance of the employees with disabilities has proved this initial hypothesis, since they are very methodical and they feel secure when doing the same job (they do not like changing tasks), rigorously working on their quality control responsibilities on the finished product.

The process of hiring and company integration was **supported by** the organisation *Lantegi Batuak*. This **non-profit organisation**, located in Biscay, aims at creating work opportunities, as standard as possible, for people with disabilities, especially for those with intellectual disabilities.

Curvados Quintín and Ehlabe, member of *Lantegi Batuak*, applied a scheme known as **“employment with support”**, which consists of achieving the insertion of every person with disabilities in an ordinary environment.

First, Ehlabe elaborated a description of the jobs existing in the company, analysing their characteristics and requirements, and identified those posts which could be covered by persons with intellectual disabilities. Next, Elhabe selected the ideal candidates, looking for the persons who could best suit each post. Finally, the organisation presented the possible candidates to Curvados Quintín, and it was the company itself who selected the definitive candidates to employ.

Once the new employees had been chosen, Ehlabe **trained them in the workplace**, with the help of a coach. Thus, during the first days, an intensive training process was carried out, developing both social and technical skills. Then, the **coach** gradually stopped supporting them as he considered that the persons with disabilities were totally adapted to the company. Nowadays, this coach supervises the employees just on an annual basis. Anyway, whenever the company needs his help, the coach comes again and he trains the employees in any new assigned task.

Concerning contract terms, the three people with intellectual disabilities working in this company have a full-time contract, with the same conditions as the other employees. In the three cases, the contract has been extended for the last three years on an annual basis, and it is about to be **converted into a permanent contract**.

The company has received a **subsidy** for each worker with disabilities employed, which consists of an amount of between € 3,500 and € 5,300 per year to be discounted in the payments to the Social Security.

With regard to the job, the tasks accomplished by these 3 workers are similar to the tasks developed by any other worker in the same category. Specifically, their responsibilities include the elaboration of curved parts in the machine, and the later quality verification with the corresponding template. As well as this, they count and store the manufactured parts.

In order to adapt the tasks to the specific characteristics of each individual, the company has introduced some new machinery, which has allowed the job to be easier and better adjusted to the capacities of the employees. Every time a new machine is acquired, the supervisor of the workshop installs the corresponding software, which allows for an **individualised use of the machine**.

The initiative of employing people with disabilities implied some extra cost due to the need of buying new machinery. However, the company did not have to change or modify the workplace as a consequence of hiring people with disabilities.

## **Results and conclusions**

The expectations of the employees with disabilities, as well as those of the employer and the rest of the workforce, have successfully been met.

Firstly, it is worth noting that the persons with disabilities employed in Curvados Quintín have achieved a **stable job in a standard company**, with the same working conditions as other workers.

Secondly, the company has fulfilled its need to create a stable workforce to deal with parts manufacturing and quality control, activities which are carried out very rigorously. It is interesting to note that, since the employees with disabilities started working for Curvados Quintín, **no faulty manufactured parts have left the plant**.

Finally, the employment of people with disabilities has provoked a **change in how the whole staff perceives disabilities**, as well as an improvement in the relationship among people with disabilities and the rest of the workforce.

According to the opinion of the company, the integration of these persons in the company did not have any direct effect on the relationship with clients, and the corporate image has not changed. Anyway, the company has pointed out that they have not made the general public know about this initiative.

With regard to barriers found in the process, members of the company remark that at the beginning they did not know how to deal with people with disabilities, so the role played by *Lantegi Batuak* was essential. Interestingly also, the company pointed out that the relationship between the persons with disabilities and the rest of the workforce highly improved thanks to the decision of appointing a person from the company itself as a speaker and caretaker. This person currently helps employees with disabilities through coaching and support.

### **Future perspectives**

Finally, concerning future perspectives, Curvados Quintín is planning to convert the fixed-term contracts these persons have into **permanent contracts**. On the other hand, the company states that the employment of more people with disabilities will depend on the market trends. Anyway, they will keep investing in the modernisation of the machinery, to get more work suitable for people with disabilities. Moreover, Curvados Quintín is currently introducing some general measures to adapt the premises to **facilitate the access** of people with disabilities.

## 1.6 Elbmarsch Ölmühle GmbH (Germany)

**The adaption of a production machine and a fork-lift truck enabled a man who lost his right arm to work in a company producing organic oil and animal food.**

The **Elbmarsch Ölmühle GmbH** based in Echem (Lower Saxony) was founded in 2001 by Mr. Martin-Peter Lähn und Mr. Karsten Reinstorf, who still own and run the company up until today. The company is active in the production and vending of organic oils and animal food. The products are generated by processing rapeseeds, flax, soya or sunflower seeds. The oils are either used for human consumption or in the case of rapeseed oil also for fuelling re-engineered diesel-engined vehicles. The rapeseed oil is sold at the company-owned fuelling station (since 2002). Since 2003, the Elbmarsch Ölmühle GmbH is officially certified for the production of organic products. In 2008, the company received the “DGF-Rapsöl-Medaille 2007/2008” – an award for the production of rapeseed oil of extraordinary high quality.

Having started with two employees in 2001, both of them severely disabled, the Elbmarsch Ölmühle GmbH today employs nine persons, four of them have physical disabilities. Amongst the first employees of the oil mill was Mr. P. (29 years, born in 1980). Due to a malignant tumour Mr. P. **lost his right arm** at the age of twelve. Nonetheless, Mr. P. decided to start a vocational training in the agricultural sector. During the training it turned out that the physically demanding work of a farmer would not be suitable for Mr. P. in the long run. After finishing his training in 2000, he went through one year of unemployment. His efforts to find an agriculture-related employment were assisted by the local Employment Agency. In 2001, Mr. P. was finally offered a four week-long internship position at the Elbmarsch Ölmühle GmbH. Thanks to his good performance during the internship, Mr. P. was carried over into an unlimited employment contract and now works for the oil mill for over seven years.

### Job and accommodation

At the Elbmarsch Ölmühle GmbH Mr. P. is **in charge of the production process**. This includes filling the various oil presses, monitoring process as well as product quality and cleaning the presses. Furthermore, Mr. P. is also involved in selling the products of the oil mill. As Mr. P. was part of the workforce of the oil mill from the very first beginning on, the specific investments to adapt Mr. P.'s workplace and equipment according to his needs, were combined with the general investments in order to build up the company. **Disability-specific accommodations** were made at the **production facilities and company-owned vehicles**: The bottling machine, which fills the fresh oil into the specific bins and bottles, usually needs to be operated with two hands. The **machine was adapted** to Mr. P.'s physical disability and can now be operated with only one hand. Furthermore, a **fork-lift truck**, which is necessary for the logistics within the oil mill, was **converted** to be run single-handed. The total expenses for the initial investments were supported by the Employment Agency. In addition to the financial support, it was also the technical advisory service that was of special value to the Elbmarsch Ölmühle GmbH. “The assistance of the Employment Agency and the Integration Office (Lüneburger Assistenz GmbH) was very helpful and the overall experiences can be described as very positive.” concludes Mr. Lähn, one of the managers of the oil mill. In that regard, he recommends to other companies to have a long-term perspective in mind when the investment and the recruitment decisions are made.

## Experiences and results

After the internship, the managers of the Elbmarsch Ölmühle GmbH, were not only convinced by the qualifications of Mr. P. but also by his work attitude. It was very well appreciated that Mr. P. was able to fulfil his task only after a short orientation period. But even more importantly he has ideas and gives recommendations to improve the work and production processes within the company. His positive attitude is recognised by colleagues and customers and thus, Mr. P. is fully integrated into the daily business of the oil mill. Mr. Lähn: "For us and our employees the first priority is to simply create a **"normal" work environment** for all of us. If disabled or not comes second."

Despite all good experiences, the managers can also report some little drawbacks. The daily tasks are well organised and trained, but when it comes to ad hoc activities, Mr. P. is in some cases **dependent on the assistance** of other colleagues. In 2007, a locksmith was hired, who can amongst other things help with the accommodation of special equipment and tools.

As for Mr. P. himself, only positive experiences can be reported. Being originally trained as a farmer, for him it was important to stay in the agricultural sector, which is his passion up until today.

Not only thanks to the good experiences with Mr. P., but also due to the extraordinary high rate of persons with disabilities in the workforce, the engagement of the Elbmarsch Ölmühle GmbH was documented within the two year-long campaign **"Examples of the integration of persons with severe disabilities into the labour market"** in 2003. The public campaign, which also included a field-visit at the oil mill by media, representatives from various public administrations and other small and medium-sized enterprises, was initiated by the representative of persons with disabilities in Lower Saxony and the Integration Office.

## Conclusions

The intense coordination with the Employment Agency and the Integration Office and the discussion of employment-related topics throughout the process gave helpful insights into human resource management in general. That contributed to the overall success of the young enterprise at that time. The **good advisory service** of the Integration Office is mentioned as one reason for the high rate of people with disabilities in the workforce of the oil mill. It was the direct, permanent and honest contact to the assistants that was crucial for the success of the integration process. **Financial support and organisational assistance** of the public administrations can contribute to create secure jobs for people who need and deserve them. But at the end of the day the most important thing would be to have a qualified, motivated and stable workforce, because all support and assistance come to an end at some point, says Mr. Lähn. Thus, he recommends to check if a person with disability could fit into the job description for every open position. "It is worth it – for business and social reasons!" resumes the manager of the Elbmarsch Ölmühle GmbH.

## 1.7 Eurobank EFG (Greece)

**An internationally operating bank adjusted the working hours and adapted the tasks of its manic depressive employee to enable a further employment.**

### The enterprise

The Bank was established in December 1990 under the name of “Euromerchant Bank S.A.”, offering mainly investment and private banking services. The Bank changed its strategic focus in the mid-1990s, in view of the deregulation of the Greek retail banking sector. Since then, **EFG Eurobank Ergasias** has followed a successful course based on dynamic organic growth and has engaged in a series of profitable mergers and acquisitions. Today Eurobank EFG Group is an **international banking organisation**. The Group employs more than 24.500 people and offers its products and services both through its network of over 1.700 branches and points of sale and through alternative distribution channels.

In Greece, Eurobank EFG Group is leading in consumer lending, mutual fund management, investment banking, equity brokerage and life insurance. It is also the largest lender to small businesses in the country and among the largest lenders to big domestic corporations of the private sector.

In the wider region of Southeastern and Central Europe, Eurobank EFG Group ranks among the top banks in all countries where it has an established presence, namely Bulgaria, Romania and Serbia. Since 2006, Eurobank EFG Group has also entered the markets of Poland, Turkey, Ukraine and Cyprus. Eurobank EFG is a member of EFG Group, the third largest banking group in Switzerland, following UBS and Credit Suisse and is also among Greece's largest listed companies by market capitalisation.

### The concerned employee

S. G. is male, 34 years old (born in 1974), and has a **mental disability (manic depressive)**. He is a compulsory school leaver. The disability appeared in 1998, after his mother's suicide due to family problems. Mr. G. was working for Eurobank EFG Group at that time (he had no previous working experience) as a **cashier** in the Eurobank EFG Group, in Athens. He had excellent relations with all bank personnel and everybody liked him. He was very useful for the bank and very productive. After his mental disability occurred, he refused to go for work and he was denying any form of social life. He was isolated to his home under the protection of his father and sister. As the time passed away and after medical support he was able to return to his job but not in his previous working status.

### Employment and accommodation measures

Before his mental problems appeared, Mr. G. used to work at the same bank as a cashier (he was working full-time, 5 days per week, from 7:45 a.m. to 4 p.m. each day), but due to the new situation the bank manager rotated him in different administrative positions (cashier, credit cards, sales, and customer service). After many failures of Mr. G to adjust with a view to the demands of the different working positions the manager was searching for a sustainable solution.



Due to his mental disability and daily unusual changes in his mood, energy, and ability to function, Mr. G. could not work under a strict timetable and have strict job obligations. The manager had to offer Mr. G. a new employment status in order to make him feel better and be useful for the bank. The manager had no previous experience with such a situation, therefore he was advised by a doctor: Mr. G. needed more flexible working hours, less obligations, more understanding and no oppression at all. The manager, after having a meeting with the employee's father and the employee, offered him an **alternative working status** as follows:

- **Adjusted and flexible working hours:** Mr. G. had to come to the bank daily only by about 10am in the morning (2 hours late in comparison with the normal employees' time-table). After 2 to 3 hours in-office administrative work he can leave the bank and make appointments with customers in order to sell them financial products & services. Furthermore, he has no obligation to return in the bank until the next day.
- **New tasks:** Mr. G. is meeting customers, existing clients etc. outside the bank anytime he wants and through these professional appointments Mr G. is selling the bank's products and services.

These accommodation measures were not a part of a bank's special disability formal programme but were the result of a customised-personalised solution, which was initiated by the manager and decided after several meetings of the manager with the bank's doctor, the father of the concerned person and the employee himself. No NGOs had interfered to propose a solution.

No financial costs arose for the accommodation set. It was a matter of changing his working hours and altering his job position. Furthermore, the employee is not receiving a disability benefit from the State (he is not registered as a disabled person) and is not using any special equipment or other accommodation facilities provided by the company outside work.

### **Results and additional effects**

Mr G. is feeling much better since he is working most of the time outside the bank, in the natural and social environment and is meeting (for professional purposes) many new people, but also people he already knows (relatives, friends, existing clients). This **social aspect of the job** and the **flexible time-schedule** is helping him a lot to **overcome his initial psychological problem**.

The bank found the best way to make use of Mr. G.'s abilities and as a matter of fact he is very **productive and efficient** (he is selling the bank products and services better than the average salesperson). His relationships with other employees are excellent (as they always have been).

The **crucial success factors** which led to the integration of Mr. G. are:

- The initiative taken by the manager to "understand" the psychological problem of Mr. G.
- The excellent communication of the manager with the doctor, the father and the employee.
- The general anthropocentric philosophy and the humanitarian values of the Group.

The company is well known and awarded for its beneficial attitude towards the society and its **Corporate Social Responsibility Programmes**. The Eurobank EFG group has based its existence and leading position on the following vision: "To be the Bank of first choice in the region of S.E. Europe, while operating with a sense of responsibility towards its employees, its customers, its shareholders and the society." An example of the Bank's CSR associated with disability issues is that in October 2007, the Group became the sponsor of the "Neuropsychological Rehabilitation Programme for Brain Injured People", a new pilot programme of the Hellenic Society for Disabled Children (ELEPAP). The Corporate Social Responsibility strategy implemented by Eurobank EFG bolsters the organisation's vision, by creating an environment of prosperity and development for employees, a responsible partner for customers and an added-value creator for shareholders. Moreover, this strategy ensures the development of the wider society in which the Group operates. In 2007, the Group's sponsorship and social contribution outlays reached €29 million, i.e. more than tripled as compared to 2006.

### **Conclusions and future perspectives**

For the time being, the integration of Mr. G. seems to be **sustainable**, but no one can be 100 % sure considering the nature of the psychological problem (a manic depressive shows cyclical behaviour, once positive mood, then negative mood, etc.). The manager is willing to maintain the employment. He is even monitoring the psychological condition of the person and, when he is stable psychologically, the manager is going to offer him a more structured schedule (working hours) inside the bank (for example, he could serve as first referral for clients providing basic information). As the manager states: "Employees with psychological problems need **understanding** and through face-to-face communication and **trust** you can successfully integrate them in the working environment." The bank's organisational values and philosophy encompass the accommodation of the bank's working environment, but "each case is unique and **unique measures** should be taken, rather than the implementation of general accommodation disability programmes".

## 1.8 Grundfos A/S (Denmark)

**Technical adaptations and reduced working hours as well as the support of a company's social worker allowed for the further employment of a laboratory technician with physical disabilities in a large pump manufacture.**

**Grundfos A/S** was founded in the city of Bjerringbro in 1945 by Poul Due Jensen. It is now one of the **world largest pump manufacturers**, represented by 75 companies in 42 countries. Grundfos products are also merchandised by distributors in many different countries. With more than 4,500 employees in Denmark and more than 14,700 employees worldwide, it is one of Denmark's largest companies. The Poul Due Jensen Foundation, which was established in 1975 as a self-governing institution, owns about 85.1 % of the shares in Grundfos Holding AG. Staff owns about 2.9 % and the founder's family about 12 %.

Of the 4,500 employees in Denmark, about 150 have a physical or mental disability. They are employed in a wide range of jobs; from production to research to administration. One of the people **working at Grundfos on special terms is Mrs. J.**

Mrs. J. has been working as a **laboratory technician** at Grundfos since the autumn of 2002. She is now 49 years old. When she first started working at Grundfos, it was in a regular full-time job in the laboratory. After a while, she began having difficulties with heavy lifts and it became hard for her to stand up all day, as is often required in laboratory work. She experienced occasional pain in her former job as well, as she was once involved in an accident and still has **whiplash** as a result. Over time, she also developed painful **degenerative arthritis**.

### **Job and accommodation**

Many **accommodations** were made over time to help Mrs. J. Heavy equipment was put on **trolleys** so she could move it around without having to lift it. Later, she was transferred to an area where the nature of the analyses made it possible to sit rather than stand and allowed her to **take a break** when she needed it. She also had electric height **adjustable desks** for her computer and apparatus.

For a while, things were better, but not good enough. She got to a point where she had to use all of her energy just to get her work done; her free time was spent in bed trying to regain her strength, and she could hardly sleep due to the pain. Finally, in May 2007, she had a serious talk with her doctor, and she decided to talk to the manager about getting a **flex job** – a job with flexible working requirements for persons with reduced working capacity, where wages are subsidised after approval by the local authorities.

When Mrs. J. told the manager that she considered applying for a flex job, he was very supportive. He left no doubt that Mrs. J. was a valued employee and that they would do everything they could to keep her. He suggested that she talked to one of **the company's social workers** and made an appointment for her the following day.

The social worker helped Mrs. J. to contact the local authorities of her home town, and then the casework began. In Mrs. J.'s own words, *"it takes a lot of strength to make it through the system when you are ill"*. During **the consideration of her case**, the social worker at Grundfos was a great help to her. After a meeting between her manager, the social worker, the HR manager, the authorities of her home town, and Mrs. J. herself, the flex job was finally approved in February 2008.

Mrs. J. has the same job in the laboratory and the tasks are the same as before: Analysing different materials, conducting experiments, and chemical analyses. But the **working hours have been reduced**. She now only works from Monday to Thursday; a total of 20 hours a week. She describes it as a *“gigantic relief”*. Mrs. J.’s colleague, who has worked with her the whole time, explains how the group of 10 laboratory technicians has the freedom to divide the different tasks between them according to their schedule and ability: *“It is pure routine”*, she says, *“there really are no problems”*. Mrs. J can do most of the same tasks as her colleagues, but the **flexibility** allows her to prefer tasks where she can sit down and to avoid tasks that would be problematic for her.

Mrs. J.’s story does not stand alone. At Grundfos, **corporate social responsibility** is incorporated on the highest policy levels and applies to Grundfos Group companies all over the world. One of the common goals is that 3 % of employees in each company or branch are hired on special terms. Another goal is that as many employees as possible should be able to continue working at Grundfos if their working capacity is reduced due to disability, illness or other incidents. In the company headquarters in Denmark, three social workers function as consultants for employees as well as managers on all levels in order to coordinate and improve the efforts made.

A crucial part of Grundfos’ social responsibility strategy is six **sheltered workshops**, which celebrate their 40 year anniversary in 2008. The conditions here are very similar to normal production, but job requirements are adapted to each individual employee’s ability to work. Everyone has a work station adjusted to their special needs in forms of chairs, desks, etc. and they are free to take a break whenever they need to. The 120 employees who work here have physical, psychological or social disabilities or disorders. Their wages are partly subsidised by the local authorities.

Besides the sheltered workshops, Grundfos implemented a **wide range of other accommodation measures**; e.g. ramps for wheelchair users and electric height adjustable desks for everyone. An ergo therapist advises employees about healthy working positions, and there is also a gym that everyone can use – except when it is reserved for long-term absent employees, who are frequently invited to “network meetings” at the gym. Here they can exercise without pressure or unwanted attention, talk to each other or meet with a social worker – in other words: stay connected and maybe find the solution, inspiration or courage that enables them to return to work; e.g. in a flex job.

## Conclusions

According to the CSR manager, it is very important to the **successful and sustainable employment** of persons with disabilities and/or reduced working capacity, that the social responsibility strategy is implemented on the highest possible level. This allows everyone to make flexibility and consideration a high priority. The general assurance that they will not be let down if something should happen to them makes all employees feel more secure and appreciated, which creates a better working environment for everyone. Mrs. J. also emphasises how the support from her manager helped make the process a very positive experience. Looking back, the only thing she regrets is not asking for help much sooner, instead of pressuring herself as she did.

When it comes to her everyday work, Mrs. J. feels that flexibility and freedom are crucial success factors; along with the fact that the job she is doing is a **real job**. This view is shared by the CSR manager who is careful to point out that the parts produced

and assembled in the sheltered workshops are needed in other parts of the production: They are actual workplaces with meaningful tasks, not asylums for the unfit. But at the same time, it is important to create room and working conditions that allow for the necessary considerations.

The Grundfos Group has received much recognition for its social responsibility, including a large number of **prizes and awards**. In 2006, Grundfos A/S in Denmark was chosen as EFQM Award winner. The award was given by The European Foundation for Quality Management, a joint organisation for all companies working with the Business Excellence model. Grundfos also received two special awards for Corporate Social Responsibility and People Development and Involvement. In 2005, Grundfos was placed on the list of the 100 best workplaces in Europe.

Grundfos continuously keeps an eye open for new groups of people who could be in need of support; lately there has been a particular focus on young people with psychological problems. **Plans for the future** involve keeping up the work done now as well as developing new initiatives – hopefully in closer cooperation with the local authorities.

Asked about **recommendations and hints** for other companies, the CSR manager's advice is to start somewhere conceivable. Do not think that you have to do everything at once; it is enough to do something. Often the problem, especially for small and medium-sized companies, is that they do not know what to do or how to do it. A good idea is to use existing business networks. Talk to others and ask what they have done. Talk to the authorities and figure out whom to call. Knowing where to start makes it easier to take the first step when an applicant or employee needs special support.

## 1.9 Inštitut “Jožef Stefan” (Slovenia)

**Assistive technological tools and the change of work tasks were offered to a technician after an accident which entailed an impairment of his sight. All technical equipment in the research institute has been adapted to the needs of employees to foster the integration of persons with disabilities and to prevent injuries.**

### The Institute

The **Inštitut “Jožef Stefan”** (Jožef Stefan Institute; IJS) is a leading Slovenian research institute, covering a broad spectrum of basic and applied research. The basic activities of the Institute are carried out within 26 research departments, involved in the areas of natural sciences, life sciences and engineering sciences. IJS is a public institution headquartered in Ljubljana. Its researchers promote technological and economic development throughout Slovenia. They want to use and transfer obtained knowledge to industry with the intention to solve different complex problems. They are also working closely with a number of other organisations in Slovenia and abroad.

The Institute was founded in 1949, when the Institute for Physics within the Slovenian Academy of Sciences and Arts (SAZU) started with research connected to the peaceful use of atomic energy. At the end of 2007, the Institute employed 854 persons, of whom a good majority have PhDs or are PhD students. Among these employees, there are 20 persons with disabilities of different categories and types, different educational levels (from technicians to scientists), as well as of different age and gender.

### The concerned employee

One of the employees with disabilities is **Mr. M. N.**, born in 1971. He is employed full-time at IJS and works regular hours. Mr. M. N. finished secondary school and qualified for a technician. He has been working for the Institute since February 2002 and had been responsible for metal work on a fixed grinding machine. Occasionally, he also worked with other tools or performed other jobs instructed by his superior.

In 2007, Mr. M. N. was **injured during his work**. When he was sharpening small knives the grindstone (disc) on the machine cracked. His right eye was injured and he was inflicted with open wounds on his face. Because of that, he needed a plastic surgery at an eye clinic. He has been recognised as a person with sensory disability because he **lost his sight on the right eye**. Consequently he was unable to work at the previous workplace as he lost his ability of sensing one of the perspectives i.e. the depth. There also appeared a fear to injure the healthy eye.

### Employment and accommodation measures

Soon after the accident the **employer had changed work tasks** of Mr. M. N. and adjusted his workplace. Mr. M. N. is now working as independent turner (scraper) in workshops, which produce metal products for the purposes of IJS R&D.



The adjustments enabled him to continue his work on a **special computer conducted machine**. This machine also enables people lacking the deep sight to work. He also received other assignments concerning planning, control, material supply, organisational and other suitable work in the workshop. Beside this Mr. M. N. does not carry out batch work, nor works with chemicals or on open machines, as this could possibly injure him again.

After the accident his work time had been turned into **flexible (adaptable) time**, but after a certain period it has become fixed hours again. The employer has qualified him appropriately for work with the modified machine and for additional tasks. Mr. M. N. was also given a **possibility for further education**, but as for now he refused to use this option.

During the process of internal qualification IJS assigned a special mentor for Mr. M. N. and provided him with all necessary assistance. The employer also arranged for the installation of adequate air-conditions in workshops to prevent temperature changes and draught.

For the reorganisation of the workplace and for adapted machinery the Institute provided approximately € 200,000. For employees with disabilities IJS benefits from reduced quotas for mandatory contributions and receives some **funds** from the government because they surpass the employment quota for persons with disabilities required by Slovenian law. But these benefits do not cover all costs which arise from providing the reasonable adaptation of workplaces and other accommodations for persons with disabilities. The larger share of the expenses has to be covered by the employer from the Institute's resources.

## **Results and conclusions**

The experiences of the employer concerning Mr. M. N. are very positive. In spite of the accident the employee remained productive and **creates value** for the Institute. Mr. M. N. himself is also very satisfied, because IJS enabled him to continue working. After the injury the employee has also received compensation from Institute, as well as compensation for the disability from the Institute of pension and invalidity insurance of Slovenia (ZPIZ).

IJS purchases machinery, electronic equipment and different devices (e. g. hoists) to facilitate work for its employees. The intention is to help persons with disabilities but also **prevent further injuries** and other disorders. The machine purchased for Mr. M. N. is also used by some other employees (mechanical engineers), if necessary. At the Institute they strive to organise each work task in a way to increase productivity. They want to provide successful integration of persons with disabilities into the work environment with the intention to ensure their personal satisfaction. All of this leads to positive responses from partners of IJS. In May 2007, IJS received a **certificate** "Family Friendly Company" from a NGO. In the context of this certificate they express their commitment to implement appropriate health protection measures.

The Institute **treats all employees equally**. They believe that people with disabilities – in the long run – are even more motivated for work, further education, obtaining additional qualifications, etc. and that any company or organisation should offer all this. However, greater commitment from social services and more concrete help from government in this area would be much appreciated.



## Future perspectives

For Mr. M. N., the employer sees **promising possibilities for his further development** (further qualification); he could qualify for working on a measuring machine. The Institute wants to support him in undertaking additional internal or external education.

The IJS always takes appropriate care for employees, when their disability occurs during the job. Provided that they are appropriate for a vacancy, new people with disabilities can also be employed. Based on the Institute's values special attention is paid to people with disabilities, because healthy people can easily help themselves. The only obstacle is a lack of adequately qualified experts for working with people with disabilities. IJS advocates the importance of occasional **cooperation with local non-profit organisations** for persons with disabilities and with ZPIZ. In the near future, IJS wants to expand this collaboration.

The Institute strives to enable persons with disabilities so that they could manage the quality of their working life by themselves. In this way, IJS wants to contribute to the integration of persons with disabilities and persons with special needs **into the working environment and the society as a whole**.

## 1.10 Konstruktiv AB (Sweden)

**After a training period accompanied by an NGO and the provision of assistive technology a woman with sensory and intellectual disabilities was employed in a family-owned sales company.**

**Konstruktiv AB** was founded as a registered company in 1981 by the present CEO Ulf Lundgren and his wife. From the beginning the company mostly did technical consulting but slowly the present business was developed and today there is almost no consulting left. The main activity for Konstruktiv AB is, instead, **sales of machines for metal cutting with use of plasma**, and service parts for such machines. Konstruktiv AB is the only distributor in Sweden of the American plasma cutter brand Hypertherm. The company is a small, family-owned establishment with its headquarters in central Örebro. Classified as a small company, they have five employees.

In early 2007, the management couple Mr. and Mrs. Lundgren met a young woman, Ms. T., who was working at the welfare center they attended. Ms. T. was a social and outgoing individual with **limited tunnel vision, hearing on only one ear** and a **reduced short term memory**, due to an accident at the age of nine. Her work tasks at the welfare centre was to clean, do the dishes and socialise the customers. Ms. T.'s general idea about her job, at that time, was that she had too little to do, no colleagues and at the times of the day when she was working, there were only a limited number of customers – hence, she was pretty lonely. The job was simply not very appropriate for someone with social skills. Much due to Ms. T.'s social nature and positive attitude, the question came up whether Ms. T. could apply as warehouse worker at Konstruktiv AB.

Ms. T. is 26 years old and has upper secondary education with natural science orientation. Before Konstruktiv AB, she has done work training at e. g. the local disability institute and at a café. She worked for about a year at the welfare centre as mentioned above. Her sensory disabilities reduce her capacity for memorising what she's been told, something that makes the process of her work take a somewhat longer time, due to her having to ask one or two times extra. Her visual disability can be compensated for by accommodations, but she gets **tired faster than her co-workers** and can, hence, only work **part-time**. The hearing disability does, however, not reduce her capacity to work substantially.

### Job and accommodation

Ms. T. was, at the time of her start at Konstruktiv AB, involved in the work of Activa, a local foundation who she had come in contact with through school. Activa's concept is to guide and support persons who involuntarily lack access to the labour market, due to their disabilities. They have a close cooperation with the municipality, the Swedish Social Insurance Agency and the Swedish Public Employment Service and their purpose is simply to establish work opportunities for individuals with disabilities and help with the accommodations needed. Through Activa, Ms. T. had received her former jobs, and the foundation consultant, in cooperation with Ms. T. herself, was in a process of finding Ms. T. a new job that she could enjoy more than the lonely and not so stimulating work at the welfare centre. Consequently, Konstruktiv AB called Ms. T.'s **consultant** at Activa and **cooperation was established**.

At first, Ms. T. was working as a **trainee** at Konstruktiv AB. During this period, Ms. T. and the management had **time to find out** what were the best work tasks for Ms. T., how long she was able to work per day, what specific times of the day suited her best, what problems her disabilities caused her when working in the warehouse and **what accommodation was needed**. Activa also helped by being involved in the process, **teaching the management and co-workers** about the nature of Ms. T.'s disabilities and the accommodations she needed in her work. Activa also functioned as a safety net, always there to answer questions and help out if any problems arose during the way.

Activa established a contact with the Swedish Public Employment Agency, who made an investigation of Ms. T.'s needs at her workplace and provided accommodation through the grant for physical investments in the workplace. Ms. T. received a common **magnifying glass** to use when looking for machine parts at the storage shelves, **adaptable table**, **magnifying software for her computer**, a **keyboard with large keys** and an **enlargement device for papers with much text**, showing the magnified text on the computer.

After about half a year as apprentice, Ms. T. received a regular employment at Konstruktiv AB, however employed *through* Activa. This procedure is the second step in Activa's programme and the **salary is financed by a wage grant**. During this time, Activa is still an active part in the relationship between worker and management and follows the process closely by visiting the workplace and by having regular contact with both parties. In July 2008 Ms. T. was **regularly employed** by Konstruktiv AB and Activa's work was thereby officially finished. Konstruktiv AB still has a **wage grant for about 50 %** of Ms. T.'s wage, compensating for the extra time it sometimes takes for Ms. T., relative to other employees, due to her disabilities. Ms. T. also, of course, still has her technical accommodation tools at her help.

Ms. T.'s work tasks involve receiving and sending goods, organising at the storage shelves, writing packing slips, and inventorying. On occasions, when the management has not been present at the company, Ms. T. has also handled orderings. The **process** has, according to the management, Ms. T. herself and the consultant at Activa, been **very positive**. Ms. T. feels secure enough to ask if there is anything she is in doubt of and the management is always there to give her the extra support she needs. The management believes strongly in encouraging Ms. T. to grow both professionally and personally. They e.g. encourage her to try and learn English better, both as a way to be able to help international customers at the company and to evolve her personal self esteem and capabilities.

Konstruktiv AB has no plans on employing another person with disabilities. The employment of Ms. T. has more to do about her being a nice and capable individual, rather than a part in an overall strategy. Also, the company is very small, with only five employees, and has no obvious ambitions to expand. However, the management is happy to be able to help out by taking in a person who might otherwise have difficulties receiving a job.

## Conclusions

The overall reactions to Ms. T. working at Konstruktiv AB have been very positive. The management feels that Ms. T. is a sympathetic and reasonable co-worker, always taking responsibility and being a fresh breath at the company. One of Ms. T.'s co-workers says that he *“doesn't even notice anymore that Ms. T. cannot hear or see very well. She is just one in the team”*. Ms. T., herself, claims that she is very satisfied with going to work every day. She also believes that the accommodations made on her behalf are well enough. Due to her not working more than part-time, she still has strength left after work to have a rich personal life. Finally, the Activa consultant is pleased with the situation as well. According to her experience, Ms. T. and the management at Konstruktiv AB have a very close and sound relationship that implies **security and progress for both Ms. T. and the company**.

The recommendations the involved persons have to give to other companies thinking about employing a person with some kind of disability, are that it is rewarding to be able to help someone in need. Also, the process is really not as troublesome as it might seem at first. Most people, even with disabilities, are capable of most things as long as they receive the right accommodation. The **help** from Activa has been **substantial** and the **financing through wage grants and the grant for physical investments in the workplace** make it inexpensive for companies to hire someone with reduced capacity to work.

In 2008 Konstruktiv AB was **rewarded** with the Activa dragon, a price handed out by Activa in cooperation with the Municipality of Örebro, for extraordinary well accommodation of individuals with disabilities in the workplace. The price was handed out at an open breakfast meeting with representatives from commercial and business life in Örebro, in order to inspire more companies to make the same effort with the similar fine results as Konstruktiv AB has done.

## 1.11 Mc Donald's (Latvia)

**A co-operation between a fast-food restaurant and an NGO aims at the integration of persons with intellectual and mental disabilities into the first labour market. Shorter working periods and the assistance of a social worker have proven crucial.**

### The enterprise

**Mc Donald's** first restaurant in Latvia opened in 1994 in the capital city of Riga. Today the company runs 6 restaurants in Latvia, all of them in Riga. In 2007 these restaurants served 3 million customers.

McDonald's restaurants in Latvia and the Baltic States are operated under franchise agreements. More than 70 % of the management of McDonald's restaurants worldwide have been passed to regional and local businesses. In 2008, McDonald's in Latvia employed 547 people in total and the number of personnel has doubled since 2000.

### Jobs and accommodations

In general the work for all staff at McDonalds is very intensive. **Work is done in 3 shifts**; from 6 a.m. to 3 p.m., from 3 p.m. to 12 p.m. and a night shift from 11/12 p.m. to 7 a.m. The pay is per hour and the manager's task is to make sure that time is not wasted. The shift team is consolidated and there is no spare time to talk. Performance actions in the kitchen are measured in seconds. Working in the kitchen requires tight attention to cooking time and serving time.

Mc Donald's Latvia started to employ **persons with intellectual/mental disabilities** in 2000, aiming to have at least 2 people in each of the restaurants. Employees with disabilities **work as cleaners** and usually are not involved in the kitchen duties and cash counter responsibilities. The work involves clearing and cleaning tasks that are well defined. It is cleaning of the eating area, working premises, gardening and sweeping of the outside area. The company values the good quality of the work results.

The work shift system allows for **shorter working periods** and a shorter working week where required. Working hours for persons with mental disabilities due to shifts are normally 4-6 hours. Each case varies; some employees with disabilities work a 4-hour shift for a couple of days a week, some can cope with an 8 hour shift.

Applicants with mental disabilities are selected in cooperation with the NGO "Saule". A **social worker assists** the person very closely from the start in the workplace. In most cases newly recruited people with disabilities do not have knowledge and skills for the cleaning jobs and they need assistance in the workplace to learn how to do it and get used to not forgetting something and how to deal with other staff and to be on time. The social worker spends several hours every day with the trainee with mental disabilities in the workplace in the restaurant.

Though part of the job, a special challenge for the social worker is to **achieve mutual understanding** and acceptance among a mixed team (persons with disabilities and other staff). As typical in the food service industry, also Mc Donald's has **high staff turnover** and managers on average change at least every 3 years. NGO mentors then have to commit more time and effort to liaise between people with disabilities and new staff to explain the specificities of working with mentally less developed people.

Recently, there has been more competition for workplaces at Mc Donald's because of the weakening economic situation. Consequently the supported job is needed even more to avoid people with disabilities being pushed out of the open labour market when losing their opportunity to work at Mc Donald's.

### **The Supported Employment Agency of the NGO "Saule" in Latvia**

The concept of the Agency started in 1999 with an EU Phare/Lien project, under which a group of specialists from Finland introduced NGOs in Latvia to the supported employment concept. During the training the Finnish consultants presented some good practice examples, amongst which they described the Mc Donald's case in other countries. Ms Irēna Jēkabsone from the NGO Saule was amongst the first social workers/mentors who actively organised this form of reasonable accommodation in Latvia. Ms Jēkabsone described how she visited the management of the Mc Donald's restaurants in Riga to try to find jobs for her clients and surprisingly found that Mc Donald's was quite willing to engage in the activity. However it must be mentioned that the NGO has worked hard to soften the general public's stereotypes about mental disability. Also they have organised extensive training of job mentors/social workers. In 2000 NGO Saule established the Supported Employment Agency offering a supported employment service to people with mental disabilities.

By 2008, NGO Saule's **"Supported Employment Agency"** had provided supported employment service to about 60 people with mental disabilities working for McDonald's and elsewhere in Latvia. The Agency assists with an assessment of the person's skills and abilities (most of their clients have disability group 2, assessed by the State Medical Commission, which is the basis for receiving State social benefits) and the selection of a suitable type of work, creatively helping to find the job and negotiate terms with the potential employer. Assistance is also provided with starting a job, training and adjusting in the workplace, allocation of a mentor / social worker assistance.

The NGO started recruiting people for supported employment from their **day centre** for persons with disabilities, but also advertised the service to the social service department of Riga Municipality and other municipalities, schools and specialised schools, State Employment Agency, and psychiatric hospitals, because amongst their patients are people who receive some treatment from time to time and their families can receive information about opportunities there.

### **Financing**

The support services provided by the NGO are **financed by the Riga Municipality**. While until 2005 financing was flowing evenly and there was more time to allocate for the support in the workplace, now financing is provided on a project basis, which enables the Municipality to keep control over NGOs. In general, NGOs today have fewer financial resources and it has become more difficult for the NGO to keep up continuity of support to those who are working while also preparing new recruits for work. With less social workers' time allocated for support, some of the employed people had less assistance and so problems arose from uncertainties, misunderstandings or intolerance of other employees.

As an alternative for a person with mental disabilities to apply for assistance of a mentor-social worker to solve reasonable accommodation needs, there also is the Social Service Department of the municipality. Unfortunately, this service is rather expensive (approx. € 10.- per hour while the earnings at Mc Donald's are approx. € 3.-) and only

granted for free to the person with disabilities when he/she classifies to be below poverty line (which is unlikely for most people concerned if they are working and their parents' income is taken into account).

## **Experiences and conclusions**

By 2003 Mc Donald's in Latvia employed 5 people with disabilities with mentor assistance provided from the NGO Saule and enabled by Riga Municipality financing. As per September 2008 Mc Donald's employs 19 people with disabilities and a social worker mentor is still provided by the NGO. The age of the employed disabled basically is between 20 and 40 years, only one person is 50 years old. The ratio of men and women is 50:50.

While it is Mc Donald's international policy to support people with disabilities, from the Baltic States only Latvia has engaged in employing people with mental disabilities on such a scale. In Riga, cooperation between Mc Donald's and NGO Saule has continued for 8 years and the **cooperation has evolved into a well running system.**

The staff at Mc Donald's **appreciates the diligence of the people with disabilities** who do the cleaning jobs because they know that in most cases the job will be done conscientiously and with good quality. Other employees respect that their colleagues with disabilities work different / shorter shifts and accept that it might take them a little longer to complete the tasks.

When persons with disabilities work for 3 years, their social benefit grows into a state pension. This is a great motivation for employees and involved parties to achieve the 3 year goal. Nevertheless, each case is different. Some adjust easily and quickly to the working conditions and are able to commit for a longer time. Some have tried and not succeeded to continue.

One reason is that the reaction of persons with mental disability is difficult to predict and that they were – despite all efforts made – **not able to continue with the job.** Another reason is that in some cases, the – often very helpful – mediation of a social worker could not be provided, due to a lack of financing. For persons with mental disabilities it is especially hard to cope with fluctuations in staff or management (when persons they got acquainted with disappear and new trust and understanding needs to be built). Some employees with mental disabilities also have great difficulties to judge their situation and job perspectives – after some time they want a change and be promoted, although they would not be able to fulfil the tasks of a higher position.

According to Ms Irēna Jēkabsone at NGO Saule, the optimal mentor support would be for the first 3 months every day for three hours, then for the next 3 months every day for one hour, and then for the next year every month for at least an hour. Presently the State has **not included in legislation** an entitlement to mentors' official support for employed people with mental disabilities.

Despite these difficulties, there are also many **examples for a successful and sustainable integration** of employees with disabilities at Mc Donald's restaurants in Latvia. The longest a person with mental disabilities has worked for Mc Donald's in Riga is 8 years. From the total of 28 people with disabilities who have been employed since 2000, 4 people have worked for 4 to 5 years, 4 have worked for 6 years, 6 of them have worked for 7 to 8 years; amongst the latter the eldest is a now 50 years old man.



## 1.12 Mercator d.d. (Slovenia)

**A trading chain promoted an employee having lost his sight on one eye after an accident to another department and supported his further education. Another employee was offered the possibility to work at home part-time after a surgery.**

**Poslovni sistem Mercator, d.d.** (Business System Mercator, d.d.) is a company with headquarters in the capital of Slovenia, Ljubljana. It is the controlling company of a group of associated companies in Slovenia, Croatia, Bosnia & Herzegovina, Serbia, Montenegro and Macedonia. The Mercator Group is the leading trading chain in Slovenia and one of the largest chains in Southeastern Europe. Mercator has two key tasks, it performs commercial activities (retailing mainly food and similar products) and carries out various tasks for other companies of its group. Mercator is a Slovenian private joint stock company, listed on the Slovenian stock exchange.

The company has been in business since 1949 and has gone public in 1989. It is a large company having 12,607 employees (end of 2007), and 6.6 % of this staff are persons with disabilities. The company Mercator employs persons with disabilities in excess of the quota prescribed by the state.

One of the persons with disabilities is **Mr. J. I.** He is 37 years old and he works full-time in Mercator since he has finished secondary school. He has a sensory disability. In the year 1995 he was injured during his work in a shop (chemical burn of the eye), and now he is almost completely **blind on his right eye**.

Another employee with disabilities is **Mrs. M. A.** who is over 55 years old. She is a professor of English and Russian languages. Mercator has employed her since she has graduated from university. In 1996 she underwent a **surgery due to a breast cancer**. Since then she has been recognised as a person with disabilities.

### Employment

After the injury Mr. J. I. has been **promoted to assistant shop manager**. The employer has supported and financed his further education. Mr. J. I. has successfully finished higher school and later on the university. Since 2000 he has been working in the merchandising department. He was unable to work in his previous job because of intensive oscillation of temperature commonly present in shops. He needed more adequate working conditions, which would offer lower burdening for his eye. Currently he is working as team coordinator of the micro merchandising and packaging programme.

The other employee with disabilities, Mrs. M. A. worked as a translator before her illness and was the **promoted manager in the translation department**. Due to the intellectual nature of her job she was able to continue her work in the same department also after the surgery but only for 4 hours per day. Two years ago Mercator reorganised the translation department and now Mrs. M. A. is working in the Department for Education of Employees. She is responsible for different administrative and other professional tasks.

## Accommodation measures

Mercator is aware that employees with disabilities contribute significantly to the company's success. Therefore, special care is dedicated to persons with disabilities as a specially protected category of employees.

Soon after his injury, the employer transferred Mr. J. I. to a more appropriate workplace. First within the shop, but then because of his dysfunction he was promoted to the merchandise department. On his own initiative Mr. J. I. **educated and qualified** himself for the job he is still carrying out. He now works on programmes where temperature changes are not present. As well, he was given the **right to reject work** that he can not accomplish because of his injury (e. g. permanent work with a computer). The employer has also organised for the best and the newest computer monitors for his use. In case of Mrs. M. A., Mercator enabled her to **work at home** for a few months after the surgery. The employer covered part of the telephone and electricity costs. After she returned to work at the company premises again, they had relieved her and she started to work 4 hours per day. Because she has been driving to work by bus, she was given a possibility to choose her daily working hours liberally. After transferring her to a new job this option has changed to a mode that one week she works at mornings and next week in the afternoons. Help from her collaborators has also been at her disposal.

Due to the fact that Mercator surpasses the quota of employed persons with disabilities required by the Slovenian law, the company **received funds** amounting to € 620,000 from the government in 2007. Mercator has used this money for assuring the reasonable accommodation for persons with disabilities; however, the company has covered a large share of the incurred expenses from its own sources. In the cases of the two employees with disabilities described above, the employer financed Mr. J. I.'s education and qualification expenses and the provision of the latest technology. In the case of Mrs. M. A. the employer also covered a part of her expenses that incurred while she worked from home.

## Results and conclusions

Mercator acknowledges the problems resulting from the increasing number of workers with disabilities, high restrictions at their work and consecutively the lack of suitable workplaces. Due to the trading operations Mercator is rather limited in offering a person with disability a suitable job. Because of this, they are very satisfied when the integration of a person with disabilities is successful. Mercator is aware that the adaptation to a new workplace was very difficult for both, Mr. J. I. and for Mrs. M. A., but they managed to integrate themselves into the new working environment and now **contribute successfully to the business results**.

Mercator provides satisfying work environment for employees with disabilities with a special **voluntary project** called "Persons' with Disabilities Friendly Company". In the frame of the project two goals are pursued - to improve the satisfaction of customers with disabilities and to assure reasonable accommodation for employees with disabilities. In 2008, Mercator also established a special (daughter) "**company for persons with disabilities**", with the intention to provide persons with disabilities (existing and newly recruited) with better working conditions and to introduce new jobs (tasks) for them.

Within the “company for persons with disabilities” (with the main activity making and selling cosmetics and eco-products) managers and specialists are creating many new activities to accommodate for persons with disabilities to fully utilise their capabilities. The possibilities to work from home shall also be expanded.

Providing supportive working environment, team inclusion and tolerance towards employees with disabilities has brought a positive impact on the satisfaction of a larger number of employees. Accommodation measures are not only applicable for persons with disabilities; they are useful also for large and increasing group of people with special needs, such as the ageing workforce.

Due to its commitment to corporate social responsibility values, Mercator **was awarded** a certificate called “Family Friendly Company”. This award underlines the harmony of employees’ occupational and family life. Different company stakeholders accepted Mercator’s project “Persons’ with Disabilities Friendly Company” very positively.

To **ensure better work conditions** Mercator collaborates with the Slovene association for mental health - ŠENT, the Ministry of Labour, Family and Social Affairs and the organisation ŠENT Prima. The latter trained some of Mercator’s employees to become specialists for working with persons with disabilities (mentors). The management of Mercator considers that the main success factor in achieving the personal satisfaction of persons with disabilities is the time when they discover that they are still fully useful for the company.

### **Future perspectives**

The company has always been inclined to a most suitable settlement of employment problems of persons with disabilities. They are aware that disability will increase, irrespective of new supportive technologies introduced to their activities. This was also one of the main reasons for establishing the “company for persons with disabilities”, which will provide new jobs for their own and other persons with disabilities. Beside its main activity, new activities like creating different hand made products and gifts under its own brand name MercArt are being developed. With new job tasks, workplace adaptations and further trainings, the **company wants to offer new opportunities for persons with disabilities**. That is also why the project “Safety and Health of the Employees”, in which a special team provides for an ergonomic arrangement of workplaces, has been started. Mercator has organised its own Mountaineering Club for relaxation, prevention and as a motivation for employees to stay active. The company established a humanitarian foundation, which finances health examinations for employees.

In future, Mercator considers the **possibility of collaboration with local organisations** of persons with disabilities or non-profit organisations. Mercator also wants to establish more extensive interaction between doctors, committees for evaluation of disabilities and employers.

### 1.13 Multi-D Analysis AB (Sweden)

**An enterprise developing computer software employed a man who had performed his master degree project in the company, although he lost his vision in the meantime. The public employment service provided assistive technology. The company offered a part-time job, a co-worker assists in external meetings.**

**Multi-D Analysis** was founded in 2001 by leading scientists and software engineers from Swedish top universities who had discovered new facts about 3-dimensional data, opening possibilities to analyse test samples and study chemical equilibrium in entirely new ways. The company develops and sells software for analyses of multidimensional data, with focus on the health care sector and sickness diagnoses. Multi-D Analysis is a small private company with two permanent employees. Also, there are usually one or two temporary employees working at the company in different projects, often funded by the European Union. The office is located in central Gothenburg.

In the semester of 2005/2006 an engineer student, **Mr. L**, performed his degree project (master thesis) at Multi-D, developing neural networks for diagnoses of cancer through coding and testing (in other words, chemical substances from several known cases of cancer were collected in a software network, which was then “trained” to recognise these and consequently sort out other cases as “not cancer”). When graduated, Mr. L was temporary employed on a number of occasions by the company during 2 ½ years, working on different projects. Last summer, in 2007, Mr. L was supposed to have started an open-ended employment at Multi-D, when suddenly he lost his vision almost completely. In two days Mr. L.’s vision decreased to about 1 % of normal eyesight at the doctors’ great surprise. His planned employment at Multi-D, hence, had to be postponed.

Mr. L is a 28 year old graduated civil engineer in chemistry and physics. The employment as research and development engineer at Multi-D is his first “real” employment. His main work tasks at Multi-D include developing new modules and measuring systems in the company’s software programme, but since there are only two employees the work tasks also involve general problem solving, dealing with customers and simply answering the phone.

#### **Job and accommodation**

When Mr. L lost his vision the pre-conditions of his up-coming employment were of course profoundly altered. Mr. L could no longer manage with the ordinary computer equipment necessary for his work. Mr. L and the management hence joined efforts and contacted the Public Employment Service to investigate the possibilities for work accommodation. An administrator from the Public Employment Service visited the company and Mr. L got to try out accommodation equipment. Receiving necessary equipment was never a problem and the accommodation could take place fairly rapidly. On June 1<sup>st</sup> 2008 Mr. L started his open-ended employment at Multi-D Analysis.

From the Public Employment Service, through the funding scheme “**Grant for Physical investments in the workplace**”, Mr. L received magnification software for his computer, a large computer screen, voice synthesis, voice control and a magnifying camera for reading printed text masses (the magnifying camera looks like a web camera, showing the photographed page on the computer screen where it can be magnified as much as needed). All equipment belongs to Mr. L and he can take it with him if changing to another job. Multi-D Analysis also receives a 50 % **wage grant** for Mr. L.

Every third to sixth month Mr. L sees a specialist who, in cooperation with Mr. L, decides the length of the hours Mr. L is capable of working. At the moment Mr. L works part-time (50 %) but he is aiming at working 75 % as of November this year. For the time Mr. L cannot work he receives a **disability pension** from the Swedish Social Insurance Agency.

Mr. L.'s work tasks do not require work on remote sites on a regular basis. Hence, no equipment outside the office is required. Mr. L, however, has yet another set of accommodation equipment at home, enabling him to work on a distance from home on occasion. Mr. L.'s work tasks *do* include meetings with other companies in the different EU projects Multi-D takes part in. On those occasions, Mr. L uses the magnifying software on his portable lap-top and so far he has always needed a co-worker to go with him, mostly since he experiences difficulties fully managing outdoors. Having to have a co-worker to go with him of course brings extra expenses to the company. These are however compensated by the funding scheme "**Support for personal assistance**" administrated by the Public Employment Service. The funding can be given at a maximum amount of SEK 50 000 (€ 5 250) per year.

## Conclusions

The general attitude, of both Mr. L himself and the management, is that the employment has started of very well and the experiences are nothing but positive. The management describes Mr. L as utterly motivated and a resource at the company and Mr. L himself is pleased with having received a really good job. Mr. L does the same job today, with the help of accommodation equipment, which he was supposed to do in 2007 when the employment was first brought up.

Mr. L.'s vision rapidly improved in August 2008. Over one night he regained his eyesight to almost 30 % of normal level. The doctors do not know whether the vision will come back entirely but Mr. L is anyhow aiming at working full-time at Multi-D on a longer perspective, starting with 75 % in November.

Mr. L concludes that when it comes to computer jobs, having a vision disability is almost an advantage, due to all **outstanding accommodation equipment available**. Through the voice control, Mr. L can talk instead of write texts. The voice control adapts to the user's voice and improves its correctness over time. Hence, after a while the disabled person finishes faster than his/her non-disabled co-workers since people generally talk faster than they write. Consequently, Mr. L recommends any company using computers on a regular basis to employ persons with vision disabilities. *"Furthermore, the wage grant is an incentive"* he declares.

The **experiences** of everyone involved with receiving necessary aid from the Public Employment Service are **very good**. The process was rapid and efficient and the administrators were well-informed. The experiences from cooperating with the Swedish Social Insurance Agency, on the other hand, are not as positive. Mr. L experienced too much pushing towards working full-time and thinks that the administrators are not experienced enough when it comes to his kind of disability.

Multi-D Analysis has no active plans of employing another person with disabilities and the company has no overall strategy in that matter. For such a small, high technology company it is the knowledge that is important. Mr. L is well aware of that and he knows his value on the labour market. *"With my education it is the competence that counts, not who you are"*, he concludes.

### 1.14 Multigas Ltd. (Malta)

**A gas production company provided reading and writing training and further qualification to its illiterate employee who due to back problems could not fulfil his tasks as heavy truck driver anymore. He is now a driver of the managing director and a messenger.**

**Multigas Ltd.** is a producer and importer of gases. Primarily they are involved in the **production of medical gases**; however the company also produces **industrial gases**, a mixture of gases, decanting, carbon dioxide and dry ice. They also import gases and after decanting they supply the local market according to customer needs. Multigas Ltd. is also a leading local supplier of tools and welding equipment. The company was established way back in 1926 and to date employs 62 persons of which 3 are disabled.

One of the persons with disabilities employed by Multigas Ltd. is a 46 year old male with a **physical form of disability (back problems)**. He was employed by the company in 1979 and his disability has occurred and needed immediate interventions in 1998. Due to persevering on-the-job back problems he had to be operated on the spine. Whilst the back problems are likely to have been job related, there was also a certain degree of inherent problems. Despite the fact that he is still mobile he cannot carry any form of weight and needs to be seated for more than 50 % of his working time.

#### **Job and accommodation**

After the disability occurred, the person's job duties had to be entirely adjusted from that of a heavy truck driver to a **driver of the managing director and a messenger**. When he was originally employed by the company, the person had no formal education and was illiterate. In order to carry out his new job duties the person had to be **trained to a literate level** where he could read and write. The employee also currently receives ongoing **training in communication skills** and customer orientation. Driving as a chauffeur is his leading role and this requires optimum skills for dealing with all levels of employees as well as customers and third parties. His new job mainly involves driving all company "light" vehicles which are "easier" to handle and which would include a power steering, an adaptable driver's seat, air-conditioning and "easy viable mirrors". The person is employed on a full-time basis.

Given that there was no need to change the physical environment in which the person worked, no additional costs were incurred in providing physical accommodation. However, there were additional costs incurred in the sense that this **"new" job** was created in order to accommodate the person and keep him employed within the company. Furthermore, as previously mentioned, **formal reading and writing training** was provided to the employee prior to commencement of his "new" job and the employee also receives ongoing training in communication skills and customer orientation. All costs incurred in relation to the employment of this person have ultimately been borne by the employer.



## Conclusions

The employer is very satisfied with the person's performance and is also satisfied that the employee has adapted well to his new duties and circumstances. The employee was originally employed as a general labourer with very minimal skills and today he has been transformed into "**one of our most trusted employees** who can handle delicate information and provide a professional level to both our colleagues and clients".

The employee is also very satisfied with his experience and is very grateful that the company has shown the **necessary flexibility** for him to be offered a new job within the same company. Whilst still suffering from the injury sustained he is fully determined to continue working within the firm for as long as possible.

The accommodation of this person within the company has created a **positive attitude** towards other employees with other forms of disabilities, some of which are work related or even related to ageing. The human resources manager believes that the "most notable aspect is when the company has to accommodate employees who have to perform their duties working wounded on a temporary basis, be it either recovering from a medical intervention or perhaps an injury on duty. The overall approach to such situations has improved considerably".

The company has an overall **Corporate Social Responsibility** strategy in place and the integration of persons with disabilities into the workforce is considered to be a very important aspect in the company's CSR agenda. The company's premises is properly designed and equipped to receive persons with disabilities and they are continuously updating standards to further facilitate persons with disabilities. In the Human Resources manager's words, "we shall continue striving to accommodate as many as possible whenever needed and as occurring".



### 1.15 Nestlé AD (Bulgaria)

**After the assessment of a labour medicine expert an employee was offered a new position in a company producing and selling nourishment as he is regarded as a person with disabilities after a heart attack. He can also profit from longer paid leave.**

**Nestle Bulgaria AD** is a joint stock company with the main activity in manufacturing and distribution of **foods and beverages**. In 1994, Nestlé S.A. acquired a Bulgarian production unit which was established in 1939 (and converted into a state owned firm in the late 1940ies. The company has introduced ISO 14001.2004 and OHSAS 18001.1999.

Nestle Bulgaria AD has been ranked first among food and beverages companies in 2006 in the Business Week ranking “Top 50 of the most dynamic and successful Bulgarian companies” and in the Capital weekly ranking “Top 100 employers”.

The enterprise has around **1,500 employees**, around 1,050 of which are women. 42 people with disabilities are on the payroll – 37 are women and 5 men. 30 people are with over 50 % disability and 12 have disabilities under 50 %.

**One of these employees with disabilities** working for Nestlé Bulgaria AD is Mr. X. The 51 years old man has a secondary education. He had a **heart attack** at home in the late 1990ies and now has a disability over 50 % (which is regarded as permanent disability in Bulgaria), as recognised by the labour experts’ medicine commission.

#### **Job and accommodation**

Before 1993, Mr. X. worked in a laser factory in Sofia. He has been with Nestle Bulgaria AD since 1993. The first several years with Nestle Bulgaria AD he worked as a line technician. After the heart attack he was hospitalised. Subsequent to the treatment he was **offered a new position** as an operator of the factory’s electronic balance/scales.

This offer was based on the **assessment of the labour medicine experts**. Their recommendation was to move Mr. X. to a working place “*without hard physical labour and psychological overload*”. The aim of the recommendation was to have Mr. X. work on a **less dynamic workplace**. Subsequently he passed the appropriate training for the position. Today Mr. X. is working with a PC as an information operator, processing data about in-coming and out-going trucks loaded with materials and production.

This accommodation (job rearrangement) of Mr. X. appears to be successful. No additional adaptation was necessary beyond the specific workplace requirements. The assessment of the management is that Mr. X. is handling his job very well. Mr. X. is working on daily shifts with another man with disabilities. As most of his colleagues, Mr. X. has an unlimited employment contract and he works full-time. He receives full salary and an individual pension for disability over 50 %. He personally is happy with his job and with the possibilities to “*rest and to have a good vacation*”. In this respect he is treated as all other workers in the factory with the exception of **longer paid leave**. The integration of Mr. X. is a sustainable one.

Generally, most of the company's persons with disabilities benefit from the **production lines** for arranging bonbons which are situated in order **to minimise the movement of the workers**. At the same time, the salaries of all production line workers in the factory are not dependent on the production volume. There are also persons with disabilities who work in administration positions, e. g. as foreman or quality supervisor.

A special programme for persons with disabilities has not yet been designed by the employer, but the company has a social benefits programme. The factory till now has **not utilised public financing** for such projects from labour and/or social institutions.

## **Conclusions**

The Company has traditionally shown **engagement in social and work safety issues**. It appears therefore logic to employ people with disabilities. Nestlé Bulgaria AD is known as a socially responsible enterprise.

The **management is willing to continue** its productive work with persons with disabilities. Respective measures include:

- a new lift is under construction in the administrative building;
- the air conditioning is expanded;
- a loading path for persons with disabilities is under construction in the administrative building;
- the successful cooperation with the local labour bureau is further developed;
- every year one or two workers are provided accommodation on the basis of a needs assessment of their health problems;

There is a tendency in Bulgaria that more customers buy products of socially responsible employers.

## 1.16 Prodakta S.A. (Greece)

**A regional plant created a new job in the office's call centre for an incumbent employee who now uses a wheelchair due to a car accident. The office has been ergonomically designed, wheelchair ramps have been installed and the premises adapted. The woman has been trained accordingly and is expanding her working duties continuously.**

**Prodakta S.A.** is a 25 years old regional plant, processing **agricultural commodities for tomato-paste products and fruity juices**. Prodakta S.A is a family-owned medium-sized business with 55 full-time and 15 part-time employees (during the summer season). The location of the plant is close to a village in the centre of Greece (Thessaly), and it is one of the biggest plants in this region. Most of the company's employees are from the near villages surrounding Prodakta's plant. Moreover, the local community plays a significant role for the operation of the company because it is one of the major suppliers in agricultural commodities.

Ms. L. P. was working as **cleaning staff** at the offices of Prodakta since 1985. Ms. L. P. is 49 years old (born in 1959), mother of 3 children and she has basic educational standards as a high school graduate. In 1995, Ms. L. P. had a car accident and is since then **using a wheelchair**. Beside her new role in her family, she had to deal with the limited opportunities with view to her disability. Most of the accommodation opportunities offered in her local region were either insufficient or out of scope, and the only support was a small fund from her insurance.

The company never before had any employees with disabilities, so there were not any policies established. According to her manager (Ms. C. K.), "there was nothing we could do in order to adjust her previous work according to her new situation. Nevertheless, in a medium-sized company, where everybody knows each other, from the top management to the part-time workers, there was a growing interest for helping Ms. L. P. to face her economic and social problems deriving from her disability". Ms L. P. is a very pleasant person to work or speak with. Her good relationship with the office employees was an additional motive for their interest.

### **Job and accommodation**

According to the manager, there were a lot of considerations on how the company could transfer Ms. L. P. to a new job position. Finally, the manager offered her a job at the **office's call centre**, although until then such a position did not exist formally. Because of the employee's individual personality, the manager believed that she was qualified for this task, and after 2 months she made this job offer. There were specific modifications that needed to take place before Ms. L. P. was integrated into Prodakta's work force again. Beside the **new ergonomically designed office** that was needed to accomplish her duties, there were some other ergonomic modifications that the company should take care of. One of that was the **special wheelchair ramp** for persons with physical disabilities, which the manager had considered then as an overlooked obligation which should immediately be overcome. Another accommodation took place in the **toilets** of the building, which were needed to be **redesigned** accordingly.

There was not any official training regarding Ms. L. P.'s new tasks. Because of her previous working experience in the company, she was aware of all the personnel and their responsibilities. She was only **trained to use the call centre operations**, and there was no special training treatment considering her disability. Her only drawback in

communication skills was her lack of knowledge of any foreign language, so the manager decided to divert these calls to another employee. Prodakta doesn't usually have calls from abroad, and those few are directed to the responsible persons (through the software in the call centre options).

After six months Ms. L. P. was well adjusted to her new working environment. "She never let us down", says the manager, and "she has well managed to help people communicate issues along the building and connect the right persons". What has truly been a surprise for the manager was that, though she was PC illiterate, she asked for **expanding her working duties** involving e-mail forwarding, e-mail queries and internet research. There was no special training course for that. So she was trained step-by-step to these new tasks by expert colleagues inside the company.

There were no significant costs attached to the accommodation programme, apart from minor modifications on the toilets and a special wheelchair ramp. Furthermore, there was no financial support from any funding schemes concerning these modifications.

## Conclusions

This accommodation initiative helped Ms. L. P. not only to maintain her job but to **realise other talents**, like communication with customers and suppliers, her organising skills and her inquiring on the internet. In fact, due to this reallocation she was introduced to internet technology, which helped her learn other things of her interest. All these have secured her a full pension for her retirement, which was a significant issue. Both the company and Ms. L. P. found that this experience had positive effects for both parties. It was the first time that the company had to make a decision to support a person with disabilities.

Ms. L. P.'s case was **reported by the local press**, which has underlined that Prodakta should be an example for other companies to follow. Apart from that, the local community decided to respond by producing more tomatoes, which is the basic raw material for Prodakta's production plans.

The case of Ms. L. P. brought up issues concerning loyalty to the company. The employees have seen this case as a chance of the company to prove the loyalty towards them and its support to whatever the conditions are. The most crucial success factor, however, was the **ethical and practical support provided by the employees**. They have trained Ms. P. to all her new duties and provided her support concerning her mobility. Out of gratitude Ms. P. has exceeded her boundaries in order to prove herself worthy of this support.

The company's financial manager (Mr. E. P.) stated: "We have always believed that people are the company's most valuable asset. The case of Ms. L. P. has been proved a challenge to this belief, a challenge that we had to overcome immediately and effectively. This case has **raised the moral of all employees** and had a significant impact on the company's overall performance". However, the company does not consider any additional employment of persons with disabilities in the near future. They believe that there is a difference between "accommodating a company's disabled employee" and "recruiting a new one".

Ms. P.'s accommodation was not part of any Corporate Social Responsibility Strategy. However, this experience has moved the company to seek further **cooperation with NGOs** in order to view the possibilities of employing persons with disabilities.

According, to the HR manager (Ms. C.K.), the company initially was very insecure on how they could accommodate a person with disabilities. “The case of Ms. P. was an easy one considering her experience inside the company and her form of disability. That is why we looked at Ms. P.’s case not as part of a social responsibility strategy but rather as the company’s responsibility toward its employees. There would be a very different story if Ms. P. was blind or had other forms of disabilities. This is the reason why we are trying now to work closer with NGOs and seek opportunities for the future in similar cases”.

## 1.17 PPCT Finland Oy (Finland)

**An ICT company with status as social enterprise employs a man with MS by offering flexible working hours and a special computer programme. A co-worker guides him. All employees with disabilities start with a limited rehabilitation job with the aim to create a permanent employment.**

**PPCT Finland Oy** was founded in 1994 and is located in Tampere. The company offers ICT, positioning and call centre services and has 25 employees. PPCT Finland Oy is a private, limited company. It has a status of a social enterprise since 2005. Eight employees out of 25 have disabilities or were long-term unemployed.

J. V., a 40 years old man, has **multiple sclerosis** (MS), which broke out ten years ago. MS is a neurological disease, which can have various physical and cognitive symptoms. J. V. has ataxia, tremble, memory disorders and strong fatigue attacks. He uses a walker. He is a bit slower than on average in adapting to new circumstances.

Mr. V. has a **Masters degree of Science and Technology**. Before the MS disease was diagnosed he worked as a university teacher and researcher in technology related projects. Those employments were fixed-term, and after the disease broke out, the contracts were not renewed any more. So, he has been out of the labour market – on a disability pension – for around ten years before this employment.

### **Employment and accommodation measures**

J. V. got the job at PPCT with the help of the “Bounced into the Working Life - Project” (*Sisäänheitto työelämään*). This is a national project administrated by The Finnish Neuromuscular Disorders Association (*Lihastautiliitto ry*). The project works to endorse the employment of people with disabilities and chronic diseases into the open labour market. This kind of work is very important, since the employment services for persons who are on a disability pension are very scarce. In the eyes of employment offices they are not unemployed, since they have a steady income.

PPCT Finland Oy had left an advert for a job to the project. Mr. V. found the ad at a notice board of a local MS association and applied for the job. At the beginning J. V. got a **rehabilitation job** at PPCT Finland Oy for 3 months. After that PPCT Finland Oy and J. V. intended to conclude the contract of employment, but it got complicated, since there were no models on how to do it. The terms of employment had to be approved by the Service Union United (*PAM*), which represents the employees of the firm. Next the contract was evaluated by a lawyer of the Finnish MS Society. PPCT Finland Oy wanted the contract to be morally, ethically and legally “correct”. The daily working time would normally be 7.5 hours, but J. V. is not able to work such a long time non-stop. Hence, he has to rest every now and then. But the resting times may also vary, because some days he is more active and some days less. Therefore, the **actual working time may vary** widely and the contract had to cover those issues, too.

The job was originally in a marketing department, but the capabilities of J. V. were better equipped for the **maintenance in the customer services**, which was established in the firm at the same time. Therefore, the work tasks of other persons were moulded by both, the new employee and the new tasks of customer service team.

The work tasks of J. V. include the monitoring of the functioning of customers' positioning devices from his computer monitor, and rebooting them with his mouse when necessary. The work is done in an office with the computer. Basically he **works fulltime** from 8 a.m. to 4 p.m. However, due to his fatigue attacks the effective working hours can be less than half of that.

A **special computer programme** has been developed in PPCT for J. V. which enables him to do his work. The software enables him to reboot the devices he is monitoring with a mouse click instead of typing in the number codes. It also directs the work process preventing J. V. of "*getting stuck on*" one situation, which is typical for him.

There is also a mattress in the office **where he can rest** (have a nap) when he gets very tired. It usually takes him about 5 to 20 minutes at a time to regain his strength. One doorstep has also been removed from the washroom door, so that he can enter the room with his walker. A **co-worker** is guiding and helping him daily. For instance, after the naps he tells J. V. what he has done last and where he should continue his work. He also "wakes" him up when there are laps of concentration.

Designing of the accommodation measures was partly based on the co-operation between the company and the Finnish MS Society. A researcher from the MS Society had been in the workplace to observe, to videotape and to analyse the potential pitfalls of the work tasks and recommended the ways to overcome them.

The employment of disabled people is a value of the firm. It is a social enterprise. Originally the concept of social enterprise was introduced and explained to the company by the local Employment and Economic Development Centre. Being a social enterprise was marketed as a way to get committed employees when there is a lack of supply of employees in some industries.

For the company acting in a socially responsible way is one of their values. The diversity of the personnel must be taken into consideration already in the business plan, in the choice of the **occupational health care** service provider and in the legal know-how in the company.

The company does not only recruit to employ hard to place people, but based on the needs of the company. However, they are open to new ideas. If a person starts a rehabilitation period in the firm, already then the target is to proceed into normal employment. However, there is also a principle in the firm that the **first contract is always done for six months** only. Hence, also the employee gets an opportunity to re-evaluate if the job is suitable to him/her or if his/her life in such an order that daily working is possible. The situation of life and the control of it are normally revealed either implicitly or explicitly during this first half year. In case there were an unlimited contract the employee would move into sick leave, when he/she realises that he/she is not fit or motivated to work. This alternative is not good for either parties – the employee and the employer. The **aim is always to create a permanent employment**. There has been only one occasion when the contract was not continued after the first six months. Three of the employed persons with disabilities have left the firm during its history and got another job. Although these occasions can be regarded regrettable from the firm's point of view, they are – on the other hand – success stories for the employees' themselves.



PPCT Finland Oy has got **support for arrangement of working conditions** from the employment office. The support is given to compensate working time of another employee, who is giving guidance to a worker with disabilities. The amount of the support is € 350 a month. The need for the guidance is permanent. The support is paid to the employer. Also **pay subsidy and additional pay subsidy** (that can be granted when the employer is committed to increasing the skills and employability of the employee through training or otherwise) are received. They cover 50 % of the employment costs.

## Results and conclusions

Overall, the experiences of the employment of Mr. V. have been positive. His condition has improved during the employment and the company has been very satisfied with him. He has also **regained his self-confidence** and thinks that being part of the working community is very important to his self-respect.

Mr. V. receives a disability pension simultaneously with the employment. The salary has by his request been adjusted downwards so he does not lose his pension.

The company is now employing two new persons who have disabilities. Unfortunately, it seems that they will have to face the same difficulties with the authorities as in the case of J. V. Hence, no new workable practices have been created since the last case. The company thinks that the sometimes quite rigid working methods of the employment office or other authorities do not support the employment process as well as they should. At the company level, working with many persons with disabilities in the same organisation may become stressful, if there is not enough personnel in the staff management or there is a lack of support for the staff management. This is true in particular, if there are many people with mental problems. It is not always clear, where one should ask for help within the firm. On the other hand, **working in a diversified workplace is also very rewarding**.

The company had to argue very strongly, in fact they made an administrative complaint to the local employment office, of the right to start the employments with a fixed-term contract and still receive all the pay subsidies that social enterprises are entitled to. This has led to a new definition of policy among employment authorities.

The **continuous learning** and maintenance of mental well-being of all the people involved in recruiting of staff must be taken care of in the company. The role of occupational health care is a bit different in a company which has employed many persons with disabilities or formerly long term unemployed people. A more holistic approach and more vivid communication than usually between the firm and the health care professionals are needed. Moreover, starting with this kind of human resource policy **demands a good financial standing**. There can be substantial costs of employing persons with disabilities. There was a hiccup in the profitability also in PPCT Finland Oy, but now the productivity has recovered.

## Future perspectives

The company is now starting to bring out its social responsiveness policy more openly. They are planning to tell about their values on their internet site. By now, there have been no negative responses from the customers. The employment of Mr. V. will be maintained as long as his health allows it. The company will be recruiting new staff – persons with or without disabilities – in the future, too. They emphasise that the intention is to create permanent jobs and offer the jobs based on peoples abilities, not disabilities.

## 1.18 Siemens AG (Austria)

**A large electronics enterprise is training hearing and deaf youth together. Thereby teaching modalities for all apprentices have been ameliorated, new sign language gestures have been invented and modified tools have raised safety.**

The **Vienna based Siemens Group Austria** (that also is responsible for an economic region comprising nine countries in Central and South Eastern Europe) is the largest foreign subsidiary of the multinational Siemens group of companies and also one of the largest and oldest companies within the Austrian electrical and electronics industry, respectively the overall Austrian industry. The company develops, produces and sells a large variety of goods and services related to electronics and IT.

At the end of the fiscal year 2007, the Siemens Group Austria had a **staff** of more than 30.000 persons and in addition was training roughly 700 apprentices (thereof 83 % in technical and 17 % in commercial fields) at its facilities in Vienna, Graz, Linz, Innsbruck, and Weiz, having one of the largest apprentice programmes in the country.

**Technology** forms the basis for the **socially responsible action** of the company, as it is its core competency. Siemens Group Austria makes frequent use of technology as a medium to eliminate barriers. The strong commitment to **research and innovation** is another of the Siemens Group's defining characteristics. As proclaimed in the **mission statement**, Siemens has always taken its social responsibility seriously.

Being the core company within the Siemens Group Austria, Siemens AG is a large private joint stock company and at the end of the fiscal year 2007 had a total of 7,928 employees in Austria, of which 338 were apprentices. Of these, 24 persons were **apprentices with special needs**.

### The apprenticeship programme

Siemens AG is offering training for apprentices with hearing impairments at its facilities in Vienna since 1996. As of September 30, 2007, 13 deaf youths are receiving their first vocational education together with 35 other electronics apprentices benefiting from **virtually seamless integration** into the apprenticeship programme.

The **idea to implement an integrative apprenticeship programme** for both, hearing and deaf persons, was born in informal talks between the Austrian Federal Social Welfare Authority (*Bundessozialamt*) and the Head of Education and Training at Siemens AG, Mr. K more than a decade ago and still the programme is unique in Austria. In the **Austrian system**, participation in an apprenticeship with a company can be started after finalisation of compulsory school. The technical apprenticeship programme in electronics including deaf persons at Siemens AG Austria starts annually in September, lasts for 3.5 years, and is offered on full-time basis; as common in Austria the apprentices receive training on the job as well as lectures at vocational school. Working in electronics requires manual abilities and technical competence.

### Accommodation measures and additional effects

**Before the start of the apprenticeship programme**, all persons involved receive a specific course to experience the difficulties of deaf persons themselves. Supervisions with psychologists and communication training help to reduce and avoid conflicts due to stress. Thereby a frictionless and efficient apprenticeship shall be ensured.

Besides **target group specific special courses** (such as speech therapy to facilitate communication) all apprentices learn synchronically. Four **sign language translators** allow for best possible communication, in the apprenticeship workshop, during lectures; within the group of apprentices as well as among apprentices and other staff. After all these years of translating, the sign language translators do not only facilitate communication, but also have acquired **profound technical knowledge**.

The **training facilities have been adapted** regarding seat configuration, distant-noise level, technical equipment and illumination. In general, during the lectures, the deaf apprentices are sitting closer to the teacher (who has the interpreter aside). Not-hearing apprentices are also working close to each other at the apprenticeship workshop when translation is necessary. Concerning the technical equipment, acoustic warning signals have been changed / combined with vibrations or stroboscope lamps. These adapted technical devices can be used by both, hearing and deaf persons. Notebooks, that can also be used privately, are borrowed to the apprentices (these can be bought at a low price upon finalisation of the training).

Interestingly, the inclusion of deaf persons led to some changes in the **training method** that proved beneficial to all apprentices. As persons who are deaf from birth e.g. use less copulas, and to facilitate translation, the teachers have to use a language that concentrates on the essential things. They also have to speak clearly and slowly, and summarise the most important information. This method also serves hearing persons who learn less easily. In sign language, some gestures for technical vocabulary had to be newly invented; these gestures are now acknowledged in the Austrian Sign Language and also used internationally.

There are **leisure facilities** (e. g. the break room, sports facilities) that are commonly used by the apprentices and any events are attended together (and with interpreters). It also happens that hearing apprentices are starting to learn lip-reading and / or sign language to facilitate communication with their colleagues and friends.

### One apprentice

So far, only few of the deaf apprentices have already benefited from **integrative education with hearing children at school** (nevertheless, the Austrian school system is changing and integrative approaches have become more popular in the past years). Ms. A. is 16 years old and just started with her apprenticeship at Siemens in September 2008. She is one of the still rather few Austrian girls interested in electronics and she was born deaf.

Ms. A. attended the Federal Institute for the Education of Deaf Persons (*Bundesinstitut für Gehörlosenbildung; BIG*), in Vienna that is a highly specialised institution offering mobile pre-kindergarten, kindergarten, primary school and secondary school education thereby applying school curriculums that enable teaching hearing and deaf children together in integrative classes. She finalised her compulsory school education at the BIG and got the information on the existence of the apprenticeship programme at Siemens AG from her mother. Ms. A. says that she feels very well in her first days at Siemens AG, she is **part of a team**.

### Financing

Siemens AG Austria receives financial support for the inclusive apprenticeship programme from the **Public Employment Service** and the **Federal Social Welfare Authority** as well as the **European Social Fund**. It is clear that additional costs arise

when adaptations become necessary, but there are also very effective adaptations that do not need financing (e. g. the change in the training method). **In general, all apprentices entail costs** to the company in their first years.

## Results and conclusions

Since the beginning of the apprenticeship programme including deaf youth in 1996, **approx. 60 not-hearing persons** have finalised their apprenticeship. A large part of the deaf skilled workers could be transferred into an unlimited working **contract with the company** or are employed in affiliated companies. As any other former apprentice, they have the possibility to advance in their career within the company; currently approx. 10 % of the managers at Siemens AG are former apprentices.

On the one hand, it is a **societal obligation** to engage in the inclusion of persons with disabilities, while on the other hand, there also is an **economic factor**. These persons have their potential and deaf employees are able to contribute to the success of a company, as any other well educated employees can.

Mr. K. was surprised to see how **fast and clear** the apprenticeship programme for deaf persons showed **results**. His experience from the past 12 years is that, in general, deaf persons are very deftly in working with their hands and they also often have a better vision. They notice things a hearing person would easily overlook. Looking back, the most difficult part was to **“do the first step”**, as Mr. K. states. But once the decision on such a project has been made, real commitment and energy are needed to convert the concept into a successful programme. There are always constructive options to overcome difficult phases, and Siemens has not gone all the way alone. For example, the application process involving the deaf persons is carried out in close cooperation with the Federal Social Welfare Authority (*Bundessozialamt*). The Public Employment Service (*Arbeitsmarktservice*) is another important partner.

Siemens AG has been awarded the **TRIGOS price** in 2006 in the category workplace / large company for this apprenticeship programme including deaf youth. The TRIGOS is awarded by a platform from economy and NGOs to projects of Austrian companies that assume their corporate social responsibility in a way that they are role models and that have successfully implemented sustainable action into their corporate strategy.

## Future perspectives

Siemens AG Austria will continue this apprenticeship programme in the future. The intention would also be to **expand (including other disabilities) such trainings**. Although the possibility to launch another apprenticeship project for deaf adults in principle exists, currently there is a lack of applications. Siemens AG has also carried out training programmes for blind persons (in 2003), but there also appears to be very little demand at present.

Mr. K. is doing **presentations on the Siemens AG’s approach** for an inclusive apprenticeship with hearing and not-hearing young persons and has also talked to managers from abroad who were interested in implementing such training in their companies. He is convinced that it can work – given that the first step is done and real efforts to provide an optimal mix of reasonable accommodation are made. It is **important to make such initiatives known** – among interested entrepreneurs as well as among potential employees with disabilities.

## 1.19 Steiermärkische Sparkasse AG (Austria)

**A bank restructured its call centre and employed a blind woman. The work assistant assessed the needs of both, employer and employee to suggest the necessary adaptations of the workplace while a specific training was offered.**

The **Steiermärkische Bank und Sparkasse AG** (Steiermärkische Sparkasse) is a 183 year old regional universal bank headquartered in Graz (the capital of the Federal Province of Styria). The bank was founded in 1825 as associative savings bank and has been brought into a private joint stock company in 1991. The shareholders of the bank are: Steiermärkische Verwaltungssparkasse (73 %), Erste Bank (25 %) and the employees (2 %). Steiermärkische Sparkasse is the largest Styrian bank and the largest credit institution in the south of Austria. Throughout Styria, 168 branches and regional consulting centres are available for the customers and in total approx. 1,650 persons are employed with the bank; thereof 40 persons with disabilities.

**One of these persons with disabilities** working for Steiermärkische Sparkasse is Ms. N. The 28 years old woman (born in 1980) has a **sensory disability (completely blind)** since the age of 6 years. Due to a tumour in her head she lost her sight in her early childhood, before she was supposed to start school. Ms. N. then attended a special school for blind children in Graz, at the Odilien-Institut where she finalised primary school and lower secondary school. The Odilien-Institut is a specialised NGO for severely visually impaired or blind persons that offers a range of services, not only covering compulsory school education (including a boarding school) but also putting special emphasis on early support of children and vocational training of (young) adults, thus offering comprehensive guidance as well as work assistance. After compulsory school Ms. N. completed the apprenticeship for basket and wickerwork furniture weavers. Ms. N. had been looking for a job for 2 years, when she got in contact with the bank via the Odilien-Institut, where she had been registered at the work assistance. At the same time, she also got an offer to work in the job she did the apprenticeship for. Ms. N. decided to attend re-training and work for the bank, as working in the bank's Call Centre appeared to offer more perspectives for the future.

### Job and accommodation

In January 2001, the **first contact** took place between Ms. N. and the personnel manager as well as the shop steward for persons with disabilities of Steiermärkische Sparkasse. The bank has traditionally shown engagement in social issues and is, among others, supporting and sponsoring projects for children, as well as a hospice project for the Caritas. The bank is implementing its principle *"in every relationship, it's the people that count"* and already had blind employees (who retired) working at the telephone information desk before. It appeared only realistic and logic, to look for a blind person for the new Call Centre.

At the time when Ms. N. applied for her first job, the bank was undergoing an organisational restructuring process that delayed her employment until spring 2002. Nevertheless, she was offered the **position in the Call Centre** she had applied for and she also needed some time for her re-training. Via the Supported Employment Programme (as offered by the Austrian Federal Social Welfare Authority), Ms. N. had a personal assistant in the application process who also informed the prospective employer on necessary steps and possibilities for support.



In a co-operation between the Public Employment Service, the work assistant of the Odilien-Institut and the future employer, the **needs of Ms. N. and her employer were assessed**. On this basis, a tailored vocational training programme has been elaborated for Ms. N. and her future employer also received advice on the adaptation of the workplace and on possible subsidies. While the restructuring process at the bank proceeded and the administrative issues were settled, Ms. N. attended vocational training.

Ms. N.'s **qualification training** to become Call Centre Agent was carried out by an external training institution and consisted of mainstream training (where Ms. N. had an assistant) but also some disability and technology specific introduction to the computer devices. For this specific training she had the possibility to use already adapted workplaces of other companies. In addition, she also received a so-called "orientation and mobility training" (carried out by the Odilien-Institute); among others to study her way to/from work and to allow for orientation at the new workplace. The way to and from work proved to be more difficult at the time when Ms. N. actually started to work at the head offices of the bank in Graz, as the city started with a lot of road- and construction work around the building at that time. But Ms. N. kept her good mood and managed the challenges.

In its restructuring process, the bank's Facility Management also completely renewed the telephone exchange and thereby considered the necessary **adaptations** to offer the future blind employee **optimal working conditions**. One of the new workplaces has been equipped with a Braille keyboard and specific software, as well as a reader for the blind. Specific software that verbalises contents has not been implemented as this would have interfered with the colleagues around.

Her work assistant together with a colleague at the bank then introduced her to the **tasks at work**. Ms. N. is handling the telephone exchange, answering calls and connecting the requested positions. In addition, she serves as first referral for clients and provides basic information. As her colleagues, Ms. N. has an unlimited employment contract and is working full-time. All of her colleagues are supporting her when questions or difficulties arise. An interesting aspect therein is that, due to technical reasons, information on her computer workplace may be arranged in another way than in the workplaces of the colleagues and therefore a simple question from her can not be simply answered by the colleagues just checking the information on their screen.

The technical adaption of the workplace has been partly **financed by** the Pension Insurance Authority and the Federal Social Welfare Authority. The Federal Social Welfare Authority completely financed the orientation and mobility training and granted an integration subsidy (wage subsidy) for the first 1.5 years of employment. The "Call Centre Agent" course Ms. N. attended has been completely financed by the PES.

## Conclusions

**Looking back, Mr. M.**, Head of the Personnel Department, admits that the organisational and financial efforts to employ a blind person have not been in the centre of the decision. There also is the possibility to receive subsidies. The bank believes that such investments more than pay off over time and that persons with disabilities are often more dedicated to work than the average. Moreover, unless suffering from strong pain, they appear to have fewer ups and downs than other persons. Of course, there are always things that can not be foreseen, but it is absolutely necessary to accept and overcome these comparatively small barriers that occur in the first place to experience the positive effects in the long run. Also, within a

mixed team, social competency is rising – there is more giving and taking. Any enterprise can benefit from the decision to take persons with disabilities on board, given that the necessary accommodation measures are implemented and that the path is procured consequently.

He **describes Ms. N.** as a person *“full of life and very alert, who does her work with a lot of patience”* – especially on the gray days of November, when clients tend to be more direct on the telephone, she never loses her temper. She also has a very good sense on how to react to feelings that can be recognised in the voice of clients. While her colleagues can see who is calling on their telephone display, Ms. N. recognises the voice and it is amazing how well she can tell from the voice who is calling – there appears to be no difference to the seeing colleagues.

**Ms. N. herself** likes to be in contact with lots of persons during the day, and she sees her challenge in helping them as far as possible in her job position. She likes answering questions, giving directions and connecting the right persons, which of course is not always easy. The adapted workplace allows her to work with routine and the best is that the person on the other end of the line is not aware that she is blind and she is treated *“like any other person”*.

The **crucial success factors** which led to the sustainable integration of Ms. N. was the mix of accommodation measures which enable her to fulfil her tasks at work like her colleagues do; the co-operation and mutual understanding within the team and, last but not least, the philosophy and engagement of the employer.

The bank has an overall **Corporate Social Responsibility strategy** and a person responsible for CSR matters. The integration of persons with disabilities is part of the company's philosophy. Moreover, the bank holds the basic certificate “family and career” and the Austrian cachet for health promotion. The CSR engagement of the bank has been awarded several times, in 2007; the bank won the large-scale enterprises category as “women and family friendly business” in Styria as well as nationwide. Already in 2002 the bank won the JobOscar for the vocational integration of persons with disabilities. As the first Austrian company, the bank has received the “easy entrance” (appreciated barrier-freeness) certificate in 2007.

The bank has **two shop stewards committees**, the “regular” and one of persons with disabilities. The chair person of the latter committee has a seat in the regular shop stewards committee to represent the persons with disabilities there.

Ms. N. started to work with the Steiermärkische Sparkasse in May 2002 and since then is part of the team. Also in the future, the Steiermärkische Sparkasse will emphasise on diversity and on matching job positions with the right persons, considering personal and professional abilities. Mr. M. says that **it is a question of abilities, not of disabilities**.



## 1.20 Telenor (Norway)

**A semi-public telecommunications company offers a training and practice programme for young persons with physical or sensory disabilities and creates a win-win situation for these new employees and the company.**

**Telenor** is the incumbent **telecommunications company** in Norway, with headquarters located in Oslo. Telenor is today mostly an international wireless carrier with operations in Scandinavia, Eastern Europe and Asia. The company is currently ranked as the seventh largest carrier in the world, with 143 million subscribers. In addition, Telenor has extensive broadband and TV distribution in the four Nordic Countries. It is a **semi-public organisation** with about 3,000 employees in Norway. Telenor is mainly active within area telecommunications. During the last decades the number of employees in foreign countries has become higher than in Norway.

**Telenor Open Mind** is a department of Telenor. In 1994, the organisation "April Data" started a programme to help disabled persons get into the labour market. When Telenor bought up April Data in 1996, the programme was continued under the name "The Disability Programme". In June 2007 the programme changed names to Telenor Open Minds. The Open Mind programme has had about **100 participants**, where **75 % have gone back to ordinary work**. About 70 – 80 % of them start working in Telenor after the programme is completed. This has saved, according to Telenor's homepage, the Norwegian government for about 25 million kroner in disability insurance.

### Employment and accommodation measures

The prioritised beneficiaries of the programme are mainly **young persons** of both genders with **physical disabilities, and with hearing and sight challenges**, who have problems getting entry to the labour market because of lacking work practice. Older persons may also be qualified, if they've fell outside the labour market as a consequence of injury, or sickness which has come into being in the last years. As a trial arrangement this year, also participants with finalised treatment of psychical illness are qualified.

The participants have to be highly motivated to get into the labour market, and of formal education they should at least have finished the **upper secondary school**, or other relevant experience, if they are a bit older. Another important criterion is that the participants have to be within the NAV-system (the welfare arrangements of the Norwegian Labour and Welfare Administration).

The jobs the participants do are all types of **administration and clerical work**. Each position gets its own job description. The main idea is that the job should provide the participants a long period of work experience with the type of work that they are supposed to do. The participant is also treated as a regular employee during the work training period. The degree of occupation is individual, mainly not less than 50 %.

The Open Mind programme is divided into **two parts**: After an interview, close to a normal job interview situation, the chosen participants go through a **qualification period of three months** in the localities of Telenor Open Mind. This phase contains computer training and courses, combined with self studies. If the participant is further qualified, there is a **work practice period of 21 months**, which gives actual work experience. The period of work practise might be prolonged with one year, if there is a need for that. The work practice can be carried out within the Telenor Corporation, or in

one of Telenor Open Minds cooperating companies, e.g. Storebrand, Manpower, IBM, NHO, different governmental ministries, Gjensidige, ProX, Agenten, EDB. The **long work training period**, where the participants are able to show their qualifications, and have the possibility to become a natural part of the working environment, is seen as one of the success factors of the programme. The programme has three start up-dates a year, and each course has up to five participants.

**Two of these persons** with disabilities working in Telenor and being participants in the program, are Mr. J. (46) and Mr. A. (34). Both have **hearing disabilities**. Mr. J. got his hearing problems in a grown up age, while Mr. A has a congenital hearing problem. Mr. A. has also the ability to conversant with sign language. They both have an education in information technology. Mr. J. has been working in Telenor for about one year, while Mr. A. has worked for about two years in the department (practice as a part of the program). They both work with computers, where they transfer customers' orders into ancillary systems, which are normal tasks in the department where they work. They both have also permanent full-time employment in this period, and they do **not need any special measures** in their workplace.

Overall, participation in the programme costs approx. € 10,300.- (NOK 100,000) in a period of two years. The costs for the use of the interpreter support is paid by NAV, it does not lead to costs for the employer. The **participant fee** and the **participants' wages** are paid by NAV as well, mainly as rehabilitation money or as wage subsidies. NAV also pays the costs/wages for Mr. A. and Mr. J. in the Telenor Open Mind programme. The participants are responsible to find a job after the programme is completed. The prospects of finding a job after completion of the programme are very good (see above).

## Results and additional effects

Telenor considers the programme as a **“win-win-win”-situation**, all parts wins, the participant by all the advantages a paid and permanent employment brings, the enterprise by the mobilisation of untapped labour resources and highly motivated employees, and the society by the relocation of people from the social security expenditure budget to the tax income budget. The Head of department sees the integration as a success story, and he will have no second thoughts recruiting employees from Telenor Open Mind at a later point of time. He also stresses that the employees are doing their work very well, and they are also popular among the other staff and in the company. He also stresses that it is a good thing that the Telenor Open Mind gives the participants the possibility to get back into work. They also are an important and needed supply of labour in today's society.

Telenor Open Minds is not considered as a part of an **overall strategy**, even if it is closely linked to the “IA-avtalen” (“Letter of Intent regarding a more inclusive working life”), because it's similarity to today's measures to reduce the number of people outside the labour market. The fore runner “The Disability Programme” was started before IA-avtalen was signed by the enterprise. The Programme was considered as a pioneer by the government, and was held out as an important example of how measures to overcome the challenges of the future working life could be shaped.

In 1999 the programme was **awarded** with the “Budstikkaprisen”, an annual price awarded to an enterprise, which contributes to dismantle disabling obstacles. In 2006 the MS-foreningen (Multiple Sclerosis-association) awarded them the **MS-Price**, because of their contribution to inclusion of persons with disabilities in the society.

## 1.21 Valcea Prefect's Office (Romania)

**The public authorities hired a wheelchair user and have adapted the office according to her needs. Her incumbent colleague with mammary carcinoma has been offered part-time work at full payment and free psychological assistance.**

**Valcea Prefect's Office** is a **public institution**, established in 1992 according to Law nr. 69/26.11.1991. The mission of the institution is to represent the Romanian government in Valcea county, observe the legality of the documents emitted by the authorities of public local administration, assure the reconstruction of property rights, assure the safety of the citizens lives and goods as well as achieve the objectives of the governmental programme. The activity of the institution is financed by the State budget through the Ministry of Interior and Administrative Reform and from other legal sources. At Valcea Prefect's Office **85 persons are employed** of which 30 are persons with disabilities.

**One of these persons with disabilities** working for the Valcea Prefect's Office is **Ms. B.** The 55 years old woman (born in 1953) finished an economic high school and has a seniority of 25 years. She works as an adviser in the Financial Accountancy Office since 1992. Before, she worked at different institutions from Ramnicu Valcea City in the field of economics. She has a physical disability; both of her breasts have been amputated as a result of a disease (**mammary carcinoma**) that appeared 7 years ago in 2001.

**Another person with disabilities who is working for the Valcea Prefect's Office** is a 34 years old woman, **Ms. C.** She graduated from high school and she has a licence in justice (juridical degree), with a seniority of 10 years. She works as a juridical adviser in the Legal Control, Appliance of Law and Administrative Disputed Claims Office since 2003. Before working at the Valcea Prefect's Office she worked from home as a collaborator juridical adviser in another public institution "Ocnele Mari City Hall". Ms. C has a physical disability (**wheelchair user**), as a result of a disease (**diabetes insulin-dependent**) diagnosed in 1997, that appeared from accumulated stress during her juridical degree exams.

### Employment and accommodation measures

Ms. B. and Ms. C. have an unlimited employment contract and are working full-time.

**Ms. B.** was **employed before her disability appeared**, and after this she needed about 6 months to recover from this psychological trauma. The employer allowed her, for this critical period of time in her life, to come to her job only for **4 hours per day** with no changes regarding her salary (she was paid as if she worked 8 hours/day). They offered her **free psychological assistance** to deal with her trauma for a year. Also, some **colleagues** were very supportive and tried to encourage her self-confidence. After that critical period she continued working full-time like before, without the implementation of any other measures.

The **disability did not affect the way that she fulfils her job**. So, her responsibilities on the job are: Assuring the correct administration; depositing and conserving fix instruments, inventory objects, material resources, fuels and assuring the good administration of the institution's patrimony. She is in charge of logistical issues and with keeping the headquarters of Valcea Prefect's Office in good condition. She also has to do the payroll accounting and she has to watch that salaries are paid on time.

**Ms. C. was employed after her disability appeared.** In 2003 she attended an interview and passed a test regarding her skills and qualifications obtaining the best evaluation for the job description at Valcea Prefect's Office.

Ms. C. as a juridical adviser has to keep the evidence of administrative documents adopted and emitted by the authorities of local public administration and delivered to the prefect for legal verification. She keeps the evidence of juridical actions and files. She has to verify the legality of the contracts and agreements contracted by the local public administration.

The employer **adapted the workplace** of Ms. C for using a wheelchair. Her office furniture has been adapted (special desk for her needs, lower shelves, cupboards, smaller hallstands) and the employer also **replaced the office floor** (carpet with parquet) so she can easily handle her wheelchair. The doors of the office and the toilet have been enlarged so that she can enter with her wheelchair; the toilet seat has been put 15 cm higher. At the **entrance** of the building, a special platform has been installed in order to facilitate Ms. C.'s access to the building. Her **colleagues** are very understanding and offer to help her when she needs it, besides that they treat her like any other person.

The technical adaptation of Ms. C.'s workplace has been financed by Valcea Prefect's Office, the total cost summed up to approx. € 7,000.-.

## **Conclusions**

Looking back **Ms. B. is now very pleased** with the support that the employer and her colleagues offered her both in financial and psychological terms. She realised that without their support her life would be different in a bad way (if they did not help her when she was in need she would not have kept her job and she would have been without social contacts).

**Ms. C. thought that she will never work again in the field that she prepared for** (i.e. juridical work), but Valcea Prefect's Office gave her an interesting chance by offering her this job. Before this job opportunity she thought that with the newly developed disability her life had no meaning, but now she learned that with the help of her colleagues and her employer persons with disabilities can be treated as normal people. Over the 5 years that passed since she is employed at the Prefect's Office, she gained her self-trust and she again became the person that she used to be (friendly, warm, optimistic and patient).

As a positive additional effect, due to the integration of persons with disabilities, **tolerance and understanding among the employees** within the institution has grown. Ms. B. and Ms. C. are considered to be equal members of the institution and are integrated fully into the team with all their strengths and weaknesses.

The integration of persons with disabilities is part of a **governmental programme** implemented by Law nr. 448/2006 that specifies that Romanian organisations public or private with less than 50 employees have the obligation to employ people with disabilities in a rate of 4 % of the total number of the organisation's employees, otherwise they have to pay to the state budget an amount that represents 50 % of the minimum basic pay multiplied by the number of jobs for which people with disabilities have not been hired.

## 1.22 Vantaan Antikvariaatti Oy (Finland)

**A bookshop based on internet sales invited a deaf woman to a job interview without knowing about her disability. As she was suitable, the employers desisted from taking orders by telephone, advised the customers to speak slowly and with eye contact to the employee. The owners began to learn sign language.**

**Vantaan Antikvariaatti Oy** is a family-owned antiquarian bookshop. In addition to the owning couple there are at the moment four part-time employees. Two of them have disabilities. They work part-time by their own request.

The private limited company was established in 2005, is located in Vantaa, near the capital of Finland, and has one outlet. Internet sales have increased in volume during the last years, and now most of the annual revenue stems from there. The owner describes their business strategy to be bolder than the other businesses on the antiquarian sector.

S. N. is a woman who has been **deaf** all her life. She is now 33 years old. Ms. N. has an education as assistant nurse. Previously she has been working in the social and health care sector for 10 years. After that she was at home with her two children for a while. In Vantaan Antikvariaatti she has been working for three years now.

Except that all the communication must be based on vision, there are no other special requirements from her side with regard to the work environment. Therefore, telephone can not be used.

### Job and accommodation

Ms. N. got the job by adding her CV to the national CV register that is maintained by the employment offices. Vantaan Antikvariaatti was looking for a new employee by browsing the ads. There they found Ms. N ready for the interview. They were not looking for a person with disabilities, but a suitable one. In fact, they **did not even know of her deafness** when they invited her to the interview. When it became obvious, it was not a matter of importance.

S. N. started with an **unlimited contract**. She was the first employee in the firm and has already introduced many new employees – who have been recruited after herself – to the work tasks of the company.

In the store she is responsible for the **same activities as everybody else**. She is taking in the orders from internet and e-mail, collecting the books from the warehouse, packing and sending them. She is also responsible for the payments and bills of the firm. In addition she works behind the counter in the store. Half of her time she spends on typing information into data bases. The **only restriction** in her work is that she is **not able to use the telephone**. She can read the lips, so she can handle most of the customer service duties. In more complicated matters paper and pen are used.

The employment of S. N. was not part of any strategy or plan, it happened by accident. The company needed more staff and Ms. N. was available. The employers have been thinking of applying for the status of a social enterprise, but they have not decided yet.

The only measure of accommodation needed has been a sign on the console which says that S. N. is deaf and therefore the **customers need to speak slowly** and with an **eye contact** towards her. There is also a notice on the website that the company will not be able to take in the orders by telephone.

The owners of the firm have been looking for suitable **courses of the Finnish language** for Ms. N., as the native language of S. N. is sign language and there are some shortages in her Finnish skills. However, these skills have improved a lot recently. On the other hand, the **owners have studied some sign language** themselves, too.

The costs of the above mentioned measures were very minor. Therefore, **no financial subsidy** was needed. However, the company has received pay subsidy for the employment of Ms. N.. The amount of the subsidy has been € 800.-/month, which represents around 40 % of the employment cost. For small firms the subsidy is an important incentive to make the decision to hire a new employee. It also compensates the extra time needed for the training period of a person with disabilities. However, in this case the company previously was not aware of the possibility to get a subsidy. S. N. then told them about this possibility. S. N. has never got any pension, but has always been on the open labour market.

### **Experiences and results**

The communication and co-operation with other employees has worked well. Pen and paper as well as some self-made sign language are used. Usually the customers at first get a bit confused, but on their second visit they often already prepared a note on a piece of paper. No effect on the company's productivity has been noticed. The company has steadily grown and still keeps on growing, but the employment policy of the company has not been recognised to be associated with this.

The experiences of the employment have been very positive to the company. They have got **a lot of new contacts** (and potential customers) from the community of the deaf. Also the **feedback** from the "old" customers has been **very good**. In this line of business the things are usually not so hectic that the customers would not have time to make an extra effort in their communication with the salesperson behind the desk.

The **company was awarded** the price "The Exemplary Employer" for the year 2006. The price brought a lot of publicity to them at that time. Also Ms. N. herself has been in many interviews and television programmes. This positive publicity has evoked positive feedback from the customers.

Deafness itself is not a reason for disability pension in Finland. Therefore, if the deaf person has no problems with his/her health, he/she is regarded employable in the eyes of the employment authorities. Often the employment problems of deaf people are due to the negative attitudes towards them from the side of the companies.

Regardless of whether or not there are people with disabilities among the staff, it is important **to be able to cope with the differences of others**, design the work processes properly and train employees accordingly, as well as to spot and resolve the potential misunderstandings as soon as they emerge.

The employment of Ms. N. will certainly continue. The company is growing and new employees will be recruited. There is no meaning whether they have disabilities or not.



### 1.23 Wexford Farmers Co-Operative (Ireland)

**A farmer co-operative offered workplaces to three men with mental/intellectual disabilities and carefully placed them in a working environment where, in addition to a job coach, colleagues assist as “buddies”.**

**Wexford Farmers Co-Operative Society Ltd (WFC)** is a **farmer co-operative** registered under The Friendly Societies Act. One of the oldest co-operatives in Ireland, WFC operates eleven branches at strategic locations in the South East of Ireland, including the original Enniscorthy Co-Op which was founded in 1885. WFC provides a comprehensive range of goods and services to the farming and wider community through its various divisions and subsidiary companies. Services include a Livestock Mart, Real Estate brokerage, Oil Distribution, and Forecourt Retail Operations comprising Oil Filling Stations and Convenience Stores. The Group employs more than 200 people.

#### **The employees**

WFC has a very positive attitude to the employment of people with disabilities as evidenced by the fact that there are currently seven working in the company. This case study profiles three such employees who work for 25 hours or more per week in WFC.

Employee A is a 52 year old unmarried man who has a **mental health disability** presenting as an episodic depression. After pursuing his education to intermediate secondary level he entered the workforce and held a series of employment positions in the retail sector. Following the onset of his disability in 2003 A sought to ease his way back into regular employment via the County Wexford Community Workshop (CWCW) — an independent organisation, founded in 1975 to provide community integration services to people with disabilities in the South East catchment area. Through the CWCW A was put in contact with FÁS, the national employment and training agency, and the County Wexford Consortium for Supported Employment (WCSE). The WCSE job coach secured A's current position with WFC by responding to WFC's local newspaper advertisement placed in April 2007. After a 6 weeks “workplace” trial period A was offered a permanent job.

Employee B is a 30 year old man who has **short term memory loss** as a result of a car accident when he was eighteen years old. Prior to his accident B had completed three years in a secondary level vocational school. When B recovered sufficiently from his accident he participated in a FÁS Community Employment programme, and worked as a caretaker of local community properties. Following this experience he availed of the FÁS Supported Employment programme to source a series of jobs in the unskilled labour market including farm work, construction work and car valeting. The WCSE job coach secured B's current position with WFC by responding to a newspaper advertisement in December 2007.

Employee C is in his twenties and has a severe shyness and a **lack of social skills**. C who was very much protected by his parents has attained a secondary level education. His job in WFC was his first real employment.



## Employment

Mr. A works as an **attendant** at one of WFC's Forecourt operations dispensing diesel fuel for WFC customers. He is extremely meticulous in his duties and displays a high degree of competence provided that there is not too much customer traffic. He has settled well into the job and has recently increased his weekly hours from 24 to 39.

Mr. B performs general **cleaning and message duties** in a convenience store and filling station at another of WFC's Forecourt operations. Because of his short-term memory disability he requires close supervision to keep him on track. B works a 24 hour week.

Mr. C also works a 24 hour week in **merchandising tasks** for a WFC retail store that deals mainly with construction-related products. He is very capable in this "back-of-shop" environment and shows particular competence in IT tasks such as digital stock recording. However, because of his shyness, he lacks the confidence to serve customers face-to-face and his WFC colleagues have to work hard to build up his confidence.

A key concern of their managers is that these employees don't become stressed as a result of their work duties. The aim is to ensure that they are always operating within their comfort zone.

## Experiences and results

The employment of A, B and C has been very satisfactory for both the employees and the company. From the **perspective of the employees** there are a number of very positive outcomes. One obvious advantage is the pay they earn and the attendant sense of independence. Working in the real economy as opposed to sheltered employment or community employment adds to their sense of independence. They take pride in the skills acquired and the responsibilities they are given. Not to be underestimated is the regular social contact, both with customers and, particularly, with work colleagues.

WFC, too, obtains several **benefits** from the employment of people with disabilities. It affords an opportunity for WFC to express its Corporate Social Responsibility (CSR). Seeing and being able to contribute to the enhancement of the quality of life of these employees engenders a feel-good factor among their work colleagues and creates a good team spirit. There is also a commercial bonus – while WFC does not seek a public profile for their CSR activity, the employment of people with disabilities no doubt reaps some local dividends in terms of customer loyalty.

## Accommodation and success factors

A number of factors underpinned the successful employment outcome of the three employees. The crowning factor was the **positive attitude** among key senior WFC executives towards the employment of people with disabilities; indeed, the WFC chief executive officer is the chairman of the CWCW; and the WFC HR manager had previously worked in a large Irish supermarket group that had won awards for the employment of people with disabilities. An associated factor was the HR manager's **knowledge and sensitivity** which enabled her to place the employees in branches of the company where she was confident that work colleagues would assist as "buddies" in their smooth integration into the workforce.

A third critical factor was the **range of support measures** that FÁS was able to provide to assist the integration of people with disabilities into the labour market.

- Because the three employees operate below average productivity rates WFC avails of the FÁS Wage Subsidy Scheme which provides a financial incentive to the company in the form of a wage subsidy payment to compensate for any productivity shortfall.
- The employees availed of the Back to Work allowance (BTWA) granted to employees by the Department of Social and Family Affairs. The BTWA allowed them to retain a reducing proportion of their social welfare payment plus secondary benefits – such as entitlements to free healthcare – on a reducing scale over the first three years of their employment.
- Both employees and the company benefit greatly from the contribution of the FÁS Supported Employment programme. The job coach plays an important training and re-assurance role at the induction phase when the employee commences work and subsequently performs a continuous assessment role.
- The job coach can use the cost-free FÁS Workplace programme to get a foot in the door with employers. This programme matches jobseekers with employers who have a vacancy and allows them to assess them as prospective employees over a 6 week trial period. Jobseekers are paid a flat rate of €31 per week towards travel and meal allowances; this subsidy is paid by the employer who is subsequently reimbursed by FÁS. The Jobseekers retain their normal social welfare status and entitlements.

In conclusion, the WFC case study illustrates the importance of **internal company factors** (a highly supportive management attitude and the identification of an informal network of “buddies” in the workplace) and the availability of a wide range of **complementary public support measures** to assist people with disabilities to find, gain and retain employment in the open labour market.

### **Future perspectives**

The future employment outlook for both employee A and B is good; the company is satisfied with their progress and is happy with their contribution to the business. The rapid and severe downturn in the construction sector has, however, negatively impacted on employee C who has been made redundant. WFC would take C back if market conditions improved.

WFC remains very positive towards the employment of people with disabilities and is open to future approaches by people with disabilities and associated support organisations in relation to job opportunities. However it stresses the need to retain the range of publicly funded support measures that make this CSR work feasible.

## 1.24 Zamel (Poland)

**A producer of electro-technical items modified a private home and established a special shuttle service. This enabled a man with physical disabilities to work from home and adapt the working time according to his current health condition.**

**Zamel Sp.J, Polska** belongs to the Zamel CET Group with registered offices in Pszczyna (Silesia Province). Currently it is a leading producer of bells and chimes in Central and Eastern Europe and one of the main Polish producers and exporters of electro-technical items. The firm operates in the electro-technical sector since 1989 and for almost 20 years it is a family-owned company with 100% Polish capital. Nowadays the company employs 189 persons, including 50 persons with disabilities, on various levels, from production to managing posts.

**Mr. A. B.** is one of the persons with disabilities employed at Zamel. He is a 36 year old man having a significant physical disability and using a **wheelchair**. In 1992, as a result of an unfortunate dive into the water he sustained an injury of the spine and since then has paresis of lower limbs.

### **Employment and accommodations**

In general, employees with disabilities are hired to work **in positions adjusted to their disability**, in production as well as in administration. The devices at their disposal are constantly being updated, which enables professional development and the acquisition of new skills. Aids, such as orthopaedic objects, rehabilitation devices (e. g. chairs for epileptics, footrests, head rests, etc.) are also available. The buildings and facilities of the plant meet the requirements of occupational health and safety rules and regulations, taking under particular consideration the needs of persons with disabilities. The stock of machines is continuously modernised, which considerably contributes to a significant improvement in working conditions and ergonomics.

The **organisation of the technological processes** enables the significant majority of workers employed in direct production to perform their duties while sitting. Additionally, the company has prepared places, where persons with disabilities may rest during work.

The **company has employed a psychologist**, who integrates the workers and organises meetings and conversation for both, the persons with disabilities and other employees. Each employee could also benefit from the possibility of individual meetings with an expert. Currently, the company employs a specific person for hiring people with disabilities. This person bears the responsibility for all formalities, as well as health and disposition of these workers.

The Zamel company also uses **work performed at the home of the employee**. Such a solution is a convenient form of employment, particularly for the persons who, due to their conditions, can not or do not want to leave home. Employees working at home are accounted for the results of their work at the end of each month.

**Mr. A. B.** is employed on a full-time basis. He is an **electronic bells fitter and works at home**, where he has a specially adapted workplace. Due to such organisation of the production, the employee might adjust his responsibilities according to his condition and mood. Results of his work are transported to Zamel company by means of a special vehicle adapted to the needs of persons with disabilities.

The company has partially financed the purchase of a wheelchair, the construction of entrance ramps at Mr. A. B.'s house and the purchase of a mobile phone to allow free communication with the employer. At the employee's home, the company has arranged for a **workplace equipped** with a soldering iron and special ventilating fans preventing from inhaling fumes created during work.

### **Financing and financial support**

Zamel continuously cooperates with Pszczyna District Prefect Office, PFRON (National Fund for the Rehabilitation of Disabled) – Silesian Service Office of the SEE, the Tax Office as well as Pszczyna City and Commune Office. The company may benefit from **support programmes** for employees and employers, as well as from allowances resulting from various regulations, in particular:

- funding for expenditures for organising new work positions;
- subsidies for the participation in rehabilitation stays;
- subsidies for the monthly remunerations paid to the staff with disabilities;
- special subsidies for the remuneration of employees with diagnosed psychical disease, mental disabilities or epilepsy;
- allowance for part of the tax related to the remuneration of persons with disabilities;
- allowance related to social insurance premiums;
- exemption from the obligatory NFRD premiums.

The **plant's fund for the rehabilitation of persons with disabilities (PFRD)**, on the application of the employees with disabilities, provides individual help in the form of non-returnable benefits and loans without interest rates, which are partially or totally written off. This fund may provide help mainly for stay and treatment in hospitals, (sanatoriums, care and curative institution); diagnostic-medical materials and medicines; purchase and repair of rehabilitation-orthopaedic devices and aids; demolition of architectural barriers; training in high schools and colleges as well as rehabilitation stays (or other forms of relaxation).

The **creation of the driveway** to the house of Mr. A. B. is an example of co-financing the demolition of architectural barriers by the company. The firm has also subsidised rehabilitation stays for Mr. A. B., cost of medicines and corrective glasses as well as expenses related to transport insurance.

Moreover, the **company provides help in raising and improving qualifications/** trainings of persons with disabilities by launching individual rehabilitation programmes (IRP). Zamel has subsidised the secondary education fees and intends to co-finance further education of Mr. A. B.. At the moment, Mr. A. B. has secondary education; he had vocational education when he has started working at Zamel. He plans to further improve his qualifications by studying.

## Results and conclusions

Throughout all the years of employing persons with disabilities, no conflicts related with this mixed team have been reported. **Employees create an integrated team**, and the company employs whole generations of families. The company pays attention to treat all employees equally and to avoid any divisions or conflicts. Additionally, the company organises leisure integration trips for the employees and their families, which also contribute to integration outside the working hours.

**Values realised** in the Zamel company might be summarised under the following motto: "**Work creates a person**". Being aware of the fact that the work makes a better person and helps to overcome numerous difficulties, it is not only a source of income, but also a source of satisfaction. Zamel wants to offer a chance to work for everybody willing to undertake it. For many years they have conducted a responsible personnel policy and as an employer the company is aware that a person with disabilities is a fully valuable employee, quite often surpassing other personnel with their commitment and skills.

Mr. A. B. has found a chance of safe and satisfying work in the company. He appreciates the possibility to **work in comfortable conditions**. The company owners value the fact that they have gained so many **dedicated and active employees**, who commit themselves to the work and are willing to share their skills.

Zamel has been awarded several times. On May 17<sup>th</sup>, 2007 the Polish Organisation of Employers of Persons with Disabilities – organiser of the "Icebreakers 2007" competition – has honoured, at the central level, Zamel in the open market category with the first price. Zamel was highlighted as a company successfully combining economic success and providing work for persons with disabilities, and for special social sensibility and responsible personnel policy, taking into consideration the needs of the personnel with disabilities as far as social and health rehabilitation is concerned.





## **ANNEX 2**



## 1 Main Legislation (at National Level)

concerning the equal treatment in employment and occupation of persons with disabilities and the reasonable accommodation for persons with disabilities

country	name in English	name in national language
<b>Austria</b>	<ul style="list-style-type: none"> <li>Federal Act on the Employment of People with Disabilities, Law Nr. 22/1970 (amended by Law Nr. 82/2005 – Disability Equality Act) (§6 1a corresponds to art. 5 of 2000/78/EC)</li> <li>Disability Equality Act, Law Nr. 82/2005</li> </ul>	<ul style="list-style-type: none"> <li>Bundesgesetz über die Einstellung und Beschäftigung Behinderter (Behinderteneinstellungsgesetz; BEinstG), Nr. 22/1970</li> <li>Bundesgesetz über die Gleichstellung von Menschen mit Behinderungen (Bundes-Behindertengleichstellungsgesetz; BGStG), Nr. 82/2005</li> </ul>
	<i>Provisions on reasonable accommodation are included in federal law.</i>	
<b>Belgium</b>	<ul style="list-style-type: none"> <li>Anti-Discrimination Act, 1993 (amendment in 2003 reflects 2000/78/EC) Act of February 25, 2003 pertaining to the combat of discrimination and to the amendment of the Act of February 15, 1993 pertaining to the foundation of a centre for equal opportunities and opposition to racism</li> <li>Law of May 10, 2007 combating certain forms of discrimination</li> <li>Wallonia only: Executive Degree of November 5, 1998 on the promotion of the equality of chances of persons with disabilities on the employment market</li> </ul>	<ul style="list-style-type: none"> <li>Wet van 25 februari 2003 ter bestrijding van discriminatie en tot wijziging van de wet van 15 februari 1993 tot oprichting van een Centrum voor gelijkheid van kansen en voor racismebestrijding</li> <li>Loi du 25 février 2003 tendant à lutter contre la discrimination et modifiant la loi du 15 février 1993 créant un Centre pour l'égalité des chances et la lutte contre le racisme</li> <li>Wet ter bestrijding van bepaalde vormen van discriminatie - 10 mei 2007 (BS 30 V 07)</li> <li>Loi du 10 mai 2007 tendant à lutter contre certaines formes de discrimination (BS 30 V 07)</li> <li>Arrêté du Gouvernement wallon du 5 novembre 1998 visant à promouvoir l'égalité des chances des personnes handicapées sur le marché de l'emploi</li> </ul>
	<i>Provisions on reasonable accommodation are included in federal law.</i>	

country	name in English	name in national language
<b>Bulgaria</b>	<ul style="list-style-type: none"> <li>Protection against Discrimination Act, Law Nr. 86/2003 (amended by Law Nr. 69/2008) (<i>transposes 2000/78/EC</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Закон за защита от дискриминация (обнародван в Държавен вестник бр. № 86/2003, последно изменение в Държавен вестник бр.№ 69/2008)</li> </ul>
	<ul style="list-style-type: none"> <li>Labour Code, Law Nr. 86/1986 (amended by Law Nr. 43/2008)</li> </ul>	<ul style="list-style-type: none"> <li>Кодекс на труда (обнародван в Държавен вестник бр. № 86/1986, последно изменение в Държавен вестник № бр.43/2008№</li> </ul>
	<ul style="list-style-type: none"> <li>Integration of People with Disabilities Act, Law Nr. 81/2004 (amended by Law Nr. 108/2007)</li> </ul>	<ul style="list-style-type: none"> <li>Закон за интеграция на хората с увреждания (обнародван в Държавен вестник бр. № 81/2004, последно изменение в Държавен вестник бр.№ 108/2007)</li> </ul>
	<ul style="list-style-type: none"> <li>Employment Promotion Act, Law Nr. 112/2001 (amended by Law Nr. 89/2008)</li> </ul>	<ul style="list-style-type: none"> <li>Закон за насърчаване на заетостта (обнародван в Държавен вестник бр. № 112/2001, последно изменение в Държавен вестник бр.№ 89/2008)</li> </ul>
<b>Cyprus</b>	<ul style="list-style-type: none"> <li>Law on Disability, Law Nr. 72 (I)/2000 (amended by Law Nr. 57 (I)/2004)</li> </ul>	<ul style="list-style-type: none"> <li>Ο περί Ατόμων με Αναπηρίες Νόμος 72(Ι) 2000 (Ο περί Ατόμων με Αναπηρίες Τροποποιητικός Νόμος № 57(Ι) 2004)</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law.</i>	
<b>Czech Republic</b>	<ul style="list-style-type: none"> <li>Employment Act, Law Nr. 435/2004 (<i>Section 4, §2 reflects 2000/78/EC</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Zákon č. 435/2004 Sb., o zaměstnanosti</li> </ul>
	<ul style="list-style-type: none"> <li>Law Nr. 218/2002 on official service in state administration and on remuneration of these officials and other employees</li> </ul>	<ul style="list-style-type: none"> <li>Zákon č. 218/2002 Sb., o službě státních zaměstnanců ve správních úřadech a o odměňování těchto zaměstnanců a ostatních zaměstnanců ve správních úřadech (služební zákon)</li> </ul>
	<ul style="list-style-type: none"> <li>Labour Code, Law Nr. 262/2006</li> </ul>	<ul style="list-style-type: none"> <li>Zákoník práce 262/2006 Sb.</li> </ul>
	<i>National legislation provides for a ban on discrimination based on health situation (disability not being mentioned explicitly).</i>	
	<i>Provisions on reasonable accommodation are included in labour law.</i>	

country	name in English	name in national language
Denmark	<ul style="list-style-type: none"> <li>Act on Prohibition of Discrimination in Employment, Law Nr. 459/1996 (amended by Laws Nr. 1417/2004, 240/2006, 1542/2006 and 387/2008) (amendment in 2004 reflects 2000/78/EC)</li> </ul>	<ul style="list-style-type: none"> <li>Lov om forbud mod forskelsbehandling på arbejdsmarkedet m.v., lov nr. 459/1996 (ændret ved lov nr. 1417/2004, lov nr. 240/2006, lov nr. 1542/2006 og lov nr. 387/2008)</li> </ul>
	Provisions on reasonable accommodation are included in national law.	
Estonia <sup>1</sup>	<ul style="list-style-type: none"> <li>Law on Estonian Employment Contracts, RT 1992, 15/16, 241 (as amended in 2004)</li> <li>Law on Employment Services and Allowances, 2006 (partly transposes art. 5 of 2000/78/EC)</li> <li>Law on Occupational Health and Safety</li> <li>Law of Social Compensation of People with Disabilities, 1999</li> <li>Law for Determining the Level of Disability, 2005</li> </ul>	<ul style="list-style-type: none"> <li>Eesti Vabariigi töölepinguseadus, RT 1992, 15/16, 241</li> <li>Tööturuteenuste ja -toetuste seadus, 2006</li> <li>Töötervishoiu ja tööohutuse seadus, 2006</li> <li>Puuetega inimeste sotsiaaltoetuste seadus, 1999</li> <li>Puude raskusastme määramise ja lisakulude tuvastamise kord, 2005</li> </ul>
	No provisions on reasonable accommodation are included in national law.	
Finland	<ul style="list-style-type: none"> <li>Non-Discrimination Act, Law Nr. 21/2004</li> <li>Employment Contracts Act, Law Nr. 55/2001 (amended by Law Nr. 23/2004)</li> <li>Civil Servants Act, Law Nr. 750/1994 (amended by Law Nr. 25/2004)</li> <li>Municipal Officeholders' Act, Law Nr. 304/2003 (amended by Law Nr. 23/2004)</li> <li>Seafarers' Act, Law Nr. 423/1978 (amended by Law Nr. 23/2004)</li> </ul>	<ul style="list-style-type: none"> <li>Yhdenvertaisuuslaki 21/2004</li> <li>Työsopimuslaki 55/2001 (muutettu lailla 23/2004)</li> <li>Valtion virkamieslaki 750/1994 (muutettu lailla 25/2004)</li> <li>Laki kunnallisesta viranhaltijasta 304/2003 (muutettu lailla 23/2004)</li> <li>Merimieslaki 423/1978 (muutettu lailla 23/2004)</li> </ul>
	Provisions on reasonable accommodation are included in national law (Non-Discrimination Act, Section 5).	

country	name in English	name in national language
<b>France</b>	<ul style="list-style-type: none"> <li>• Law for Equal Rights and Chances, Participation and Citizenship for Persons with Disabilities, 2005</li> <li>• Labour Code</li> <li>• Code of Social Welfare (art. L114)</li> <li>• Decree Nr. 134/2006 relating to the recognition of the importance of disability</li> <li>• Decree Nr. 501/2006 relating to the fund for professional integration of disabled persons</li> <li>• Law for Employment of Persons with Disabilities, Nr. 517/1987</li> </ul>	<ul style="list-style-type: none"> <li>• Loi n° 2005-102 pour l'égalité des droits et des chances, la participation et la citoyenneté des personnes handicapées, 2005</li> <li>• Code du Travail</li> <li>• Code de la Sécurité Sociale (art. L114)</li> <li>• Décret n° 2006-134 relatif à la reconnaissance de la lourdeur du handicap, 2006</li> <li>• Décret n° 2006-501 relatif au fonds pour l'insertion des personnes handicapées dans la fonction publique, 2006</li> <li>• Loi n° 87-517 en faveur de l'emploi des travailleurs handicapés, 1987</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law (Labour Code, art. L. 323-9-1).</i>	
<b>Germany</b>	<ul style="list-style-type: none"> <li>• Book IX of the Social Code (section 81 §4 covers aspects mentioned in art. 5 of 2000/78/EC)</li> <li>• Various provisions of the Social Codes, Books I, III, IX, X, XII</li> <li>• General Equal Treatment Act of August 18, 2006</li> </ul>	<ul style="list-style-type: none"> <li>• Sozialgesetzbuch (SGB) Neuntes Buch (IX)</li> <li>• Sozialgesetzbuch (SGB) Erstes Buch (I), Drittes Buch (III), Viertes Buch (IX), Fünftes Buch (V), Siebtes Buch (VII)</li> <li>• Allgemeines Gleichbehandlungsgesetz (AGG)</li> </ul>
	<i>Provisions on reasonable accommodation (limited to "people with severe disabilities") are included in federal law.</i>	
<b>Greece</b>	<ul style="list-style-type: none"> <li>• Equal Treatment Act, Law Nr. 3304/2005 (literally adopts art. 5 of 2000/78/EC)</li> </ul>	<ul style="list-style-type: none"> <li>• ΝΟΜΟΣ 3304/2005 - ΦΕΚ Α/16/27.1.2005 (Εφαρμογή της αρχής της ίσης μεταχείρισης ανεξαρτήτως φυλετικής ή εθνοτικής καταγωγής, θρησκευτικών ή άλλων πεποιθήσεων, αναπηρίας, ηλικίας ή γενετήσιου προσανατολισμού.)</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law.</i>	

country	name in English	name in national language
Hungary	<ul style="list-style-type: none"> <li>Act CXXV 2003 on Equal Treatment and the promotion of equality of opportunities (amended in May 2005)</li> <li>Labour Code, XXII. 1992</li> </ul>	<ul style="list-style-type: none"> <li>Az egyenlő bánásmódról és az esélyegyenlőség előmozdításáról szóló 2003. évi CXXV. törvény (Ebkvt.)</li> <li>A munka törvényköve 1992. évi XXII. törvény</li> </ul>
	<i>No transposition of reasonable accommodation are included in national law.</i>	
Iceland	<ul style="list-style-type: none"> <li>Act on the Affairs of People with Disabilities, Law Nr. 59/1992</li> <li>Regulation Nr. 159/1995 (enabling agreements between the Social Insurance Administration and employers)</li> </ul>	<ul style="list-style-type: none"> <li>Lög um málefni fatlaðra, 1992 nr. 59 2. júní</li> <li>Reglugerð um öryrkjavinnu nr. 159/1995</li> </ul>
Ireland	<ul style="list-style-type: none"> <li>Equality Act, 2004 (amending the Employment Equality Act, 1998 and the Equal Status Act, 2000; transposes 2000/78/EC)</li> <li>Equal Status Acts 2000 to 2004</li> <li>Employment Equality Acts 1998 and 2004</li> <li>Building Regulations 1997 – 2005</li> <li>Disability Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>Equality Act, 2004</li> <li>Equal Status Acts 2000 to 2004</li> <li>Employment Equality Acts 1998 and 2004</li> <li>Building Regulations 1997 – 2005</li> <li>Disability Act, 2005</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law.</i>	



country	name in English	name in national language
Italy	<ul style="list-style-type: none"> <li>Legislative Degree No. 216/2003 transposing Directive 2000/78/EC (amended by Legislative Degree Nr. 256/2004)</li> <li>Act Nr. 68/1999 on provisions on the right to work of persons with disabilities</li> <li>Law 104/1992 on the assistance, social integration and rights of persons with disabilities</li> <li>Law 4/2004 supports the access of persons with disabilities to information technologies</li> </ul>	<ul style="list-style-type: none"> <li>Decreto Legislativo 9 luglio 2003 n. 216 "Attuazione della Direttiva 2000/78/CE per la parità di trattamento in materia di occupazione e di condizioni di lavoro."</li> <li>Legge 12 marzo 1999, n. 68 "Norme per il diritto al lavoro dei disabili" (Pubblicata nel Supplemento Ordinario n. 57/L alla Gazzetta Ufficiale 23 marzo 1999)</li> <li>Legge 5 febbraio 1992, n. 104 "Legge-quadro per l'assistenza, l'integrazione sociale e i diritti delle persone handicappate." (Pubblicata in G. U. 17 febbraio 1992, n. 39, S.O.)</li> <li>Legge 9 gennaio 2004, n. 4 "Disposizioni per favorire l'accesso dei soggetti disabili agli strumenti informatici" (Pubblicata nella Gazzetta Ufficiale 17 gennaio 2004, n. 13)</li> </ul>
	<i>Provisions on reasonable accommodation do not cover all persons with disabilities.</i>	
Latvia	<ul style="list-style-type: none"> <li>Labour Law Code, 2001 (amended on September 21, 2006)</li> <li>Law on Medical and Social Protection of Persons with Disabilities, 1992</li> <li>Law on Disability (no approved in spring 2008)</li> <li>Law on Social Security</li> </ul>	<ul style="list-style-type: none"> <li>20.06.2001, likums "Darba likums" (spēkā ar 01.06.2002)</li> <li>29.09.1992, likums "Par invalīdu medicīnisko un sociālo aizsardzību" (spēkā ar 01.01.1993)</li> <li>Invalīdības likums, iesniegts Saeimā pirmo reizi 2006.g.</li> <li>07.09.1995, likums "Par sociālo drošību" (spēkā ar 05.10.1995)</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law (Labour Code, art. 7.3).</i>	

country	name in English	name in national language
<b>Liechtenstein</b>	<ul style="list-style-type: none"> <li>Disability Equality Act, Law Nr. 243/2006</li> <li>Invalidity Insurance Act, Law Nr. 5/1960</li> </ul>	<ul style="list-style-type: none"> <li>Gesetz über die Gleichstellung von Menschen mit Behinderungen (Behindertengleichstellungsgesetz; BGIG); Nr. 243/2006</li> <li>Gesetz über die Invalidenversicherung (IVG); Nr. 5/1960 (adaptiert durch Gesetz Nr. 244/2006)</li> </ul>
<b>Lithuania</b>	<ul style="list-style-type: none"> <li>Law on Equal Treatment, Nr. IX – 1826/2003 (in force since 2005) (amended by Law Nr. X-1602/2008 07 05)</li> <li>Employment Code, 2002</li> <li>Law on the Social Integration of the Disabled, 1991 (amended by Law Nr. I-2044/2004)</li> <li>Law on Support for Employment, 2006</li> </ul>	<ul style="list-style-type: none"> <li>Lygių galimybių įstatymas, IX-1826/2003 (Šio įstatymo nauja redakcija - įstatymas Nr. X-1602, priimtas 2008-06-17, įsigaliojęs 2008-07-05)</li> <li>Darbo kodekso patvirtinimo, įsigaliojimo ir įgyvendinimo (STATYMAS. Darbo KODEKSAS; IX-926/2002)</li> <li>Neįgalųjų socialinės integracijos įstatymas (I-2044/2004)</li> <li>Užimtumo rėmimo įstatymas, X-694/2006</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law (Law on Equal Treatment, art. 5.9).</i>	
<b>Luxembourg</b>	<ul style="list-style-type: none"> <li>Equal Treatment Law of November 28, 2006</li> <li>Law of November 29, 2006 (public sector law)</li> <li>Law of November 12, 1991</li> </ul>	<ul style="list-style-type: none"> <li>Egalité de traitement loi du 28 Novembre, 2006</li> <li>Loi du 29 Novembre 2006</li> <li>Loi du 12 Novembre 1991</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law.</i>	
<b>Malta</b>	<ul style="list-style-type: none"> <li>Persons with Disabilities (Employment) Act, 1969</li> <li>Equal Opportunities (Persons with Disabilities) Act, 2000</li> <li>Employment and Industrial Relations Act, 2002</li> <li>Equal Treatment in Employment Regulations, Law Nr. 461/2004 (amended by Law Nr. 53/2007) (transposed and implemented Directive 2000/78/EC)</li> </ul>	<ul style="list-style-type: none"> <li>L-Att dwar l-Impjieg ta' Persuni Inkapacitati - Att Nru II ta' l-1969, Kapitolu 210 tal-Ligijiet ta' Malta</li> <li>Ligi Opportunitajiet Indaqs (Persuni b'Dizabilita), 2000</li> <li>L-Att dwar L-Impjegi u R-Relazzjonijiet Industrijali, 2002</li> <li>Regolamenti dwar Trattament Ugwali FI-Impjegi</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law.</i>	

country	name in English	name in national language
Netherlands	<ul style="list-style-type: none"> <li>Act on Equal Treatment (Disabled and Chronically Sick Persons), 2003</li> <li>Ability to Work Act (WIA)</li> <li>Act on Employment of the Disabled (WSW)</li> </ul>	<ul style="list-style-type: none"> <li>Algemene Wet Gelijke Behandeling (1994)</li> <li>Wet Werk en Inkomen naar Arbeidsvermogen (WIA)</li> <li>Wet Sociale Werkvoorziening (WSW)</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law.</i>	
Norway	<ul style="list-style-type: none"> <li>Working Environment Act, 1977</li> <li>Planning and Building Act</li> <li>Discrimination and Accessibility Act (<i>to come into force in 2009</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Lov om arbeidsmiljø, arbeidstid og stillingsvern nr. 62/2005</li> <li>Plan og bygningsloven nr. 77/1985</li> <li>Diskriminerings- og tilgjengelighetsloven nr. 42/2008</li> </ul>
Poland	<ul style="list-style-type: none"> <li>Labour Code, 1974 (amended in 2001 and 2003)</li> <li>Charter for the Rights of Persons with Disabilities, 1997</li> <li>Act on Vocational and Social Rehabilitation and Employment of Persons with Disabilities, 1997</li> </ul>	<ul style="list-style-type: none"> <li>Kodeks Pracy; ustawa z dnia 26 czerwca 1974 r. (Dz.U. nr. 24 poz. 141)</li> <li>Karta Praw Osób Niepełnosprawnych; Uchwała Sejmu Rzeczypospolitej Polskiej z dnia 1 sierpnia 1997 r. (M.P. nr. 50 z 13 sierpnia 1997 r. poz. 475)</li> <li>Ustawa o Rehabilitacji Zawodowej i Społecznej oraz Zatrudniania Osób Niepełnosprawnych z 27 sierpnia 1997r. (Dz.U. nr. 123, poz. 776)</li> </ul>
	<i>No provisions defining reasonable accommodation are included in national law.</i>	
Portugal	<ul style="list-style-type: none"> <li>Code of Labour, Law Nr. 99/2003</li> <li>Non-Discrimination Law 46/2006, prohibiting and punishing discrimination based on disability and on the grounds that a person has a pre-existing aggravated risk to health</li> <li>Accessibility Decree Law, Nr. 163/2006</li> <li>Juridical System for the Prevention, Capacitating, Rehabilitation and Participation of Persons with Disabilities, Law Nr. 38/2004</li> </ul>	<ul style="list-style-type: none"> <li>Lei nº 99/2003, aprova o Código do Trabalho.</li> <li>Lei nº 46/2006 – Lei, proíbe e pune a discriminação em razão da deficiência e da existência de risco agravado de saúde.</li> <li>Decreto-Lei nº 163/2006, aprova o regime de acessibilidade</li> <li>Lei nº 38/2004, define as bases gerais do regime jurídico da prevenção, habilitação, reabilitação e participação da pessoa com deficiência</li> </ul>
	<i>Rules concerning reasonable accommodation are included in national law (Law Nr. 35/2004 that regulates Labour Code).</i>	

country	name in English	name in national language
Romania	<ul style="list-style-type: none"> <li>• Law regarding the Special Protection of Persons with disabilities, Law Nr. 53/1992</li> <li>• Ordinance for the Social Protection and Employment of Persons with Disabilities, Law Nr. 102/1999</li> <li>• Labour Code, Law Nr. 53/2002</li> <li>• Law Nr. 343/2004 (obligation to hire persons with disabilities)</li> <li>• Law Nr. 448/2006 regarding the Protection and Promotion of Persons with Intellectual Disabilities' Rights</li> </ul>	<ul style="list-style-type: none"> <li>• Lege nr 53/1992 privind protectia speciala a persoanelor handicapate</li> <li>• Ordonanta de Urgenta 102/1999 privind protectia speciala si incadrarea in munca a persoanelor cu handicap</li> <li>• Lege 53/2003 – Codul muncii</li> <li>• Lege 343/2004 pentru modificarea OUG nr 102/1999 privind protectia speciala si incadrarea in munca a persoanelor cu handicap</li> <li>• Lege 448/2006 privind protectia si promovarea persoanelor cu handicap</li> </ul>
Slovakia	<ul style="list-style-type: none"> <li>• Labour Code, 2001</li> <li>• Act on Employment Services, 2003 (implements art. 5 of <i>Directive 2000/78/EC</i>)</li> <li>• Act Nr. 365/2004 Coll. on equal treatment in certain areas and protection against discrimination (amending and supplementing certain other laws)</li> <li>• Act Nr. 308/1993 Coll. on establishing the Slovak National Centre for Human Rights (amended in 2004)</li> </ul>	<ul style="list-style-type: none"> <li>• Zákonník práce 311/2001 Z.z.</li> <li>• Zákon 5/2004 Z.z. o službách zamestnanosti</li> <li>• Zákon 365/2004 Z.z. o rovnakom zaobchádzaní v niektorých oblastiach a o ochrane pred diskrimináciou a o zmene a doplnení niektorých zákonov (antidiskriminačný zákon)</li> <li>• Zákon 308/1993 Z.z. o zriadení Slovenského národného strediska pre ľudské práva</li> </ul>
<i>Provisions on reasonable accommodation are included in national law.</i>		

country	name in English	name in national language
Slovenia	<ul style="list-style-type: none"> <li>Act implementing the principle of equal treatment (IPETA), 2004 (amended in 2007 – IPETA-A)</li> <li>Disabled Persons Organisations Act</li> <li>Employment Relationship Act, 2002 (amended in 2006, 2007 and 2008)</li> <li>Vocational Rehabilitation and Employment of Disabled Persons Act</li> <li>Pension and Disability Insurance Act</li> <li>Health and Safety at Work Act</li> <li>Act on the Equality of Possibilities for Disabled (<i>in process</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Zakon o uresničevanju načela enakega obravnavanja (ZUNEO), 2004, spremembe 2007 (amended in 2007 – IPETA-A)</li> <li>Zakon o invalidskih organizacijah</li> <li>Zakon o delovnih razmerjih, 2002 (spremembe 2006, 2007 in 2008)</li> <li>Zakon o zaposlitveni rehabilitaciji in zaposlovanju invalidov</li> <li>Zakon o pokojninskem in invalidskem zavarovanju</li> <li>Zakon o varnosti in zdravju pri delu</li> <li>Zakon o izenačevanju možnosti invalidov (v procesu sprejemanja)</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law.</i>	
Spain	<ul style="list-style-type: none"> <li>Law Nr. 13/1982 for the social integration of the disabled</li> <li>Law Nr. 51/2003 on equality in opportunities, non-discrimination and universal accessibility for people with disabilities</li> <li>Law Nr. 62/2003 of December 30 on fiscal, administrative and social measures</li> <li>Law Nr. 53/2003 on public employment of people with disabilities</li> <li>Law Nr. 49/2007 that establishes the regime of infractions and penalties on the issue of equality in opportunities, non-discrimination and universal accessibility for people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Ley 13/1982 de 7 de Abril, de Integración Social de los Minusválidos</li> <li>Ley 51/2003 de 2 de Diciembre sobre Igualdad de Oportunidades, No Discriminación y Accesibilidad Universal de las Personas con Discapacidad (LIONDAU)</li> <li>Ley 62/2003, de 30 de diciembre, de Medidas Fiscales, Administrativas y del Orden Social</li> <li>Ley 53/2003, de 10 de Diciembre sobre Empleo Público de Discapacitados</li> <li>Ley 49/2007, de 26 de diciembre, por la que se establece el régimen de infracciones y sanciones en materia de igualdad de oportunidades, no discriminación y accesibilidad universal de las personas con discapacidad.</li> </ul>
	<i>Provisions on reasonable accommodation are included in national law.</i>	

country	name in English	name in national language
Sweden	<ul style="list-style-type: none"><li>Prohibition of Discrimination Act, Law Nr. 307/2003 (amended by Act Nr. 1089/2004)</li><li>Prohibition of Discrimination in Working Life of People with Disability Act, Law Nr. 132/1999 (amended by Act Nr. 309/2003)</li><li>The Act on Special Provisions for Individuals with Disabilities that Causes Lower Working Ability, 2000</li><li>Working Environment Act, 1982</li><li>Employment Protection Act</li></ul>	<ul style="list-style-type: none"><li>Lag om förbud mot diskriminering (SFS 2003:307)</li><li>Lag om förbud mot diskriminering ni arbetslivet på grund av funktionshinder (SFS 1999:132)</li><li>Förordning om särskilda insatser för personer med funktionshinder som medför nedsatt arbetsförmåga (SFS 2000:630)</li><li>Arbetsmiljölöag (SFS 1977:1160)</li><li>Lag om anställningsskydd (SFS 1982:80)</li></ul>
	Provisions on reasonable accommodation are included in national law.	
United Kingdom	<ul style="list-style-type: none"><li>Disability Discrimination Act (DDA), 1995</li></ul>	<ul style="list-style-type: none"><li>Disability Discrimination Act (DDA), 1995</li></ul>
	Previously existing duty of reasonable adjustment extended to small employers and to previously excluded occupations (except armed forces) and vocational training (amendments in 2003 and 2006).	

<sup>1</sup> The draft Equal Treatment Act has not been taken into account.

Sources: Austrian Institute for SME Research (KMFA); ENSR; European Commission COM(2008)225 final; European Commission SEC(2008)524





## 2. Key Actors in the Area of Employment of Persons with Disabilities

country	name	name in national language
<b>Across Europe/EU</b>	DG Employment and Social Affairs & Equal Opportunities	
	The European Disability Forum	
<b>Austria</b>	Federal Ministry of Social Affairs and Consumer Protection	Bundesministerium für Soziales und Konsumentenschutz
	Federal Social Welfare Authority	Bundesamt für Soziales und Behindertenwesen (Bundessozialamt)
	Public Employment Service	Arbeitsmarktservice
	Social Insurance Institutions	Sozialversicherungsträger
	Ombud for Persons with Disabilities	Anwalt für Gleichbehandlungsfragen für Menschen mit Behinderungen (Bundes-Behindertenanwalt)
	Austrian National Council of Persons with Disabilities	Österreichische Arbeitsgemeinschaft für Rehabilitation
<b>Belgium</b>	Federal Public Social Security/DG Persons with Disabilities	Flemish: Federale Overheids Dienst Sociale Zekerheid, Directie-generaal Personen met een Handicap French: La Direction générale personnes handicapées La Direction générale personnes handicapées
	Flemish agency for persons with disabilities	Vlaams Agentschap voor Personen met een Handicap
	Flemish service for employment-finding and vocational training	Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding
	Walloon agency for the integration of disabled persons	l'Agence wallonne pour l'intégration des personnes handicapées
	Service for Persons with Disabilities for the French Community in Brussels	le Service bruxellois francophone des personnes handicapées
	Agency for disabled persons	DPH; Dienststelle für Personen mit Behinderung
	Centre for Equal Opportunities and Opposition to Racism	Flemish: Centrum voor gelijkheid van kansen en voor racismebestrijding French: Centre pour l'égalité des chances et la lutte contre le racisme
	Belgian Disability Forum	Idem (English name)
	Federal institute for assurance in case of illness and disability	Flemish: Rijksinstituut voor Ziekte- en Invaliditeitsverzekering (Riziv). French: (l'institut national d'assurance maladie invalidité (INAMI)

country	name	name in national language
<b>Bulgaria</b>	Ministry of Labour and Social Policy	Министерство на труда и социалната политика
	Employment Agency	Агенция по заетостта
	Social Assistance Agency	Агенция за социално подпомагане
	Agency for Persons with Disabilities	Агенция за хората с увреждания
	The Economic and Social Council	Икономически и социален съвет
	National Council for Tripartite Cooperation	Национален съвет за тристранно сътрудничество
	National Council for Integration of People with Disabilities	Национален съвет за интеграция на хората с увреждания
<b>Cyprus</b>	Ministry of Labour and Social Insurance/Department of Labour	Υπουργείο Εργασίας & Κοινωνικών Ασφαλίσεων
	Services for Disabled	Υπηρεσία Μέριμνας Αναπήρων
	National Council for Persons with Disabilities	Παγκύπριο Συμβούλιο για Άτομα με Αναπηρίες
	Cyprus Confederation of Organisations of the Disabled	Κυπριακή Συνομοσπονδία Οργανώσεων Αναπήρων
	Ombudsman against Discrimination	Επίτροπος Διοικήσεως
<b>Czech Republic</b>	Ministry of Labour and Social Affairs	Ministerstvo práce a sociálních věcí
	Labour Offices	Úřad práce
	Czech Social Insurance Administration	Česká správa sociálního zabezpečení
	Governmental Committee for People with Disabilities	Vládní výbor pro zdravotně postižené občany
	Union of Czech and Moravian Producer Cooperatives	Svaz českých a moravských výrobních družstev
<b>Denmark</b>	Ministry of Employment	Beskæftigelsesministeriet
	Danish Disability Council	Det Centrale Handicapråd
	The Equal Opportunities Centre for Persons with Disabilities	Center for Ligebehandling af Handicappede
	(Regional) Employment Councils	(Regionale) Beskæftigelsesråd
	(Local) Job Centres	(Lokale) Jobcentre
	The Danish Organisations of Persons with Disabilities	Danske Handicaporganisationer
<b>Estonia</b>	Ministry of Social Affairs	Sotsiaalministeerium
	Estonian Labour Market Board	Tööturuamet
	Social Insurance Board	Sotsiaalkindlustusamet
	Estonian Chamber of People with Disabilities	Eesti Puuetega Inimeste Koda
<b>Finland</b>	Ministry of Employment and the Economy	Työ- ja elinkeinoministeriö
	Employment Offices	Työvoimatoimistot
	Employment and Economic Development Centres	Työ- ja elinkeinokeskukset
	National Council on Disability (VANE)	Valtakunnallinen vammaisneuvosto (VANE)
	Evangelical Lutheran Church	Suomen evankelis-luterilainen kirkko
	Ombudsman for Equality	Tasa-arvovaltuutettu
	VATES Foundation	VATES -säätiö
	The Threshold Association (Kynnys)	Kynnys ry

country	name	name in national language
France	Ministry of the Economy, Industry and Employment	Ministère de l'Économie, de l'Industrie et de l'Emploi.
	French National Agency for Employment (ANPE)	Agence Française pour l'Emploi (ANPE)
	Department House for Persons with Disabilities (MDPH)	Maison Départementale des Personnes Handicapées
	AGEFIPH	Association de Gestion du Fonds pour l'Insertion des Personnes Handicapées (AGEFIPH)
Germany	Federal Ministry of Labour and Social Affairs	Bundesministerium für Arbeit und Soziales (BMAS)
	Advisory Council on the Participation of Persons with Disabilities	Beirat für die Teilhabe behinderter Menschen
	Rehabilitation Institutions: Federal Employment Agency Public Health Insurance Federal Pension Funds Occupational Accident Insurance	Rehabilitationsträger: Bundesagentur für Arbeit gesetzlichen Krankenversicherung gesetzliche Rentenversicherung gesetzliche Unfallversicherung
	Integration Offices	Integrationsämter
	Special Services for Integration	Integrationsfachdienste
	Federal Association for Supported Employment	Bundesarbeitsgemeinschaft für Unterstützte Beschäftigung (BAG UB) e.V.
	Sheltered Workshops	Werkstätten für behinderte Menschen
	Vocational Youth Training Centres	Berufsbildungswerke
	Vocational Retraining Centres	Berufsförderungswerke
	German Disability Council	Deutscher Behindertenrat (DBR)
	Federal Ministry of Labour and Social Affairs	Bundesministerium für Arbeit und Soziales (BMAS)
	Advisory Council on the Participation of Persons with Disabilities	Beirat für die Teilhabe behinderter Menschen
	Federal Employment Agency	Rehabilitationsträger: Bundesagentur für Arbeit gesetzlichen Krankenversicherung gesetzliche Rentenversicherung gesetzliche Unfallversicherung
	Integration Offices	Integrationsämter
	Special Services for Integration	Integrationsfachdienste
	Federal Association for Supported Employment	Bundesarbeitsgemeinschaft für Unterstützte Beschäftigung (BAG UB) e.V.
	Vocational Youth Training Centres	Werkstätten für behinderte Menschen
	Vocational Retraining Centres	Berufsbildungswerke
	Sheltered Workshops	Berufsförderungswerke
	German Disability Council	Deutscher Behindertenrat (DBR)

country	name	name in national language
Greece	Ministry of Labour and Social Security	Υπουργείο Απασχόλησης και Κοινωνικής Προστασίας
	Manpower Employment Organisation (O.A.E.D.)	Οργανισμός Απασχολήσεως Εργατικού Δυναμικού
	Ombud for Equal Treatment	Συνήγορος του Πολίτη για την προώθηση της Αρχής της Ίσης Μεταχείρισης
	Greek Association of Supported Employment	Ελληνική Ένωση Υποστηριζόμενης Απασχόλησης
Hungary	Ministry of Social Affairs and Labour	Szociális és Munkaügyi Minisztérium
	National Employment Fund	Országos Foglalkoztatási Közalapítvány
	Public Employment Services (AFSZ)	Állami Foglalkoztatási Szolgálat
	National Federation of Companies Providing Sheltered Employment (VSZOSZ)	Védett Szervezetek Országos Szövetsége
	The National Association of People with Mobility Impairments (MEOSZ)	Mozgáskorlátozottak Egyesületeinek Országos Szövetsége
	Hungarian Association for People with Intellectual Disability (EFOÉSZ)	Értelmi Fogyatékosággal Élők és Segítőik Országos Érdekvédelmi Szövetsége
	Hungarian Association of the Deaf and Hard of Hearing (SINOSZ)	Siketek és Nagyothallók Országos Szövetsége
	Association of Deaf-Blind	Siket-Vakok Országos Egyesülete
	Hungarian Federation of NGOs for People with Mental Difficulties (ÉTA)	Értelmi Sérülteket szolgáló Társadalmi Szervezetek és Alapítványok Országos Szövetsége
	Association of Relatives of People with Schizophrenia	Skizofrén Betegeket Segítő Intézmények
Iceland	Ministry of Social Affairs	Félags- og tryggingamálaráðuneytið
	Board of Administration on the Affairs of People with Disabilities	Stjórnarnefnd um málefni fatlaðra
	Employment Bureaus	Svæðisskrifstofa Málefni Fatlaðra Vinnumálastofnun
	Department of Employment of People with Disabilities	Atvinnudeild Fatlaðra Vinnumálastofnunar
	Social Insurance Administration	Tryggingastofnun ríkisins
	Centre for Equipment for People with Disabilities	Hjálpartækjamiðstöð Tryggingastofnunar
	Organisation of Disabled in Iceland	Öryrkjabandalag Íslands
	The National Association of Intellectual Disabilities	Landssamtökin Þroskahjálp

country	name	name in national language
Ireland	Department of Enterprise, Trade and Employment (DETE)	Department of Enterprise, Trade and Employment (DETE)
	Department of Social and Family Affairs (DSFA)	Department of Social and Family Affairs (DSFA)
	Department of Health and Children (DoHC)	Department of Health and Children (DoHC)
	Disability Legislation Consultation Group	Disability Legislation Consultation Group
	National Disability Authority	National Disability Authority
	FAS	FAS
	Disability Federation of Ireland (DFI)	Disability Federation of Ireland (DFI)
	Association for Higher Education Access and Disability (AHEAD)	Association for Higher Education Access and Disability (AHEAD)
Italy	Ministry of Labour and Social Affairs	Ministero del lavoro, della Salute e delle Politiche Sociali – Settore Lavoro
	Ministry of Social Solidarity	Ministero del lavoro, della Salute e delle Politiche Sociali – Settore Politiche sociali
	Ministry of Health	Ministero del lavoro, della Salute e delle Politiche Sociali – Settore Salute
	Ministry of Equal Opportunities	Presidenza del Consiglio dei Ministri – Dipartimento per le Pari opportunità
	Workers Compensation Authority	Istituto Nazionale per l'Assicurazione contro gli infortuni sul lavoro
	National Social Security Authority	Istituto Nazionale Previdenza Sociale
Latvia	Ministry of Welfare	Labklājības ministrija
	National Tripartite Cooperation Council (NTCC)	Nacionalas trispusejas sadarbības padome, NTSP
	National Council for Disability Affairs (NCDA)	Invalīdu lietu nacionālā padome
	Social Inclusion Policy Coordination Council	Sociālās iekļaušanas politikas koordinācijas komiteja
	State Employment Agency	Nodarbinātības Valsts Aģentūra
	State Social Insurance Agency	Valsts sociālās apdrošināšanas aģentūra
	State Social Integration Agency	Sociālās integrācijas valsts aģentūra
	State Technical Aid Agency	Valsts aģentūra „Tehnisko palīgīdzekļu”
	State Medical Commission for Health and Work Capacity Assessment	Veselības un darbspēju ekspertīzes ārstu valsts komisija
	Office of Equal Opportunities Ombudsperson	Tiesībsarga birojs, Diskriminācijas novēršanas departaments, Vienādo iespēju joma
	SUSTENTO” The Latvian Umbrella Body for Disability Organisations	Latvijas cilvēku ar īpašām vajadzībām sadarbības organizācija Sustento

country	name	name in national language
<b>Liechtenstein</b>	Office of Social Affairs	Amt für Soziale Dienste
	Office of Economic Affairs/Public Employment Service	Amt für Volkswirtschaft/Arbeitsmarkt Service
	Working Group on the Integration of Persons with Disabilities into the Working Process	Arbeitsgruppe zur Integration von Personen mit Behinderungen in den Arbeitsprozess
	Invalidity Insurance Authority	Invalidenversicherung (IV)
	Liechtenstein Disabled Association	Liechtensteiner Behinderten-Verband
	Association for Therapeutic-Educational Assistance/ Therapeutic Educational Centre	Verein für heilpädagogische Hilfe/ Heilpädagogisches Zentrum
<b>Lithuania</b>	Ministry of Social Security and Labour/Department of Disabled Affairs	Socialices apsaugos ir darbo ministerija Neįgaliųjų reikalų departamentas prie SADM
	Council of Disabled Affairs	Neįgaliųjų reikalų taryba prie Socialinės apsaugos ir darbo ministerijos
	Disability and Capacity for Work Service	Neįgalumo ir darbingumo nustatymo tarnyba prie SADM
	Dispute Commission	Ginčų komisija prie Socialinės apsaugos ir darbo ministerijos
	Centre of Technical Aid for People with Disabilities	Techninės pagalbos neįgaliesiems centras Centras
	Labour Exchange	Lietuvos darbo birža prie Socialinės apsaugos ir darbo ministerijos
	Lithuanian Labour Market Training Authority	Lietuvos darbo rinkos mokymo tarnyba prie Socialinės apsaugos ir darbo ministerijos
	Office of Equal Opportunities Ombudsperson	Lygių galimybių kontrolieriaus tarnyba
<b>Luxembourg</b>	Ministry of the Family and the Integration	Ministère de la Famille et de l'Intégration /
	Higher Council for Persons with Disabilities	Conseil Supérieur des Personnes Handicapées
	Ministry of Social Security	Ministère de la Sécurité Sociale
	Ministry of Economy	Ministère de l'Economie et du Commerce extérieur
	Ministry for Employment and Labour	Ministère du Travail et de l'Emploi
	Employment Office/ Service for Workers with Disabilities	Administration de l'Emploi (ADEM)/ Service des Travailleurs Handicapés
	National Service of Security with public function	Service National de la Sécurité dans la Fonction Publique
	Information and meeting Centre for People with Disabilities (Info-Handicap)	Centre National d'Information et de rencontre du Handicap
<b>Malta</b>	Ministry for Social Policy	Ministeru Għall-Politika Soċjali
	National Commission for Persons with a Disability (KNPD)/ Equal Opportunities Unit	Kummissjoni Nazzjonali Persuni b'Dizabilità (KNPD)
	Foundation for Social Welfare Services /	Fondazzjoni Għas-Servizzi Għall-Ħarsien Soċjali

country	name	name in national language
Netherlands	Ministry of Social Affairs and Employment	Ministerie van Sociale Zaken en Werkgelegenheid
	Centres for Work and Income (CWI)	Centrum voor Werk en Inkomen (CWI)
	UWV (body implementing employee insurance schemes)	Uitvoeringsinstituut WerknemersVerzekeringen
Norway	Ministry of Labour and Social Inclusion	Arbeids- og inkluderingsdepartementet
	Ministry of Children and Equality	Barne- og likestillingsdepartementet
	Ministry of Government Administration and Reform	Fornyrings- og administrasjonsdepartementet
	Equality and Anti Discrimination Ombud	Likestillings- og diskrimineringsombud
	Norwegian Labour and Welfare Administration (NAV)	Arbeids- og velferdsforvaltningen (NAV)
	Norwegian Federation of Organisations of People with Disabilities (FFO)	Funksjonshemmedes Fellesorganisasjon (FFO)
	People with Disabilities Cooperative Forum (SAFO)	Samarbeidsforumet av funksjonshemmedes organisasjoner (SAFO)
Poland	Ministry of Labour and Social Policy	Ministerstwo Pracy i Polityki Społecznej
	Government Plenipotentiary for People with Disabilities	Pełnomocnik Rządu ds. Osób Niepełnosprawnych
	State Fund for Rehabilitation of Persons with Disabilities (PFRON)	Państwowy Fundusz Rehabilitacji Osób Niepełnosprawnych (PFRON)
	Voluntary Work Teams (OHP)	Ochotnicze Hufce Pracy (OHP)
	Territorial Self-governments/ Labour Offices WUP and PUP	Instytucje Samorządu Terytorialnego: Wojewódzkie Urzędy Pracy (WUP) Powiatowe Urzędy Pracy (PUP)
	Polish Organisation of Employers of Persons with Disabilities (POPON)	Polska Organizacja Pracodawców Osób Niepełnosprawnych (POPON)
	National Council for Employment of Persons with Disabilities	Krajowa Rada Zatrudniania Osób Niepełnosprawnych
Portugal	Ministry of Labour and Social Solidarity	Ministério do Trabalho e da Solidariedade Social
	National Institute for Rehabilitation	Instituto Nacional para a Reabilitação
	National Council for the Rehabilitation and Integration of Persons with Disabilities	Conselho Nacional para a Reabilitação e Integração das Pessoas com Deficiência
	Regional Governments of the Autonomous Regions (Madeira and Azores)	Governos das Regiões Autónomas (Madeira e Açores)
	National Confederation of Organisations of People with Disabilities (CNOD)	Confederação Nacional dos Organismos de Deficientes (CNOD)
	Association of Persons with Disabilities (APD)	Associação Portuguesa de Deficientes (APD)



country	name	name in national language
Romania	Ministry of Labour and Social Solidarity and Family	Ministerul Muncii, Solidaritatii Sociale si Familiei
	National Authority for Persons with Disabilities (ANPH)	Autoritatea Nationala pentru Persoanele cu Handicap
	Social Assistance Departments (at county level)	Departamente de Asistentă Socială (la nivel de țară)
	National Institute for the Prevention and Fight against the Social Exclusion of Persons with Disabilities	Institutul National pentru Prevenirea si Lupta impotriva Excluderii Sociale a Persoanelor cu Dizabilitati
Slovakia	Ministry of Labour and Social Affairs and Family	Ministerstvo práce, sociálnych vecí a rodiny
	Governmental Committee for Problems of Citizens with Health Disability	Vládny výbor pre otázky zdravotne postihnutých občanov Slovenskej republiky
	Offices of Labour and Social Affairs and Family	Úrad práce, sociálnych vecí a rodiny
	Rehis Slovensko (information system for persons with a health disability)	Rehis Slovensko
Slovenia	Ministry of Labour, Family and Social Affairs/Directorate for Disabled	Ministrstvo za delo, družino in socialne zadeve/Direktorat za invalide
	Government Council for Disabled	Svet Vlade za invalide
	National Council Commission for Social Care, Work, Health and Persons with Disabilities	Komisija za socialno varstvo, delo, zdravstvo in invalide
	Pension and Disability Insurance Institute of the Republic of Slovenia	Zavod za pokojninsko in invalidsko zavarovanje Slovenije
	Employment Service of Slovenia	Zavod za zaposlovanje Republike Slovenije
	Republic of Slovenia Fund for Promotion of Employment for Persons with Disabilities	Sklad Republike Slovenije za spodbujanje zaposlovanja invalidov
	Human Rights Ombudsman	Varuh človekovih pravic
Spain	Ministry of Employment and Social Affairs / State Secretary for Social Services, Family and Disability	Ministerio de Trabajo e Inmigración, Secretaría de Estado de Empleo
	National Public Employment Service	Servicio Público de Empleo Estatal
	Royal Board on Disability (RPD)	Real Patronato sobre Discapacidad
	National Council on Disability (CND)	Consejo Nacional de la Discapacidad
	National Centre for Self-Autonomy and Technical Support (CEPAT)	Centro Estatal de Autonomía Personal y Ayudas Técnicas
	Information Service on Disability (SID)	Servicio de Información sobre Discapacidad
	Spanish National Council of Disabled Representatives (CERMI)	Comité Español de Representantes de Personas con Discapacidad
	ONCE Foundation	Fundación ONCE

country	name	name in national language
Sweden	Ministry of Health and Social Affairs	Socialdepartementet
	Swedish Social Insurance Agency	Försäkringskassan
	Swedish Public Employment Service	Arbetsförmedlingen
	Swedish Disability Ombudsman	Handikappombudsmannen (HO)
	Samhall AB	Samhall AB
	Swedish Agency for Disability Policy Co-ordination	Myndigheten för handikappolitisk samordning (Handisam)
	Swedish Disability Federation	Handikappförbunden (HSO)
United Kingdom	Department for Work and Pensions	Department for Work and Pensions
	Prime Minister's Strategy Unit	Prime Minister's Strategy Unit
	Office for Disability Issues	Office for Disability Issues
	Government Equalities Office	Government Equalities Office
	Equality and Human Rights Commission	Equality and Human Rights Commission
	Jobcentre Plus	Jobcentre Plus
	Royal Association for Disability and Rehabilitation (RADAR)	Royal Association for Disability and Rehabilitation (RADAR)
	Employer's Forum on Disability	Employer's Forum on Disability
	Remploy	Remploy

Source: Austrian Institute for SME Research (KMFA), ENSR



### 3. List of Funding Schemes Promoting Reasonable Accommodation in the Workplace

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Austria	Acquisition of a Guide Dog	Anschaffung eines Blindenführerhundes											x
	Creation of Work and Apprentice Places	Schaffung von Arbeits- und Ausbildungsplätzen	x										
	Formation Subsidies	Ausbildungsbeihilfen									x		
	Mobility Aids	Mobilitätshilfen											x
	Orientation and Mobility Training	Orientierungs- und Mobilitätstraining									x		
	Promotion of Investment Measures	Förderung von investiven Maßnahmen	x	x	x	x							
	Technical Work Aids	Technische Arbeitshilfen			x								
	Training Costs	Schulungskosten									x		

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Belgium	Compensation Adaptation of the Workplace (Brussels)	L'adaptation du poste de travail (Bruxelles)	x										
	Compensation Adaptation of the Workplace (Flanders)	Tegemoetkoming voor aanpassing van de arbeidspost – gehandicapten (Vlaanderen)	x										
	Compensation Adaptation of the Workplace (Wallonia)	Aménagement du poste de travail pour les travailleurs indépendants (Wallone)	x										
	Compensation of the Costs of Equipment and Clothing for Persons with Disabilities (Flanders region)	Tegemoetkoming in de kosten van arbeidsgereedschap en -kleding - gehandicapten (Vlaanderen)			x	x							
	Maintenance of the Work (Compensation Grant and Adaptation of Workplace within the Company) (Wallonia)	Maintien à l'emploi (prime de compensation et aménagement de poste de travail en entreprise) (Wallone)	x	x	x	x							
	Subsidy for Diversity Plans on the Labour Force (Flanders)	Subsidiëring van diversiteitsplannen op de werkvloer (Vlaanderen)	x							x	x		
	Transportation to Work or Training (Flanders)	Tegemoetkoming in de verplaatsingskosten - gehandicapten (Vlaanderen)				x							x
	Tutor Grant (Brussels)	La prime de tutorat (Bruxelles)								x			
	Tutor Grant (Wallonia)	Prime au tutorat en entreprise (Wallone)								x			

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Bulgaria	Financing of Projects targeted to Integration of Persons with Disabilities in Specialised Working Environment	Финансиране на проекти, насочени към интегриране на хора с трайни увреждания в специализирана работна среда	x	x	x	x							
	Incentives for Persons with Disabilities	Поощрения за хора с увреждания		x	x						x	x	x
Cyprus	Scheme for the Reimbursement of Costs to Employers for Ergonomic and other Arrangements for the Employment of Persons with Severe Disabilities	Σχέδιο παροχής κινήτρων για πρόσληψη ατόμων με σοβαρή αναπηρία στον ιδιωτικό τομέα	x	x	x	x							
	Scheme for the Vocational Training of Persons with Disabilities	Σχέδιο Επαγγελματικής Κατάρτισης Ατόμων με Αναπηρίες σε Ειδικότητες που Δεν Προσφέρονται Από το Κέντρο Επαγγελματικής Αποκατάστασης Αναπήρων									x		
Czech Republic	Protected Work Positions	Chráněné pracovní místo	x										
Denmark	Aids or Changes in a Place of Work	Tilskud til hjælpemidler eller arbejdsredskaber	x	x	x	x							
	Mentoring Scheme	Metorordning								x			
	Personal Assistance for People with Disabilities in Work	Personlig assistance på jobbet								x			
	Social Rehabilitation	Revalidering									x		x

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Estonia	Service Standard for the Adjustment of Workspace and Means of Production	Tööruumide ja vahendite kohandamise teenusstandard töötule	x			x							
	Support for Continuing Education for People with Disabilities	Täienduskoolitustoetus puuetega inimestele									x		
	Work Compensation for People with Disabilities	Töötamistoetus puuetega inimestele											x
Finland	Pay Subsidy	Palkkatuki									x		
	Support for Arrangement of Working Conditions	Työolosuhteiden järjestelytuki	x	x	x	x	x	x	x	x			
France	Grant for the Adaptation of the Working Situations	Aide à l'adaptation des situations de travail	x	x	x	x							x
	Grant for Tutoring	Aide au tutorat								x			



country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Germany	Adaptation of Existing Work- or Vocational Training Places to Disability Specific Needs	Behindertengerechte Einrichtung bestehender Arbeits- und Ausbildungsplätze	x	x	x	x	x				x		
	Bonuses and Subsidies for the Costs of Vocational Training for Youths and Young Adults with Disabilities	Prämien und Zuschüsse zu den Kosten der Berufsausbildung behinderter Jugendlicher und junger Erwachsener									x		
	Financial Assistance for Extraordinary Burdens	Leistungen bei außergewöhnlichen Belastungen							x	x			
	Investments for New Jobs and Vocational Training Positions for Persons with Severe Disabilities	Investitionskosten für neue Arbeits- und Ausbildungsplätze für schwerbehinderte Menschen	x	x	x	x					x		
	Measure for Maintenance and Enhancement of Professional Skills	Maßnahmen zur Erhaltung und Erweiterung beruflicher Kenntnisse und Fertigkeiten									x		
	Subsidies for Technical Equipment in the Workplace or -site	Zuschuss für Arbeitshilfen im Betrieb			x								
	Work Assistance	Arbeitsassistenz								x			

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Greece	Ergonomic Arrangements Programme	Πρόγραμμα Διαμόρφωσης του Εργασιακού Χώρου	x										
	New job Subsidy Programme for People with Special Needs, Ex-addicts, Ex-prisoners and Juvenile Delinquents or Young Persons at Risk of Social Exclusion	Πρόγραμμα επιδότησης της Απασχόλησης Νέων Θέσεων Εργασίας Ατόμων με ειδικές ανάγκες, πρώην χρήστες ουσιών, πρώην φυλακισμένων, ανήλικων παραβατών ή νέων ανθρώπων που αντιμετωπίζουν τον κίνδυνο κοινωνικού αποκλεισμού									x		
Hungary	Support of Rehabilitation Employment	Rehabilitációs foglalkoztatás támogatása	x	x							x	x	
Iceland	Investment Fund of People with Disabilities	Framkvæmdasjóður Fatlaðra	x	x	x	x							
Ireland	Disability Awareness Training Support Scheme	Disability Awareness Training Support Scheme							x		x		x
	Employee Retention Grant Scheme	Employee Retention Grant Scheme	x	x	x	x	x		x	x	x	x	
	Job Interview Interpreter Grant	Job Interview Interpreter Grant								x			
	Wage Subsidy Scheme (WSS)	Wage Subsidy Scheme (WSS)								x			x
	Workplace Equipment Adaptation Grant (WEAG)	Workplace Equipment Adaptation Grant (WEAG)	x			x							
	Personal Reader Grant	Personal Reader Grant								x			

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Italy	Contributions for Striking Down Architectural Barriers	Contributi per abbattimento barriere architettoniche	x	x	x	x							
	National Fund for the Right to Work of People with Disabilities	Fondo Nazionale per il diritto al lavoro dei disabili	x	x	x			x			x		x
	Project „Internships“	Progetto “Tirocini”									x		
Latvia	Providing Subsidised Workplaces for Social Risk Groups	Subsidēto darba vietu nodrošināšana sociālās atstumtības riska grupām	x	x	x	x							x
	Subsidised Employment for People with Disabilities	Invalīdu – bezdarbnieku subsidētā nodarbinātība	x	x	x	x							x
	Special Cases	Īpaši gadījumi							x				x
Liechtenstein	no funding schemes have been identified												
Lithuania	Republic of Lithuania Law on Support for Employment	Lietuvos Respublikos Uzimtumo remimo istatymas											x
Luxembourg	Accommodation of the Working Place or of the Access	L’amenagement du poste de travail ou des accès	x	x	x	x							
	Formation/Training Subsidies	Participation à des frais de formation									x		
	Provision of Professional Adapted Equipment	La fourniture d’équipements professionnels adaptés			x	x							
Malta	VAT Refund	VAT Refund	x										

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Netherlands	Act on Employment of the Disabled	Wet sociale werkvoorziening (Wsw)	x							x			
Norway	Adaption Contribution	Tilretteleggingstilskudd	x			x		x		x	x		x
	Equipment for Work and Education	Hjelpemidler til arbeidslivet og utdanning		x	x	x							
Poland	Adaptation of Workplaces and Premises to the Needs of Persons with Disabilities	Przystosowanie stanowisk pracy i adaptacji pomieszczeń dla potrzeb osób niepełnosprawnych	x	x	x	x							x
	Computer for Homer – Assistance with Vocational and Social Rehabilitation	Komputer dla Homera – Pomoc w rehabilitacji zawodowej i społecznej			x	x							
	Training and Education of Persons with Disabilities	Szkolenia i edukacja osób niepełnosprawnych									x		x
Portugal	Employment in the Standard Labour Market of Persons with Disabilities	Apoios ao emprego de pessoas com deficiência em mercado normal de trabalho	x	x	x	x				x	x		
	Innovation Incentive System	Sistema de Incentivos Inovação	x	x	x	x		x		x			
	Protected Employment for Persons with Disabilities	Emprego Protegido de Pessoas com Deficiência	x	x	x	x	x		x	x			
	Re-adaptation to Work	Readaptação ao Trabalho	x							x	x		
	SME Qualification Incentive System	Sistema de Incentivos Qualificação PME	x	x	x	x		x		x			
	Telework	Teletrabalho						x		x	x		

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
<b>Romania</b>	Improvement of Access and Participation for Vulnerable Groups in the Labour Market	Improvement of Access and Participation for Vulnerable groups in the Labour Market					x	x		x	x		x
<b>Slovakia</b>	Contribution for Activities of the Assistant at Work	Príspevok na činnosť pracovného asistenta								x			
<b>Slovenia</b>	Co-financing of Experimental and Developmental Programmes which Stimulate Employment of Persons with Disabilities	Sofinanciranje eksperimentalnih in razvojnih programov, ki vzpodbujajo zaposlovanje invalidov											x
	Qualification in the Workplace and Integral Programmes for Persons with Disabilities	"Usposabljanje na delovnem mestu in Integrirani programi za invalide"								x	x		
<b>Spain</b>	Incentives for the Labour Hiring of Workers with Disabilities - Support to the Permanent Hiring	Incentivos a la Contratación Laboral de Trabajadores con Discapacidad - Fomento de la Contratación Indefinida	x	x	x	x							

country	name of the funding scheme	name in national language	type of accommodation*										
			1	2	3	4	5	6	7	8	9	10	11
Sweden	Compensation for Rehabilitation	Rehabiliteringsättning								x	x	x	
	Grant for Physical Investments in the Workplace	Bidrag till arbetshjälpmedel	x	x	x	x							
	Support for Personal Assistance	Stöd till personligt biträde								x			
United Kingdom	Access to Work (AtW)	Access to Work (AtW)	x		x	x			x				x

**\* Type of Accommodation:**

1. Adaptation of the workplace
2. Providing wheelchair access
3. Using assistive technology
4. Adapting office equipment
5. Adjusting working hours
6. Teleworking arrangements
7. Re-distributing of tasks between the members of a team
8. Work assistance
9. Training
10. Giving periodically rehabilitation
11. Others

Source: Austrian Institute for SME Research (KMFA)

#### 4. Providers of Financial Support – First National Contacts

country	name and contact details
Austria	<p><b>Bundessozialamt</b> (Federal Social Welfare Authority)</p> <p>Babenbergerstraße 5 1010 Vienna Tel.: +43/(0)5/9988/2518 Fax: +43/(0)5/9988/2030 E-mail: <a href="mailto:bundessozialamt@basb.gv.at">bundessozialamt@basb.gv.at</a> Web page: <a href="http://www.bundessozialamt.gv.at">www.bundessozialamt.gv.at</a></p> <p><i>(There are 9 regional offices of the Federal Social Welfare Authority; complete list of regional offices: <a href="http://www.bundessozialamt.gv.at/basb/Kontakt_-_Landesstellen.">http://www.bundessozialamt.gv.at/basb/Kontakt - Landesstellen.</a>)</i></p>
Belgium	<p><b>AWIPH</b> <b>Agence Wallonne pour l'Intégration des Personnes Handicapées</b> (Wallonian Agency for the Integration of Persons with Disabilities)</p> <p>Administration centrale Rue de la Rivelaine, 21 6061 Charleroi Tel.: +32/(0)71/20 57 11 Fax: +32/(0)71/20 51 02 E-mail: <a href="mailto:secgen@awiph.be">secgen@awiph.be</a> Web page: <a href="http://www.awiph.be/html/presentation/coordonnees.html">http://www.awiph.be/html/presentation/coordonnees.html</a></p>
	<p><b>Service Bruxellois Francophone des Personnes Handicapées de la Commission Communautaire Française</b> (Service for Persons with Disabilities of the French Community of Brussels)</p> <p>Rue des Palais, 42 1030 Brussels Tel.: +32/(0)2/800/80/00 Fax : +32/(0)2/800/81/20 Web page: <a href="http://www.cocof.irisnet.be/site/fr/sbfph/">www.cocof.irisnet.be/site/fr/sbfph/</a></p>
	<p><b>De VDAB</b> <b>Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding</b> (Flanders Service for Workers with Disabilities)</p> <p>Keizerslaan, 11 1000 Brussels Tel.: +32/(0)2/508 38 11 (Tel. within Belgium: 0800 30 700) Fax: +32/(0)2/506 15 90 E-mail: <a href="mailto:info@vdab.be">info@vdab.be</a> Web page: <a href="http://www.vdab.be">www.vdab.be</a></p>



country	name and contact details
Belgium	<b>Departement Werk en Sociale Economie (Department of Labour and Social Economy)</b> Beleidscel EAD Ellipsgebouw Koning Albert II laan, 35 1030 Brussels Tel.: +32/(0)2/553/4333 Fax: +32/(0)2/553/4010 Web page: <a href="http://www.vlaanderen.be/werk">www.vlaanderen.be/werk</a>
Bulgaria	<b>Агенция за хората с увреждания (Agency for Persons with Disabilities)</b> 104-106 Sofronii Vrachanski Str. 1233 Sofia Tel.: +359/(0)2/931 80 95 or +359/(0)2/832 90 73 Fax: +359/(0)2/832 4162 E-mail: <a href="mailto:ahu@mlsp.government.bg">ahu@mlsp.government.bg</a> Web page: <a href="http://ahu.mlsp.government.bg">http://ahu.mlsp.government.bg</a>
Cyprus	<b>Υπουργείο Εργασίας και Κοινωνικών Ασφαλίσεων (Ministry of Labour &amp; Social Insurance)</b> Dept. of Labour Klimentos 9 1061 Nicosia Tel.: +357/(0)22400824 Fax: +357/(0)22400809 E-mail: <a href="mailto:scrd@dl.mlsi.gov.cy">scrd@dl.mlsi.gov.cy</a> Web page: <a href="http://www.mlsi.gov.cy">www.mlsi.gov.cy</a>
Czech Republic	<b>Ministerstvo Práce a Sociálních Věcí (Ministry of Labour and Social Affairs)</b> Na Poříčním právu 1 128 01 Praha 2 Tel.: +42/(0)221/921 111 Fax: +42/(0)224/918 391 or +42/(0)221/922 664 E-mail: <a href="mailto:kontaktni.centrum@mpsv.cz">kontaktni.centrum@mpsv.cz</a> Web page: <a href="http://www.mpsv.cz">www.mpsv.cz</a>
	<b>Úřad práce hl.m. Prahy (Labour Office Praha)</b> Domažlická č.p. 1139/11 Žižkov 130 00 Praha 3 Tel.: +42/(0)221/921 111 Fax: +42/(0)257/328 198 E-mail: <a href="mailto:posta@aa.mpsv.cz">posta@aa.mpsv.cz</a> Web page: <a href="http://portal.mpsv.cz/">http://portal.mpsv.cz/</a> (Complete list of Labour Offices: <a href="http://portal.mpsv.cz/kontakty">http://portal.mpsv.cz/kontakty</a> .)

country	name and contact details
Denmark	<b>Beskæftigelsesministeriet</b> <b>(The Ministry of Employment)</b> Ved Stranden 8 1061 København K Tel.: +45/(0)7220 5000 Fax: +45/(0)3312 13 78 E-mail: <a href="mailto:bm@bm.dk">bm@bm.dk</a> Web page: <a href="http://www.bm.dk/">http://www.bm.dk/</a>
	<b>Jobcenter København</b> <b>(Jobcentre Copenhagen)</b> Skelbækgade 4 1717 Copenhagen V Tel.: +45/(0)82/56 56 82 E-mail: <a href="mailto:jobcenter.skelbaekgade@bif.kk.dk">jobcenter.skelbaekgade@bif.kk.dk</a> Web page: <a href="http://www.jobnet.dk">www.jobnet.dk</a> <i>(There are 91 Job Centres throughout Denmark; complete list of Job Centres: <a href="http://www.jobnet.dk">www.jobnet.dk</a>.)</i>
Estonia	<b>Eesti Tööturuamet</b> <b>(Estonian Labour Market Board; ELMB)</b> Ms. Nele Labi Ehitajate tee 114 15156 Tallinn Tel.: +372/625 7710 Fax: +372/625 7702 E-mail: <a href="mailto:tta@tta.ee">tta@tta.ee</a> Web page: <a href="http://www.tta.ee">www.tta.ee</a> <i>(There are 15 regional offices of the Estonian Labour Market Board.)</i>
	<b>Sotsiaalkindlustusamet</b> <b>(Social Insurance Board)</b> Ms. Külli Pedak Lembitu 12 15092 Tallinn Tel.: +372/640 8118 Fax: +372/640 8155 E-mail: <a href="mailto:ska@ensib.ee">ska@ensib.ee</a> Web page: <a href="http://www.ensib.ee">www.ensib.ee</a>
Finland	<b>Työ- Ja Elinkeinoministeriö</b> <b>(Ministry of Employment and the Economy</b> <b>Employment and Enterprise Services)</b> Mr. Jarmo Palm P.O. Box 32 00023 Government Tel.: +358/(010)/60 6000 (switchboard) E-mail: <a href="mailto:jarmo.palm@tem.fi">jarmo.palm@tem.fi</a> Web page: <a href="http://www.tem.fi">www.tem.fi</a>

country	name and contact details
Finland	<p><b>Helsinki työvoimatoimisto (Employment Centre Helsinki)</b></p> <p>PL 172 00531 Helsinki Tel.: +358/(010)/19 4100 E-mail: <a href="mailto:helsinki@mol.fi">helsinki@mol.fi</a> Web page: <a href="http://www.mol.fi/toimistot/helsinki/">www.mol.fi/toimistot/helsinki/</a></p> <p><i>(There are over 200 local Employment Centres in Finland; complete list of Employment Centres: <a href="http://www.mol.fi/mol/fi/tyovoimatoimistot.jsp">www.mol.fi/mol/fi/tyovoimatoimistot.jsp</a>.)</i></p>
France	<p><b>Association de Gestion du Fonds pour l'Insertion des Personnes Handicapées (AGEFIPH) (Management Association of the Fund for the Integration of Persons with Disabilities)</b></p> <p>192, av. Aristide Briand 92226 Bagneux cedex Tel.: +33/(0)1/46 11 00 11 Fax: +33/(0)1/46 11 00 71 E-mail: <a href="mailto:contact@agefiph.asso.fr">contact@agefiph.asso.fr</a> Web page: <a href="http://www.agefiph.fr">www.agefiph.fr</a></p> <p><i>(There are 21 regional offices of the AGEFIPH.)</i></p>
Germany	<p><b>Bundesagentur für Arbeit (Federal Employment Agency)</b></p> <p>Regensburger Straße 104 90478 Nürnberg Tel.: +49/(0)911/179/0 Fax: +49/(0)911/179/2123 E-mail: <a href="mailto:zentrale@arbeitsagentur.de">zentrale@arbeitsagentur.de</a> Web page: <a href="http://www.arbeitsagentur.de">www.arbeitsagentur.de</a></p> <p><i>(List of offices: <a href="http://www.arbeitsagentur.de/nn_29892/Navigation/Dienststellen/Dienststellen-Nav.html">http://www.arbeitsagentur.de/nn_29892/Navigation/Dienststellen/Dienststellen-Nav.html</a>.)</i></p> <hr/> <p><b>Deutsche Gesetzliche Unfallversicherung (DGUV) (Occupational Accident Insurance)</b></p> <p>Mittelstraße 51 10117 Berlin-Mitte Email: <a href="mailto:info@dguv.de">info@dguv.de</a> Web page: <a href="http://www.dguv.de">www.dguv.de</a></p> <p><i>(List of offices: <a href="http://www.dguv.de/inhalt/BGuUK/index.html">http://www.dguv.de/inhalt/BGuUK/index.html</a>.)</i></p>

country	name and contact details
Germany	<b>Deutsche Rentenversicherung Bund (Federal Pension Funds)</b> Ruhstraße 2 10709 Berlin Tel.: +49/(0)30/8651 Fax: +49/(0)30/8652/7240 E-mail: <a href="mailto:drv@drv-bund.de">drv@drv-bund.de</a> Web page: <a href="http://www.deutsche-rentenversicherung-bund.de">www.deutsche-rentenversicherung-bund.de</a> (List of offices: <a href="http://www.deutsche-rentenversicherung-bund.de/nn_15830/SharedDocs/de/Navigation/Deutsche_RV/Versicherungstraeger_node.html_nnn=true#doc5902bodyText10">http://www.deutsche-rentenversicherung-bund.de/nn_15830/SharedDocs/de/Navigation/Deutsche_RV/Versicherungstraeger_node.html_nnn=true#doc5902bodyText10</a> .)
	<b>Integrationsämter (Federal Association of the Integration Offices)</b> Erzbergerstraße 119 76133 Karlsruhe Tel.: +49/(0)721/8107/901 or -902 Fax: +49/(0)721/8107/903 E-mail: <a href="mailto:bih@integrationsaemter.de">bih@integrationsaemter.de</a> Web page: <a href="http://www.integrationsaemter.de">www.integrationsaemter.de</a> (List of offices: <a href="http://www.integrationsaemter.de/webcom/show_article.php/c-526/nr-6/lkm-767/i.html">http://www.integrationsaemter.de/webcom/show_article.php/c-526/nr-6/lkm-767/i.html</a> .)
Greece	<b>OAED (Manpower Employment Organisation)</b> Ethnikis Adistaseos 8 str. 17456 Alimos Tel.: +30/(0)210/9989000 Fax: +30/(0)210/9989500 Web page: <a href="http://www.oaed.gr">www.oaed.gr</a>
Hungary	<b>Foglalkoztatási és Szociális Hivatal (Hungarian Public Employment Service)</b> Mr. Károly Pirisi, Director Kálvária tér 7 1089 Budapest Tel.: +36/(0)1/303 9300 Fax: +36/(0)1/210 4255 E-mail: <a href="mailto:fh@lab.hu">fh@lab.hu</a>
Iceland	<b>Hafnarhusinu við Tryggvagötu (Ministry of Social Affairs)</b> Investment Fund of People with Disabilities 150 Reykjavík Tel.: +354/(0)545 8100 E-mail: <a href="mailto:bjorn.a.magnusson@fel.stjr.is">bjorn.a.magnusson@fel.stjr.is</a> Web page: <a href="http://eng.felagsmalaraduneyti.is/">http://eng.felagsmalaraduneyti.is/</a>

country	name and contact details
Ireland	<p><b>Foras Áiseanna Saothair (FÁS)</b>  <b>(National Training &amp; Employment Authority)</b>  Disability Policy and Development Unit  27-33 Upper Baggot Street  Dublin 2  Tel.: +353/(0)1/607 0500  Fax: +353/(0)1/607 0600  E-mail: <a href="mailto:disability@fas.ie">disability@fas.ie</a>  Web page: <a href="http://www.fas.ie/en/Equality/Disability/default.htm">http://www.fas.ie/en/Equality/Disability/default.htm</a></p>
Italy	<p><b>Italia Lavoro SpA</b>  <b>(Work in Italy)</b>  Via Guidubaldo del Monte, 60  00197 Rome  Tel.: +39/(0)6/802441  Fax: +39/(0)6/8082085  E-mail: <a href="mailto:info@italialavoro.it">info@italialavoro.it</a>  Web page: <a href="http://www.italialavoro.it">www.italialavoro.it</a>  (There are provincial and local employment offices throughout Italy.)</p>
Latvia	<p><b>Nodarbinātības Valsts Aģentūra (NVA)</b>  <b>(State Employment Agency)</b>  Mr. Dace Zvaigzne, Head of Employment Measures Department  K.Valdemāra iela 38  1010 Riga  Tel. +371/67021 832  E-mail: <a href="mailto:Dace.Zvaigzne@nva.gov.lv">Dace.Zvaigzne@nva.gov.lv</a>  Web page: <a href="http://www.nva.gov.lv">www.nva.gov.lv</a></p>
Lithuania	<p><b>Lietuvos Darbo Birža</b>  <b>(Lithuanian Labour Exchange)</b>  Geležinio Vilko g. 3A  03131 Vilnius  Tel.: +37/(0)85/236 0793  Fax: +37/(0)85/236 0788 or +37/(0)85/236 0794  E-mail: <a href="mailto:info@ldb.lt">info@ldb.lt</a> or <a href="mailto:eures@ldb.lt">eures@ldb.lt</a>  Web page: <a href="http://www.ldb.lt">www.ldb.lt</a>  (The contact details of the Territorial Labour Exchange offices can be found on the internet:  <a href="http://www.ldb.lt/en/Information/About/Pages/TLE_addresses.aspx">www.ldb.lt/en/Information/About/Pages/TLE_addresses.aspx</a>  <a href="http://www.mol.fi/mol/fi/tyovoimatoimistot.jsp">www.mol.fi/mol/fi/tyovoimatoimistot.jsp</a>.)</p>
Luxembourg	<p><b>Administration de l'emploi (ADEM)</b>  <b>Service de Travailleurs Handicapés</b>  <b>(Public Employment Service)</b>  <b>Service for Workers with Disabilities)</b>  10, rue Bender  1229 Luxembourg  Tel.: +352/2478 5300  Fax: +352/40 61 40  E-mail: <a href="mailto:info@adem.public.lu">info@adem.public.lu</a>  Web page: <a href="http://www.adem.public.lu">www.adem.public.lu</a></p>

country	name and contact details
Malta	<p><b>Kummissjoni Nazzjonali Persuni b' Diżabilita' (National Commission Persons with Disabilities)</b></p> <p>Istituto Vincenzo Bugeja  Centru Hidma Socjali  Triq Braille  Sta. Venera HMR18  Tel.: +356/(0)2148 7789  Fax: +356/(0)2148 4609  E-mail: <a href="mailto:eocu@knpd.org">eocu@knpd.org</a>  Web page: <a href="http://www.knpd.org">www.knpd.org</a></p>
Netherlands	<p><b>Centre for Work and Income (CWI)</b></p> <p>Naritaweg 1  postbus 58191  1040 HD AMSTERDAM  Tel.: +31/(0)20/7515000  and  <b>UWV</b>  <b>(Body Implementing Employee Insurance Schemes)</b></p> <p>La Guardiaweg 36 – 66  1043 DG Amsterdam  Web page: <a href="http://www.werk.nl">www.werk.nl</a></p>
Norway	<p><b>Arbeids- og velferdsdirektoratet (NAV)</b>  <b>(Norwegian Labour and Welfare Administration)</b></p> <p>Postboks 5  St. Olavs plass  0130 Oslo  Business address:  C. J. Hambros plass 2  0164 Oslo  Tel.: +47/(0)21/07 00 00  E-mail: <a href="mailto:pk@nav.no">pk@nav.no</a>  Web page: <a href="http://www.nav.no">www.nav.no</a></p>
Poland	<p><b>Ministerstwo Pracy i Polityki Społecznej</b>  <b>(Ministry of Labour and Social Policy)</b></p> <p>Labour Market Department  ul. Nowogrodzka 1/3  00-513 Warsaw  Tel.: +48/(0)22/461-61-18  Web page: <a href="http://www.mpips.gov.pl">www.mpips.gov.pl</a></p> <p><b>Państwowy Fundusz Rehabilitacji Osób Niepełnosprawnych (PFRON)</b>  <b>(State Fund for Rehabilitation of Persons with Disabilities)</b></p> <p>Al. Jana Pawła II 13  00-828 Warsaw  Web page: <a href="http://www.pfron.org.pl">www.pfron.org.pl</a></p>

country	name and contact details
Portugal	<b>Instituto de Emprego e Formação Profissional (IEFP)</b> <b>(Institute for Employment and Vocational Training)</b> Av. José Malhoa, 11 1099-018 Lisbon Tel.: +351/(0)218/614 100 Fax: +351/(0)217/227 013 Web page: <a href="http://www.iefp.pt">www.iefp.pt</a>
Romania	<b>Autoritatea de Management Pentru Programul Operational</b> <b>Sectorial Dezvoltarea Resurselor Umane</b> <b>(Managing Authority for the Sectoral Operational Programme</b> <b>Human Resources Development)</b> Ms. Adina Maria Vodă or Ms. Mihaela Hancia Calea Plevnei, nr. 46-48 sector 1, Bucarest Tel.: +40/(0)21/315 02 01, or +40/(0)21/315 02 08 Fax: +40/(0)21/315 02 06 E-mail: <a href="mailto:posdru@fseromania.ro">posdru@fseromania.ro</a> Website: <a href="http://www.fseromania.ro">www.fseromania.ro</a>
Slovakia	<b>Ústredie Práce, Sociálnych Vecí a Rodiny</b> <b>(Office of Labour, Social Affairs and Family)</b> Mr. Štefan Páchnik Vazovova 7/A 816 16 Bratislava Tel.: +42/(0)2/20 433 862 Fax: +42/(0)2/5729 1302 E-mail: <a href="mailto:upsvr_ba@upsvar.sk">upsvr_ba@upsvar.sk</a> Web page: <a href="http://www.upsvar.sk">www.upsvar.sk</a>
Slovenia	<b>Zavoda RS za zaposlovanje</b> <b>(Employment Service of Slovenia)</b> Rožna dolina, cesta IX/6 1000 Ljubljana Slovenia Tel.: +386/(0)1/479 09 10 Fax: +386/(0)1/479 02 60 Web page: <a href="http://www.ess.gov.si">www.ess.gov.si</a>
Slovenia	<b>Sklad Republike Slovenije za Vzpodbujanje Zaposlovanja</b> <b>Invalidov (Sklad)</b> <b>(Fund for Fostering Employment of Disabled of the Republic of</b> <b>Slovenia)</b> Zemljemerska 12 1000 Ljubljana Slovenia Tel.: +386/(0)1/230 94 82 Fax: +386/(0)1/230 94 83 E-mail: <a href="mailto:srsvzi-info@gov.si">srsvzi-info@gov.si</a> Web page: <a href="http://www.svzi.gov.si">www.svzi.gov.si</a>



country	name and contact details
Spain	<b>Servicio Público de Empleo Estatal (INEM)</b> <b>(National Public Employment Service)</b> c/ Condesa de Venadito 28027 Madrid Tel.: +34/(0)91/585 98 88 Fax: +34/(0)91/377 58 81 Web page: <a href="http://www.inem.es">www.inem.es</a>
Sweden	<b>Försäkringskassan</b> <b>(The Swedish Social Insurance Agency)</b> Adolf Fredriks Kyrkogata 8 103 51 Stockholm Tel.: +46/(0)8/786 90 00 (switchboard) E-mail: <a href="mailto:huvudkontoret@forsakringskassan.se">huvudkontoret@forsakringskassan.se</a> Web page: <a href="http://www.forsakringskassan.se">www.forsakringskassan.se</a>
	<b>Arbetsförmedlingen</b> <b>(The Swedish Public Employment Service)</b> Hälsingegatan 38 113 43 Stockholm Tel: +46/(0)771 416 416 E-mail: <a href="mailto:registrator@arbetsformedlingen.se">registrator@arbetsformedlingen.se</a> Web page: <a href="http://www.ams.se">www.ams.se</a>
United Kingdom	<b>Jobcentre Plus</b> Web pages: <a href="http://www.jobcentreplus.gov.uk">www.jobcentreplus.gov.uk</a> and <a href="http://www.jobcentreplus.gov.uk/JCP/Customers/HelpForDisabledPeople">www.jobcentreplus.gov.uk/JCP/Customers/HelpForDisabledPeople</a>
Source: Austrian Institute for SME Research (KMFA), ENSR	



## 5. European Social Fund / National Contact Points

country	name and contact details
<b>Austria</b>	<p><b>Bundesministerium für Wirtschaft und Arbeit (BMWA)</b> (Federal Ministry of Economics and Labour)</p> <p>Department II/9-ESF Mr. Michael Förschner, Head of Department Stubenring 1 1010 Vienna Tel.: +43/(0)1/711 00/2176 E-mail: <a href="mailto:michael.foerschner@bmwa.gv.at">michael.foerschner@bmwa.gv.at</a> Web page: <a href="http://www.esf.at">www.esf.at</a></p>
<b>Belgium</b>	<p><b>Vlaamse Gemeenschap ESF Agentschap vzw</b> (The Flemish-Speaking Community of Belgium ESF Agency)</p> <p>Gasthuisstraat 35 (5de verdieping) 1000 Brussel Tel.: +32/(0)2/546 22 11 Web page: <a href="http://www.esf-agentschap.be">www.esf-agentschap.be</a></p> <p><b>Communauté française Agence FSE</b> (The French-Speaking Community of Belgium ESF Agency)</p> <p>Chaussée de Charleroi, 111 1060 Bruxelles Tel.: +32/(0)2/234 39 40 Web page: <a href="http://www.fse.be">www.fse.be</a></p> <p><b>Région Bruxelles-Capitale</b> (Brussels-Capital Region)</p> <p>ESF ORBEM Boulevard Anspach, 65 1000 Bruxelles Tel.: +32/(02)/505 14 11 Web page: <a href="http://www.orbem.be">www.orbem.be</a></p> <p><b>Deutschsprachige Gemeinschaft Ministerium der Deutschsprachigen Gemeinschaft Belgiens</b> (The German-Speaking Community of Belgium Ministry of the German-Speaking Community of Belgium)</p> <p>Europaischer Sozialfonds Gospertstraße 1 4700 Eupen Tel.: +32/(0)87/78 96 21 Web page: <a href="http://www.dglive.be/europa/esf/">www.dglive.be/europa/esf/</a></p>

country	name and contact details
<b>Bulgaria</b>	<p><b>Министерство на труда и социалната политика на Р България (Ministry of Labour and Social Policy)</b></p> <p>EU Funds International Programmes and Projects Directorate General 2, Triaditza str. 1051 Sofia Tel.: +35/(0)92/8119 600 E-mail: <a href="mailto:ophrd@mlsp.government.bg">ophrd@mlsp.government.bg</a> Web page: <a href="http://ef.mlsp.government.bg">http://ef.mlsp.government.bg</a></p>
<b>Cyprus</b>	<p><b>Γραφείο Προγραμματισμού (Planning Bureau)</b></p> <p>29 Vironos Avenue 1409 Nicosia Tel.: +357/(0)22/602 814 Fax: +357/(0)22/666 810 E-mail: <a href="mailto:planningbureau@planning.gov.cy">planningbureau@planning.gov.cy</a> Web page: <a href="http://www.planning.gov.cy">www.planning.gov.cy</a></p>
<b>Czech Republic</b>	<p><b>Ministerstvo práce a sociálních věcí (Ministry of Labour and Social Affairs Department for ESF Management)</b></p> <p>Na Poříčném právu 1/376 128 01 Prague 2 Tel.: +42/(0)2/226 206 841 E-mail: <a href="mailto:esf@mpsv.cz">esf@mpsv.cz</a> Web page: <a href="http://www.esfcr.cz">www.esfcr.cz</a></p>
<b>Denmark</b>	<p><b>Erhvervs- og Byggestyrelsen (Danish Enterprise and Construction Authority)</b></p> <p>Dahlerups Pakhus Langelinie Allé 17 2100 Copenhagen Ø Tel.: +45/(0)3546 6000 Fax: +45/(0)3546 6001 E-mail: <a href="mailto:ebst@ebst.dk">ebst@ebst.dk</a> Web page: <a href="http://www.ebst.dk">www.ebst.dk</a></p>
<b>Estonia</b>	<p><b>Sotsiaalministeerium (Ministry of Social Affairs)</b></p> <p>Tööturu osakond ESF üksus Gonsiori 29 15027 Tallinn Tel.: +372/(0)2/626 9187 E-mail: <a href="mailto:sotsiaalfond@sm.ee">sotsiaalfond@sm.ee</a> Web page: <a href="http://www.sm.ee/esf2007">www.sm.ee/esf2007</a></p>

country	name and contact details
Finland	<p><b>Työ- Ja Elinkeinoministeriö</b>  <b>(Ministry of Employment and the Economy)</b></p> <p>P.O. Box 32  00023 Government  Tel.: +358/10 60 6000  Web page: <a href="http://www.tem.fi/index.phtml?l=en&amp;s=2194">www.tem.fi/index.phtml?l=en&amp;s=2194</a></p>
France	<p><b>Ministère de l'Emploi et de la solidarité</b>  <b>Département FSE et des programmes communautaires</b>  <b>(Ministry of Employment and Solidarity)</b></p> <p>7, Square Max Hymans  75741 Paris Cedex 15  Tel.: +(33)/(0)1/44 38 38 38  Fax: +(33)/(0)1/44 38 33 00  Web page: <a href="http://www.fse.gouv.fr">www.fse.gouv.fr</a></p>
Germany	<p><b>Bundesministerium für Arbeit und Soziales (BMAS)</b>  <b>Gruppe Soziales Europa - GS1</b>  <b>(Federal Ministry for Work and Social Affairs)</b></p> <p>Mr. Günter Winkler  Rochusstr. 1  53123 Bonn  Tel.: +49/(0)1805/67 67 19  E-mail: <a href="mailto:VIGruGS1@bmas.bund.de">VIGruGS1@bmas.bund.de</a>  Web page: <a href="http://www.esf.de">www.esf.de</a></p>
Greece	<p><b>Ministry of Labour and Social Affairs</b>  <b>ESF Mission</b></p> <p>Pireos Street, 40  10182 Athens  Tel.: +30/210/524 98 63  Fax: +30/210/524 19 77  Web page: <a href="http://www.ypakp.gr">www.ypakp.gr</a></p> <p><b>Special Coordination and Monitoring Service for ESF actions</b></p> <p>Agysilaou 23-25,  EL - 104 36 Athens  Tel.: +30/210/52 71 400  Fax: +30/210/52 71 420  E-mail: <a href="mailto:eysekt@mou.gr">eysekt@mou.gr</a>  Web page: <a href="http://www.esfhellas.gr">www.esfhellas.gr</a></p>

country	name and contact details
Hungary	<p><b>Nemzeti Fejlesztési Ügynökség (National Development Agency)</b></p> <p>Tamás Köpeczi Bócz Head of Human Resources Programmes Managing Authority Pozsonyi út 56 1133 Budapest Tel.: +36/(0)1/354 36 80 Web page: <a href="http://www.nfu.hu/hepih">www.nfu.hu/hepih</a></p>
Ireland	<p><b>Department of Enterprise Trade and Employment ESF Policy &amp; Operations Unit</b></p> <p>Davitt House 65A Adelaide Road Dublin 2 Tel.: +353/(0)1/631 3201 Fax: +353/(0)1/631 3262 E-mail: <a href="mailto:ehrdop@entemp.ie">ehrdop@entemp.ie</a> Web page: <a href="http://www.esf.ie">www.esf.ie</a></p>
Italy	<p><b>Ministero del lavoro e della previdenza sociale Direzione Generale per le politiche per l'orientamento e la formazione (Ministry of Labour and Social Security Directorate-General for Vocational Guidance and Training Policies)</b></p> <p>Via Fornovo, 8 – pal. C 00192 Rome Tel.: +39/(0)6/367 54 802-931 Fax: +39/(0)6/322 2358 Web page: <a href="http://www.lavoro.gov.it">www.lavoro.gov.it</a></p>
Latvia	<p><b>Finanšu Ministrija (Ministry of Finance)</b></p> <p>Ms. Kristīne Dortāne, Head of EU Financial Assistance and ESF Division, EU Funds Department Smilšu iela 1 1919 Riga E-mail: <a href="mailto:Kristine.Dortane@fm.gov.lv">Kristine.Dortane@fm.gov.lv</a> Web page: <a href="http://www.esfondi.lv/page.php?id=336">www.esfondi.lv/page.php?id=336</a></p>

country	name and contact details
Luxembourg	<b>Ministère du Travail et de l'Emploi</b> <b>Département Emploi</b> <b>(Ministry of Work and Employment)</b>  26, rue Zithe L-2939 Luxembourg Tel.: +352/478 6194 Fax: +352/478 6108 Web page: <a href="http://www.fse.lu">www.fse.lu</a>
Malta	<b>Managing Authority of the ESF programme</b> <b>Office of the Prime Minister</b> <b>Planning and Priorities Co-ordination Division</b>  12, St Paul's Street Valletta CMR 02 Tel.: +356/22001142 Fax: +356/22001141 E-mail: <a href="mailto:info.ppcd@gov.mt">info.ppcd@gov.mt</a> Web page: <a href="http://www.ppcd.gov.mt">www.ppcd.gov.mt</a>
Netherlands	<b>Ministerie van Sociale Zaken en Werkgelegenheid</b> <b>(Ministry of Social Affairs and Employment)</b>  Agentschap SZW Wilhelmina van Pruisenweg 104 Postbus 93249 2509 AE Den Hague Tel.: +31/(0)70/333 60 00 Fax: +31/(0)70/333 43 34 Web page: <a href="http://www.agentschapsw.nl">www.agentschapsw.nl</a>
Poland	<b>Ministerstwo Pracy i Polityki Społecznej</b> <b>(Ministry of Labour and Social Policy</b> <b>Department for Implementing the European Social Fund)</b>  Mr. Mariusz Marciniak ul. Nowogrodzka 1/3/5 00-513 Warsaw Tel.: +48 (0)22 693 47 92 Fax: +48 (0)22 693 40 72 E-mail: <a href="mailto:Mariusz.Marciniak@mpips.gov.pl">Mariusz.Marciniak@mpips.gov.pl</a> Web page: <a href="http://www.mpips.gov.pl">www.mpips.gov.pl</a>
Portugal	<b>Instituto de Gestao do Fundo Social Europeu</b> <b>(European Social Fund Management Institute)</b>  Rua Castilho, 5, 7o-8o 1250-066 Lisbon Fax: +351/(0)21/359 16 01 E-mail: <a href="mailto:geral@igfse.pt">geral@igfse.pt</a> Web page: <a href="http://www.igfse.pt">www.igfse.pt</a>



country	name and contact details
Romania	<p><b>Programului Operațional Sectorial Dezvoltarea Resurselor Umane</b>  <b>(Managing Authority for the Sectoral Operational Programme Human Resources Development)</b></p> <p>Calea Plevnei no. 46 - 48  sector 1 Bucharest  Tel.: +40/(0)21/315 02 09  Fax: +40/(0)21/315 02 06  E-mail: <a href="mailto:posdru@fseromania.ro">posdru@fseromania.ro</a>  Web page: <a href="http://www.fseromania.ro">www.fseromania.ro</a></p>
Slovakia	<p><b>Ministerstvo Práce, Sociálnych Vecí a Rodiny</b>  <b>(Ministry of Labour, Social Affairs and Family</b>  <b>OP Employment and Social Inclusion)</b></p> <p>Špitálska 4-6  816 43 Bratislava  Tel: +421/(0)2/5975 2914  Fax: +421/(0)2/5975 2014  E-mail: <a href="mailto:kompisova@employment.gov.sk">kompisova@employment.gov.sk</a>  Web page: <a href="http://www.esf.gov.sk">www.esf.gov.sk</a></p>
Slovenia	<p><b>Ministrstvo za Delo, Družino in Socialne Zadeve</b>  <b>(Ministry of Labour, Family and Social Affairs</b>  <b>Government Office for Local Self-Government and Regional Policy)</b></p> <p>Ms. Monika Kirbiš  Director of EU Cohesion Policy Department  Savska cesta 3  1000 Ljubljana  Tel.: +386/(0)1/400 55 60  Fax: +386/(0)1/400 55 40  E-mail: <a href="mailto:monika.kirbis@gov.si">monika.kirbis@gov.si</a>  Web page:  <a href="http://www.mddsz.gov.si/en/areas_of_work/labour_market_and_employment/european_social_fund/">www.mddsz.gov.si/en/areas_of_work/labour_market_and_employment/european_social_fund/</a></p>
Spain	<p><b>Ministerio de Trabajo y Asuntos Sociales</b>  <b>Unidad Fondo Social Europeo</b>  <b>(Ministry of Labour and Social Affairs</b>  <b>European Social Fund Unit)</b></p> <p>Pio Baroja 6  28009 Madrid  Tel.: +34/(0)91/363 18 00  Fax: +34/(0)91/363 20 36  Web page: <a href="http://www.mtas.es/uafse">www.mtas.es/uafse</a></p>

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<b>United Kingdom</b>	<b>Department for Work and Pensions European Social Fund Division</b>  Level N2 Moorfoot Sheffield S1 4PQ Tel.: +44/(0)114/267 7290 Fax: +44/(0)114/267 7295 Web page: <a href="http://www.esf.gov.uk">www.esf.gov.uk</a>



## **ANNEX 3**

# **Reporting Templates and Guidelines**



# **PROVIDING REASONABLE ACCOMMODATION FOR PERSONS WITH DISABILITIES IN THE WORKPLACE IN THE EU – GOOD PRACTICES AND FINANCING SCHEMES**

Project on behalf of the European Commission, DG EMPL

## **Reporting Template**

**for the**

## **Context Analysis**

## Introduction

### Background and aim of the study

The study “Providing reasonable accommodation in the workplace for persons with disabilities in the EU – good practices and financing schemes” has a twofold background: the Community programme for employment and social solidarity (PROGRESS) and the European Disability Strategy. The aim of PROGRESS is to financially support the implementation of the objectives of the European Union in the employment and social affairs area such as

- the implementation of the European Employment Strategy,
- the implementation of the open method of coordination in the field of social protection and inclusion,
- the improvement of the working environment and conditions including health and safety at work and reconciling work and family life,
- the effective implementation of the principle of non-discrimination and promotion of its mainstreaming in all EU policies,
- the effective implementation of the principle of gender equality and promotion of its mainstreaming in all EU policies.

PROGRESS is divided in five policy sections and the present study falls under policy section 4 - “anti-discrimination and diversity” and its general objective to support effective implementation of the principle of non-discrimination and promote its mainstreaming in all EU policies. More specifically, the study shall contribute to the improvement of the understanding of the situation in relation to discrimination, particularly through analysis and studies.<sup>34</sup>

The **European Disability Strategy**, which is built on three pillars (EU anti-discrimination legislation and measures; eliminating barriers in the environment; mainstreaming disability issues in Community policies), is spelled out in the European Disability Action Plan. The goal of the Action Plan is to mainstream disability issues into relevant Community policies and develop concrete actions in crucial areas to enhance the integration of people with disabilities.<sup>35</sup> For its second phase the Action Plan has priority objectives focusing on the active inclusion of people with disabilities. The activities under the four priorities, i.e.

- encouraging activity
- promoting access to quality support and care services
- fostering accessibility of goods and services and
- increasing the EU's analytical capacity

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<sup>34</sup> See [http://ec.europa.eu/employment\\_social/progress/docs\\_en.html](http://ec.europa.eu/employment_social/progress/docs_en.html)

<sup>35</sup> European Commission (2003): Communication from the European Commission on equal opportunities for people with disabilities: A European Action Plan (COM/2003/650)



will promote the independent living of people with disabilities. This research study is linked to the first priority “encouraging activity” focusing on raising the employment and activity rates of people with disabilities.<sup>36</sup>

The Programme and the Strategy build on a concept which stresses the right of all people to fully participate in social life. It implies that all people are equal and have the right to participation and non-discrimination. Therefore it is the duty of society to provide appropriate structures which enable the individuals with disabilities to fully participate in all areas of public life, among others in the working process. Related to this concept is the social model of disability. It was elaborated in response to the individual (medical) model of disability, where the problems of persons with disabilities are founded in their impairments, whereas in the social model the problems are located outside of the individual person in the social context. Disability is seen as a social construct and the barriers persons with disabilities face are the result of neglecting their needs. Disability can therefore be seen as a human difference and in consequence is subject to non-discrimination activities and regulations. This has led to a paradigm shift from charity-based to rights-based disability policy.<sup>37</sup>

Against this background, the European Community adopted in 2000 the Framework Employment Directive (2000/78/EC) establishing a general framework for equal treatment in employment and occupation to prevent people in the European Union from being discriminated because of religion, disability, age or sexual orientation. With regard to persons with disabilities Article 5 is the most far-reaching provision and can be seen as a consequence of this inclusive concept and social model. It has created an obligation for all employers to provide reasonable accommodation for persons with disabilities. This is a consequence of the paradigm shift, that society (and in this case the employer) is in charge of meeting the needs of individuals with disabilities to enable them to fully participate in social (in this case in working) life. Article 5 in the Framework Employment Directive states:

*In order to guarantee compliance with the principle of equal treatment in relation to persons with disabilities, reasonable accommodation shall be provided. This means that employers shall take appropriate measures, where needed in a particular case, to enable a person with a disability to have access to, participate in, or advance in employment, or to undergo training, unless such measures would impose a disproportionate burden on the employer. This burden shall not be disproportionate when it is sufficiently remedied by measures existing within the framework of the disability policy of the Member State concerned.*<sup>38</sup>

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<sup>36</sup> European Commission (2005): Communication from the European Commission on the situation of disabled people in the enlarged European Union: the European Action Plan 2006-2007 (COM/2005/604)

<sup>37</sup> Degener, Theresia (2004): Definition of Disability. EU Network of Experts on Disability Discrimination

<sup>38</sup> See Council Directive (2000/78/EC) Article 5

The approach of providing reasonable accommodation implies that any person with disabilities should be enabled “to have access to, participate in, or advance in employment”: The assessment of which accommodation is required has to be based on an individual analysis of the individual needs of the person and the specific working conditions. Therefore, an appropriate accommodation is always an individually tailored solution. Thus, it is impossible to define “reasonable accommodation” in general terms and counterproductive to the intention of Article 5 (Framework Employment Directive) to provide, e.g. in legislation, a list determining what kind of accommodation is required, as it would hamper individual solutions. Nevertheless the Directive itself gives an idea of what can be understood by “reasonable accommodation”. The preamble paragraph 20 speaks of *appropriate measures as effective and practical measures to adapt the workplace to the disability, e.g. adapting premises and equipment, patterns of working time, the distribution of tasks or the provision of training or integration resources*<sup>39</sup>.

The judgement of whether a required accommodation is a disproportionate burden is also to be made against the background of the individual case. The Directive gives as a guideline: *To determine whether the measure in question give rise to a disproportionate burden, account should be taken in particular of the financial and other costs entailed, the scale and financial sources of the organisation or undertaking and the possibility of obtaining public funding or any other assistance.*<sup>40</sup>

As the Commission’s policy guidelines and the Directive are addressing the issue of anti-discrimination policy in a broad sense and do not include detailed policy proposals it is up to the Member States to ensure that national policies and legislation meet the principles of the Commission’s policies and the Directive<sup>41</sup>. Therefore, the implementation of the principle of reasonable accommodation can vary according to national framework conditions and legislation. The Member states are adopting different approaches in response to the requirements of Article 5. Differences occur among others regarding where (in the constitution, employment legislation, social legislation etc.) and how the provisions are stipulated (new legislation versus adaptation of existing legislation) as well as the further specification of the terms *reasonable accommodation* and *disproportionate burden* and the role of the public sector. Furthermore it has to be distinguished between countries where a duty for reasonable accommodation has already existed prior to the adoption of the Framework Employment Directive (e. g. UK, Ireland, Sweden) and countries where the respective laws have been adopted in order to implement Article 5<sup>42</sup>. Although the implementation in national legislation in some cases has led to a further specification of what can be classified as reasonable accommodation it seems crucial to illustrate the implications of this principle through practical examples.

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<sup>39</sup> See Council Directive (2000/78/EC) Preamble (20)

<sup>40</sup> See Council Directive (2000/78/EC) Preamble (21)

<sup>41</sup> See European Commission (2005): Disability mainstreaming in the European Employment Strategy (EMCO/11/290605)

<sup>42</sup> For an in-depth analysis of the implementation of Article 5 in national legislation see Waddington, Lisa (2004): Implementing and Interpreting the Reasonable Accommodation Provision of the Framework Employment Directive: Learning from Experience and Achieving Best Practice. EU Network of Experts on Disability Discrimination

Therefore, to foster the idea of what reasonable accommodation could be and to raise the awareness among the key players, employers and employees, on how adaptation can lead to a better integration of persons with disabilities in the workplace, examples on successfully implemented accommodation has to be disseminated. Following the Directive and with reference to the Tender Specifications for this study reasonable accommodation of different types will be taken into consideration, e.g.

- adaptation of the workplace,
- providing wheelchair access,
- using assistive technology,
- adapting office equipment,
- adjusting working hours or teleworking arrangements,
- re-distributing tasks between the members of a team
- provision of tailored training measures
- giving periodically rehabilitation.

This project shall illustrate how reasonable accommodation in these fields can be realised reaching a proper balance between the interests of employees and employers. Therefore company examples will be identified and analysed where the concept of reasonable accommodation has worked on the ground. These examples shall contribute to raise the awareness among both, persons with disabilities on how they can achieve their right for appropriate accommodation in the workplace, and companies through showing that in most cases reasonable accommodation can be carried out without excessive difficulties and may lead to positive side effects for the business and its entire staff.

As to this regard, the project **aims** at:

- Identifying and analysing various cases of good practice in providing reasonable accommodation at enterprise level;
- Selecting cases of good practice for in-depth presentation in the form of a publication to raise the awareness of providing reasonable accommodation;
- Giving an overview of available funding schemes and financial support to (partly) cover costs of such accommodation at national and European level;
- Listing the organisations which are providing financial support to employers and/or grants to employees;
- Drawing conclusions with regard to the improvement of such funding schemes, the mobilisation of policies to facilitate the provision of reasonable accommodation and success factors in planning and implementing reasonable accommodation.

## Tasks to be fulfilled by research partners

In the course of the research project the following tasks will be fulfilled “on the spot”, i.e. at national level by the national research partners:

- An analysis of the legal and political framework concerning the work integration of persons with disabilities. The results of the analysis shall be presented according to a reporting template (see chapter 2)
- The identification and analysis of funding schemes for reasonable accommodation and its responsible organisations according to a guideline (the guideline will be sent to you separately).
- The identification and a short description of enterprise cases of good practice of reasonable accommodation in the workplace. These cases shall be presented according to a template (each approx. 300 words) which will be sent to you separately at a later stage.

### First task: Context analysis

To gain an overview of the national framework conditions we ask you to carry out a context analysis including the legal and political framework as well as key data concerning the work integration of people with disabilities. With respect to the context analysis it is, firstly, crucial to identify in which way Article 5 of the Employment Framework Directive has been implemented in national legislation in order to better understand the different national concepts of “reasonable accommodation” and to assess the degree of dissemination of the concept. Secondly, legislation regarding work integration of persons with disabilities in general has to be analysed as “reasonable accommodation” only builds one aspect in a legislative system aiming at non-discrimination of persons with disabilities and the promotion of inclusion. Moreover, the main political strategies and instruments aiming at the improvement of work integration of persons with disabilities should be identified. Finally, to assess the legal and political framework conditions you are asked to describe the key data with respect to the integration of persons with disabilities in the labour market to gain a (quantitative) illustration of the current situation in your country.

The context analysis also aims at identifying various types of key actors, at European and national level, in the area of employment of persons with disability. This refers to e.g. supporting organisations/authorities, associations of people with disability and rehab organisations as well as information platforms. Such bodies and persons can act as ‘gatekeepers’ and provide access (contacts) to good practice cases (employers) and funding schemes in the later steps of the research mission.

To gather the relevant information, the following sources are suggested:

- Internet research
- Literature analysis
- Expert interviews with persons active in the field of labour market integration of persons with disabilities (e. g. social partners, researchers, experts of responsible ministries)

It is suggested to start the research by contacting the national member of the **European Disability Forum** as well as national organisations/institutions specialised in the issue of persons with disabilities in the labour market as they may considerably facilitate the partners' tasks by pinpointing relevant literature/data and providing expertise/know-how. Possible sources could be:

- Relevant ministries, NGOs etc., NAPs
- At European level:

[http://ec.europa.eu/employment\\_social/disability/index\\_en.html](http://ec.europa.eu/employment_social/disability/index_en.html)

[http://ec.europa.eu/employment\\_social/employment\\_strategy/index\\_en.htm](http://ec.europa.eu/employment_social/employment_strategy/index_en.htm)

[http://ec.europa.eu/employment\\_social/index\\_en.html](http://ec.europa.eu/employment_social/index_en.html)

[http://ec.europa.eu/employment\\_social/fundamental\\_rights/policy/aneval/legnet\\_en.htm](http://ec.europa.eu/employment_social/fundamental_rights/policy/aneval/legnet_en.htm)

<http://www.edf-feph.org/>

[http://ec.europa.eu/employment\\_social/soc-prot/disable/hlg\\_en.htm](http://ec.europa.eu/employment_social/soc-prot/disable/hlg_en.htm)

[http://ec.europa.eu/employment\\_social/fundamental\\_rights/policy/aneval/mon\\_en.htm#disability](http://ec.europa.eu/employment_social/fundamental_rights/policy/aneval/mon_en.htm#disability)

- Literature:

Framework Employment Directive (<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32000L0078:EN:HTML>)

Publication concerning anti-discrimination: Country reports on the implementation of anti-discrimination legislation - state of affairs January 2007 ([http://ec.europa.eu/employment\\_social/fundamental\\_rights/public/pubst\\_en.htm#stud](http://ec.europa.eu/employment_social/fundamental_rights/public/pubst_en.htm#stud))

Waddington, Lisa (2004): Implementing and Interpreting the Reasonable Accommodation Provision of the Framework Employment Directive: Learning from Experience and Achieving Good Practice. ([http://ec.europa.eu/employment\\_social/fundamental\\_rights/pdf/aneval/reasonaccom.pdf](http://ec.europa.eu/employment_social/fundamental_rights/pdf/aneval/reasonaccom.pdf))

European Disability Forum (EDF): Analysis by the European Disability Forum of the Transposition and Implementation of the Council Directive 2000/78/EC. (<http://cms.horus.be/files/99909/MediaArchive/pdf/Analysis%20of%20the%20transposition%20and%20implementation%20of%20ETD%20Revised.pdf>)

Please fill in the reporting template provided in chapter 2 and send it to Susanne Fröhlich ([s.froehlich@kmuforschung.ac.at](mailto:s.froehlich@kmuforschung.ac.at)) until **26<sup>th</sup> of March 2008**. For illustration you can find the completed template from Austria in chapter 3.

## Reporting Template – Context Analysis

Please draft your description as free text addressing the indicated aspects/questions concerning the legal and political framework of the integration of persons with disabilities in the labour market, which you may replace with your information.

### Context Analysis: Country x

#### **Legal framework**

Which main legal regulations impacting employers (e.g. quota, obligations, subsidies) determine the legal framework in the field persons with disabilities in the labour market? How is the integration of persons with disabilities regulated? Where and how is Article 5 Employment Framework Directive implemented? (Does the legislation include a definition of disability? Does it include a definition or examples of reasonable accommodation? What sanctions are considered? etc.)

#### **Political framework and key players**

Who are the key players and who is responsible for labour market integration issues at political level (ministries, subordinated agency, etc.)? Which are the main strategies and instruments (e.g. policy papers, strategies)? Which roles play the initiatives at European level for the development of the national policies?

Which other organisations (NGOs, local actors, etc.) are involved?

#### **Key data on labour market integration of persons with disabilities**

Which are the key data representing the integration of persons with disabilities in the labour market (i.e. employment rate, unemployment rate etc.)? *Please indicate the recent development, relate the data to overall ones (e.g. (un)employment rate of the whole population) and consider gender aspects.*

## Example: Context Analysis – Austria

### Legal Framework

According to the Austrian Constitution, legal powers are exercised either by the Federation (*Bund*) or the federal provinces (*Länder*). Neither the Federation nor the federal provinces have an exclusive power to regulate anti-discrimination. Nevertheless, by introducing a new clause prohibiting discrimination to the constitutional catalogue of human rights in 1997 the Federation exercised its exclusive power to amend the **Federal Constitution**. Labour law legislation basically falls into the competence of the Federation; the competence on civil law is basically held by the federation, but the federal states have the power to adopt the provisions under civil law.

Concerning the integration of persons with disabilities into the labour market, the first steps have already been done in 1970, when the **Federal Act on the Employment of People with Disabilities** (*BEinstG*)<sup>43</sup> has come into force. This act has continuously been updated and amended since then. With the latest amendment, when the **Disability Equality Act** (*BGStG*)<sup>44</sup> came into force on January 1<sup>st</sup>, 2006, the **Directive 2000/78/EC** has completely been transposed and implemented into the Austrian legal framework in regard to federal competences (*BEinstG* § 6 (1a) corresponds to Article 5 of the Directive).

Generally, **defining disability** is a matter of statutory law, several fields in law include lengthy definitions of this term<sup>45</sup>. *BEinstG* § 3 and *BGStG* § 3 give a rather broad definition of disability. *BEinstG* § 2 defines ‘eligible disabled’ (*begünstigte Behinderte*). All these definitions of disability relate to the individual (medical) approach; nevertheless, disabled today have a right for barrier-free access to e. g. supermarkets or public buildings and political programmes follow the social model of disability. *BEinstG* § 6 deals with ‘appropriate provisions and support services’, giving an overview on reasonable accommodation and possible subsidies for its implementation. This paragraph also explains that a burden can not be seen as disproportionate when it is sufficiently compensated by public financial assistance (based on federal or provincial legislation).

To enable the integration of persons with disabilities into the labour market, the *BEinstG* regulates the following key aspects<sup>46</sup>:

- **Determination of eligible disabled:** Austrian nationals or nationals of a Member State of the European Economic Area with a degree of disability of at least 50 %, who live or work in Austria are the beneficiaries of this law. Applications for eligibility have to be handed in at the Federal Social Welfare Authority (*Bundesamt für Soziales und Behindertenwesen; Bundessozialamt*).
- **Duty to employ:** Basically, all employers employing 25 or more employees in Austria are obliged to employ persons with disabilities at the ratio 1:25.

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<sup>43</sup> *Bundesgesetz über die Einstellung und Beschäftigung Behinderter (Behinderteneinstellungsgesetz; BEinstG)*, Federal Law Gazette I Nr. 22/1970, last amended by Federal Law Gazette I Nr. 82/2005.

<sup>44</sup> *Bundesgesetz über die Gleichstellung von Menschen mit Behinderungen (Bundes-Behindertengleichstellungsgesetz; BGStG)*, Federal Law Gazette I Nr. 82/2005.

<sup>45</sup> Such as the Federal Act on Public Assistance or the Austrian Pension Law; definitions are shaped to the legal context they relate to.

<sup>46</sup> Source: BMSK, <http://www.bmsk.gv.at/cms/site/liste.html?channel=CH0056>, January 29<sup>th</sup>, 2008.



- If employers do not comply with their duty to employ, they are obliged to pay a **equalisation tax** (*Ausgleichstaxe*) amounting to € 209.- (year 2007) per month and person that ought to be employed. These equalisation taxes go to the **Equalisation Tax Fund** (*Ausgleichstaxfonds*), designated to subsidise measures promoting the employment of people with disabilities (e.g. under *BEinstG* § 6). The opportunity to pay instead of employ is widely used by both, private companies and public authorities (approx. 53,000 out of 85,000 compulsory workplaces for persons with disabilities are filled).
- So far, (financial) support according to the *BEinstG* could only be used to alleviate the effects of already existing disabilities. In the future, the funds of the Equalisation Tax Fund can also be used for persons that risk heavy health damages when continuing to execute their work (**preventive measures**).
- **Protection against dismissal** is twofold. Firstly, the determination of an unlimited contract with an employee with disabilities becomes effective only after a notice period of at least 4 weeks has passed. Secondly, dismissal is subject to prior consent of the Disability Board established with the Federal Social Welfare Authority.
- Employers who employ (or are willing to employ) eligible people with disabilities may qualify for **support** under the *BEinstG* § 6. Non-refundable grants or subsidised loans aim at (a) facilitating technical appliances making the working place suitable to people with disabilities, (b) promoting working or training places suitable to people with disabilities, (c) subsidising the wages of employees or trainees with disabilities, (d) alleviating the costs for personal assistance (*Arbeitsassistenten*), (e) facilitating training, re-training, or work trial, (f) contributing to the costs linked with taking up employment, or (g) promoting self-employment of people with disabilities. The measures are funded by the Equalisation Tax Fund.

### **Political framework and key players**

In the following, the key players and most important programmes on federal basis are summarised. Besides these, adapted programmes may exist in each of the nine federal provinces.

The **Federal Ministry of Social Affairs and Consumer Protection** (*Bundesministerium für Soziales und Konsumentenschutz; BMSK*) administers the Equalisation Tax Fund. Basically, the design of measures to facilitate the integration of persons with disabilities into the labour market is one of the competences of this ministry (also in line with the EU initiative EQUAL 1B, 2000-2006).

The **Federal Social Welfare Authority** (*Bundesamt für Soziales und Behindertenwesen; Bundessozialamt*) is a specialised disability department of the *BMSK*. Its main fields of activity are to ensure the occupational integration of persons with disabilities, their social integration as well as their equal treatment (through the provision of support measures and the execution of arbitration proceedings) and to provide expert's reports.

On behalf of the *BMSK*, the **Public Employment Service (PES)** (*Arbeitsmarktservice; AMS*) operates special programmes to promote the integration of persons with disabilities into work. In 2006, several of these programmes (e. g. inclusion subsidy, socio-economic enterprises and occupational projects) have been further extended.

Both, the Federal Social Welfare Authority as well as the PES have regional offices that cooperate with the **regional governments** in each of the nine federal provinces of



Austria. Depending on the budgets and focuses of the provinces, national support schemes may be amended or additional support schemes may be implemented and therefore support provision to persons with disabilities can – besides the common basic requirements – vary substantially within the country.

For the implementation and provision of support services of a non-financial character the regional Social Welfare Authority or the regional PES predominantly assign, through tendering procedures, experienced (mostly regional or local) **NGOs and private institutions**. These institutions act as service provider and receive funding.

Since January 1<sup>st</sup>, 2006, persons that feel discriminated in the sense of the *BGStG* or in relation to the prohibition to discriminate according to the *BEinstG* may refer to the **Ombud for Persons with Disabilities** (*Anwalt für Gleichbehandlungsfragen für Menschen mit Behinderungen; Bundes-Behindertenanwalt*)<sup>47</sup>, that has been appointed by the Minister of Social Affairs and Consumer Protection. The Ombud is a member of the Federal Disabled Advisory Committee that supports and advises the *BMSK* in all matters concerning disability.

Members of the **Austrian National Council of Persons with Disabilities** (*Österreichische Arbeitsgemeinschaft für Rehabilitation*) have a legal role in supporting claims, as this NGO is entitled to intervene in court cases.

The currently most important **political programmes** for a comprehensive integration of persons with disabilities in Austria are:

- In 1992, the Austrian Federal Government has, in co-operation with the Austrian National Council of Persons with Disabilities passed the **Disability Concept** (*Behindertenkonzept*). This concept defines the framework of disability policy in Austria and names the most important targets to ensure integration and normalisation for the different areas of live. It also foresees the regular publication of a detailed Report on the Situation of the Persons with Disabilities in Austria (next report to be published in 2008).
- With effect from January 1<sup>st</sup>, 2001, the Austrian government launched an **Additional Programme on Employment of People with Disabilities** (*Beschäftigungsoffensive der Bundesregierung – 'Behindertenmilliarde'*), worth ATS 1 billion (€ 72.7 millions) financed mainly by the Federation. The programme concentrates on the employment of young people with disabilities, people with disabilities aged 50 or more, and people with disabilities whose employment proves especially difficult. The programme arranges for a wide variety of measures, such as wage subsidies, job coaching, vocational counselling in the framework of supported employment, training, creation of jobs, or incentives to self-employment. The programme is also used to co-finance EU-programmes (e. g. EQUAL, etc.) in this area.

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<sup>47</sup> According to § 13c Federal Disability Act (*Bundesbehindertengesetz; BBG*) Federal Law Gazette I, Nr. 283/1990, last amended by Federal Law Gazette I, Nr. 82/2005.

- The Guideline 7 of the Austrian National Action Plan on Employment is substantiated by the **Federal Labour Market Policy Programme on Disabled** of 2005 (*Bundesweites arbeitsmarktpolitisches Behindertenprogramm 2005; BABE*) that has been elaborated by the *BMSK*. *BABE* takes into account the EU Single Programming Documents Target 1 and Target 3 (2000-2006), the EU initiative EQUAL, the concept of the Additional Programme on Employment of People with Disabilities and the measures determined in §§ 6 and 10a *BEinstG*.

Besides these major political programmes, several **punctual actions** have been and are being carried out (e.g. currently the Action 500, aiming at 500 additional workplaces for disabled). Also, various **socio-economic enterprises** were created.

### **Key data on labour market integration of persons with disabilities**

On average, during the year 2006, 3,928.271 persons have been employed in Austria. From 2004 to 2006, the **employment rate**<sup>48</sup> rose from 67.8 % to 70.2 % (women 63.5 % and men 76.9 % in 2006).

The data of the *BMSK*<sup>49</sup> show that 93,830 persons qualified as 'eligible disabled' according to the *BEinstG* in 2006 (94,426 persons in 2007). Of these persons, 61,754 (2007: 63,249) have been employed (thereof 48,208 at employers with the duty to employ; 9,705 at employers without the duty to employ and 3,841 as self-employed) and 32,076 have not been employed<sup>50</sup>. This would lead to an employment rate of 65.8 % among 'eligible disabled'; this rate has been steady since 2004 (65.1 %).<sup>51</sup>

Although approximately half of all employed in the private enterprise sector work in enterprises with less than 50 employees, persons with disabilities are more likely to work in larger enterprises or in the public sector. Moreover, in 2004, 1,412 persons with disabilities have been working in socio-economic enterprises<sup>52</sup>.

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<sup>48</sup> Source: Statistik Austria, [http://www.statistik.at/web\\_de/static/ergebnisse\\_im\\_ueberblick\\_023540.xls](http://www.statistik.at/web_de/static/ergebnisse_im_ueberblick_023540.xls); resident population concept – LFS (15 to 64 years)

<sup>49</sup> Source: *BMSK*, [http://www.bmsk.gv.at/cms/site/attachments/4/7/1/CH0356/CMS1198166267234/beschaefigte\\_und\\_nichtbeschaefigte\\_behinderte.xls](http://www.bmsk.gv.at/cms/site/attachments/4/7/1/CH0356/CMS1198166267234/beschaefigte_und_nichtbeschaefigte_behinderte.xls); data as of December 1<sup>st</sup> each year.

<sup>50</sup> The high number of not-employed 'eligible disabled' persons can not be equated with unemployed disabled persons, as it also includes those not looking for a job.

<sup>51</sup> These rates for 'eligible disabled' have to be regarded as estimates in comparison to the employment rate in total, as calculation methods differ. Data on the overall population of disabled persons in Austria are not available yet, there are different sources using different definitions of disability that can not be matched.

<sup>52</sup> Source: *BMSK*, [http://www.bmsk.gv.at/cms/site/attachments/4/7/1/CH0356/CMS1198166267234/integrative\\_betriebe.xls](http://www.bmsk.gv.at/cms/site/attachments/4/7/1/CH0356/CMS1198166267234/integrative_betriebe.xls); data as of January 1<sup>st</sup> each year.

In 2007, on average, 222,248 persons (44.1 % thereof women) were registered as **unemployed** with the Public Employment Service<sup>53</sup>. Of these 222,248 persons, 31,392 were persons with disabilities ('eligible disabled' according to the *BEinstG* plus disabled according to the criteria of the PES) (38.0 % thereof women) and 190,856 persons without disabilities (45.0 % thereof women); i. e. 14.1 % of the unemployed persons (15.6 % of the unemployed men and 12.2 % of the unemployed women) in 2007 had disabilities. Since 2004, the share of persons with disabilities among the unemployed has continuously been rising; starting from 11.8 % (13.2 % of the unemployed men and 9.8 % of the unemployed women were persons with disabilities then).

From 2006 to 2007, the average number of unemployed persons fell by 7.1 % (women: -5.3 %, men: -8.4 %). While the number of unemployed without disabilities declined by 9.2 % (women: -7.3 %, men: -10.6 %), the number of those with disabilities rose by 8.0 % (women: +12.2 %, men: +5.6 %).

Of the 239,174 persons that have been registered as unemployed with the PES in 2006 (2007: 222,148 persons), 12.1 % had disabilities (2007: 14.1 %) and thereof 2.2 % percentage points (5,334 persons) were 'eligible disabled' (2007: 2.4 percentage points respectively 5,390 persons).

In 2006, according to the PES-data, 6.7 % of the persons that have been employed out of unemployment had disabilities.

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<sup>53</sup> Source: Public Employment Service (PES) (*Arbeitsmarktservice; AMS*), <http://iambweb.ams.or.at>; data on yearly averages.

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<sup>54</sup> Now under the competency of the Federal Ministry for Social Affairs and Consumer Protection (*Bundesministerium für Soziales und Konsumentenschutz; BMSK*).

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<sup>56</sup> Now under the competency of the Federal Ministry for Social Affairs and Consumer Protection (*Bundesministerium für Soziales und Konsumentenschutz; BMSK*).

# **PROVIDING REASONABLE ACCOMMODATION FOR PERSONS WITH DISABILITIES IN THE WORKPLACE IN THE EU – GOOD PRACTICES AND FINANCING SCHEMES**

Project on behalf of the European Commission, DG EMPL

**Guideline**

**for the**

**Funding Schemes**

## Introduction

*For background and general aims of the study see “Reporting Template for the Context Analysis”:*

In the course of the research study “Providing reasonable accommodation in the workplace for persons with disabilities in the EU – good practices and financing schemes” it is requested to identify and analyse funding schemes which provide financial support for reasonable accommodation, i.e. measures in the workplace leading to a better integration of persons with disabilities in the labour market.

Reasonable accommodation may comprise the following measures:

- Adaption of the workplace
- Providing wheelchair access
- Using assistive technology
- Adapting office equipment
- Adjusting working hours or teleworking arrangements
- Re-distributing of tasks between the members of a team
- Provision of tailored training measures
- Giving periodically rehabilitation.

Therefore all possible funding supporting such kind of adoptions and arrangements shall be identified. Funding (grants, subsidies, loans, allowances, tax incentives etc.) could be available for e.g.

- physical investments to improve the access to companies for employees with disabilities, e. g. the installation of ramps or elevators
- investments related to adjusting equipment of the workplace, e.g. technical tools such as adaptations of computers (larger monitors, Braille keyboard etc.)
- investments related to arranging for distance-working technologies
- work assistance
- consultancy services for creating a barrier-free workplace
- Etc.

As we are looking for financial support, only funding will be considered, but not services providing support of a non-financial character such as consultancy or assistance services. Therefore, e.g. grants or subsidies for work assistance will be of relevance for the study, but not the provision of work assistants. Concerning the beneficiary funding for both employers and employees are to be identified in the scope of the research.

Despite the focus on financial funding, to gain an overview of the supporting landscape and the situation in your country we ask you to list some examples of supporting measures of a non-financial character (e.g. provision of work assistance) as well.

Please fill in the guideline provided in chapter 2 for each funding scheme identified, and save each measure separately. To illustrate the exercise you can find two examples from Austria in chapter 3. Furthermore, please list some supporting measures of a non-financial character in the table in chapter 4 where you also can find examples from Austria.

Please send your contribution to Susanne Fröhlich ([s.froehlich@kmuforschung.ac.at](mailto:s.froehlich@kmuforschung.ac.at)) until **9<sup>th</sup> of April 2008** at the latest.



## Guideline

Please copy the box as often as you need it and fill in the guideline (please change only the right column) for each funding scheme separately and save it as “[Country] No [x]”.

### Guideline for the analysis of the funding schemes

	Explanation
<b>general information</b>	
1. country	
2. name of the scheme	name in original language
3. name in English	in English
4. implementing organisation/s	name of the organisation(s) in charge of administering the scheme
5. contact details of implementing organisation/s	contact person, address, telephone, E-Mail, webpage etc.
6. details of contact points	contact person, address, telephone, E-Mail, webpage etc. of each contact point
<b>main characteristics of financial assistance</b>	
7. objective of the funding	description of the objective of the funding
8. What is funded?	Please indicate type of accommodation according to <i>list A</i> and describe as detailed as possible (core part of the presentation), e.g.: What type of accommodation, investment or measure is funded?
9. What conditions have to be met?	Which conditions the employer has to fulfil (e.g. size of the enterprise, provide a new job)? Which conditions the employee has to fulfil? (e.g. specific form or degree of disability, unemployed etc.) Is the funding linked to a specific case (individual employees)?
10. Who may apply? Who receives the financial support?	Target group addressed: Employees (individuals with disabilities) vs. employers (enterprises); specific characteristics (e.g. age class, gender, type and degree of disability, nationality, occupational status, sectors, company size classes etc.)
11. How to apply?	Information on formal procedure of application, application forms etc. (internet links)
12. form and amount of funding	Please indicate type of funding (grant, subsidy, tax incentive, loan, voucher etc.) and describe in further detail (e.g. amount of funding and if applicable, amount to be covered by applicants)
13. Additional information	
<b>additional information</b>	
14. source of funding	national, regional, local or other; indication of funding body in parentheses; e.g. national (Federal Ministry for Social Affairs); if there exist various sources, indication of the share of funds of each source
15. EU financial contribution	“yes, fully”, “yes, partly” or “no” shall show whether and to which extent the measure is financed by the European Union, indicate exact source (e.g. ESF)
16. relation to state aid regulations	Which state aid provisions are the basis or allow for the instrument
17. geographical areas covered and organisation of contact points	indication which geographical areas are covered (nation, region, city) and where contact points can be found (centralised at national level, decentralised at regional level, decentralised at local level)
18. promotion, visibility and transparency of the funding	Indication of how the target group is made aware of the action

***List A Type of accommodation***

- 12. Adaption of the workplace
- 13. Providing wheelchair access
- 14. Using assistive technology
- 15. Adapting office equipment
- 16. Adjusting working hours
- 17. Teleworking arrangements
- 18. Re-distributing of tasks between the members of a team
- 19. Work assistance
- 20. Training
- 21. Giving periodically rehabilitation
- 22. Others

## Funding schemes: Examples from Austria

Saved as "Austria No 1".

### Austria No 1

	Explanation
<b>general information</b>	
1. country	Austria
2. name of the scheme	Förderung von investiven Maßnahmen
3. name in English	Promotion of Investment Measures
4. implementing organisation/s	Federal Social Welfare Authority (Bundessozialamt)
5. contact details of implementing organisation/s	Mr. Peter Weiner Babenbergerstraße 5 A-1010 Wien Tel.: +43/(0)5/9988/2450 Fax: +43/(0)5/9988/2030 Email: bundessozialamt@basb.gv.at Web page: www.bundessozialamt.gv.at
6. details of contact points	The 9 regional offices of the Federal Social Welfare Agency:  Bundessozialamt – Landesstelle Burgenland Hauptstraße 33a A-7000 Eisenstadt Tel.: +43/(0)5/9988 Fax: +43/(0)5/9988/7412 Email: bundessozialamt.bgl1@basb.gv.at Web page: www.bundessozialamt.gv.at  Bundessozialamt – Landesstelle Kärnten Kumpfgasse 23-25 A-9010 Klagenfurt Tel.: +43/(0)5/9988 Fax: +43/(0)5/9988/5888 Email: bundessozialamt.ktn@basb.gv.at Web page: www.bundessozialamt.gv.at  Bundessozialamt – Landesstelle Niederösterreich Grenzgasse 11 TOP 3 A-3100 St. Pölten Tel.: +43/(0)5/9988 Fax: +43/(0)5/9988/7699 Email: bundessozialamt.noel@basb.gv.at Web page: www.bundessozialamt.gv.at  Bundessozialamt – Landesstelle Oberösterreich Gruberstraße 63 A-4021 Linz Tel.: +43/(0)5/9988 Fax: +43/(0)5/9988/4400 Email: bundessozialamt.ooe@basb.gv.at Web page: www.bundessozialamt.gv.at

	Explanation
<b>general information</b>	
	<p>Bundessozialamt – Landesstelle Salzburg  Auerspergstraße 67a  A-5020 Salzburg  Tel.: +43/(0)5/9988  Fax: +43/(0)5/9988/3499  Mail: <a href="mailto:bundessozialamt.sbg1@basb.gv.at">bundessozialamt.sbg1@basb.gv.at</a>  Web page: <a href="http://www.bundessozialamt.gv.at">www.bundessozialamt.gv.at</a></p> <p>Bundessozialamt – Landesstelle Steiermark  Babenbergerstraße 35  A-8021 Graz  Tel.: +43/(0)5/9988  Fax: +43/(0)5/9988/6899  Mail: <a href="mailto:bundessozialamt.stmk1@basb.gv.at">bundessozialamt.stmk1@basb.gv.at</a>  Web page: <a href="http://www.bundessozialamt.gv.at">www.bundessozialamt.gv.at</a></p> <p>Bundessozialamt – Landesstelle Tirol  Herzog-Friedrich-Straße 3  A-6020 Innsbruck  Tel.: +43/(0)5/9988  Fax: +43/(0)5/9988/582609  Email: <a href="mailto:bundessozialamt.tirol1@basb.gv.at">bundessozialamt.tirol1@basb.gv.at</a>  Web page: <a href="http://www.bundessozialamt.gv.at">www.bundessozialamt.gv.at</a></p> <p>Bundessozialamt – Landesstelle Vorarlberg  Rheinstraße 32/3  A-6900 Bregenz  Tel.: +43/(0)5/9988  Fax: +43/(0)5/9988/7205  Mail: <a href="mailto:bundessozialamt.vlbq@basb.gv.at">bundessozialamt.vlbq@basb.gv.at</a>  Web page: <a href="http://www.bundessozialamt.gv.at">www.bundessozialamt.gv.at</a></p> <p>Bundessozialamt – Landesstelle Wien  Babenbergerstraße 5  A-1010 Wien  Tel.: +43/(0)5/9988  Fax: +43(0)1/5862016  Mail: <a href="mailto:bundessozialamt.wien1@basb.gv.at">bundessozialamt.wien1@basb.gv.at</a>  Web page: <a href="http://www.bundessozialamt.gv.at">www.bundessozialamt.gv.at</a></p>
details of contact points	
<b>main characteristics of financial assistance</b>	
7. objective of the funding	It is the objective of this funding scheme to offer to enterprises and the non-profit sector an incentive for the reduction of existing barriers.

	Explanation
<b>main characteristics of financial assistance</b>	
8. What is funded?	<p>1,2,3,4;</p> <p>Financial support can especially be granted for:</p> <ul style="list-style-type: none"> <li>* measures that facilitate access for persons with disabilities (e. g. construction of a ramp, installation of a (stair) lift, construction of parking places for disabled, construction of a guidance system for blind);</li> <li>* the adoption of work/training places, toilets, etc. for disabled;</li> <li>* measures that allow for or facilitate the utilisation of therapeutic facilities to disabled</li> <li>* measures to adapt vehicles of transportation enterprises for disabled.</li> </ul>
9. What conditions have to be met?	<p>This funding scheme is applicable for the adoption of already existing buildings.</p> <p>There are no restrictions according to the size of the benefiting enterprise/organisation (but small enterprises with small investments receive a higher share of funding).</p> <p>It is not linked to a specific case/individual employee but aims to equate disabled in general; i.e. this financial support can be used to adapt the workplaces of employees with disabilities as well as to facilitate access to clients with disabilities.</p>
10. Who may apply? Who receives the financial support?	<p>The target group is enterprises and non-profit sector organisations as well as churches and religious entities.</p> <p>The provision of support is not subject to employment of persons with disabilities (as also barrier free access for clients shall be achieved).</p>
11. How to apply?	<p>Application forms can be downloaded from the web page: <a href="http://www.basb.gv.at/basb/Downloads/Formulare">http://www.basb.gv.at/basb/Downloads/Formulare</a>.</p> <p>The application can be handed in electronically or physically at the relevant regional Social Welfare Authority.</p> <p>In general, applications have to be handed in before carrying out the investment.</p>
12. form and amount of funding	<p>Support is given in form of a non-redeemable grant for 50 % of the project costs, the remaining 50 % have to be covered by the applicant.</p> <p>Small enterprises (with up to 50 employees) can receive a non-redeemable grant for two third of the project sum, when the total project costs are from € 1,000.- to max. € 5,000.-.</p> <p>The maximum amount of possible support per applicant and year is € 50,000.-</p>
13. Additional information	<p>The current directive for this funding scheme has been issued by the Federal Ministry of Social Affairs and Consumer Protection and came into effect in May 2007. A very similar scheme existed in the years before (also including public entities as a target group).</p> <p>In 2006, 230 cases of support provision are reported with a total amount of € 3.5 mio in grants. (Source: Federal Social Welfare Agency, Annual Report 2006).</p>
<b>additional information</b>	
14. source of funding	<p>national (Federal Social Welfare Authority, 100%)</p> <p>Funding is provided from the means of the Equalisation Tax Fund (Ausgleichstaxfonds).</p>
15. EU financial contribution	no

	Explanation
<b>additional information</b>	
16. relation to state aid regulations	<p>BEinstG §10a Par 1 lit J; Federal Act on the Employment of People with Disabilities (Bundesgesetz über die Einstellung und Beschäftigung Behinderter; Behinderteneinstellungsgesetz; BEinstG), Federal Law Gazette I Nr. 22/1970, last amended by Federal Law Gazette I Nr. 82/2005</p> <p>and</p> <p>Disability Equality Act (Bundesgesetz über die Gleichstellung von Menschen mit Behinderungen; Bundes-Behindertengleichstellungsgesetz; BGStG), Federal Law Gazette I Nr. 82/2005</p>
17. geographical areas covered and organisation of contact points	<p>Austria; contact points are decentralised at regional level</p>
<b>additional information</b>	
18. promotion, visibility and transparency of the funding	<p>The funding scheme is promoted on the web sites of the Federal Ministry of Social Affairs and Consumer Protection and the Federal Social Welfare Authority (an information leaflet can be downloaded there as well).</p> <p>The regional offices of the Social Welfare Authority cooperate with the regional provincial administrations, the regional Public Employment services and advocate organisations / NGOs to promote the scheme through different channels.</p> <p>Information leaflets on support programmes to ensure equal treatment of disabled at work are issued and distributed by each, the public authorities, the Economic Chamber, the Chamber of Labour and the Trade Union.</p>

Saved as "Austria No 2".

# Austria No 2

	Explanation
<b>general information</b>	
1. country	Austria
2. name of the scheme	Schulungs- und Ausbildungskosten
3. name in English	Training and Education Costs
4. implementing organisation/s	Federal Social Welfare Authority (Bundessozialamt)
5. contact details of implementing organisation/s	Mr. Pollak Babenbergerstraße 5 A-1010 Wien Tel.: +43/(0)5/9988/2518 Fax: +43/(0)5/9988/2030 Email: bundessozialamt@basb.gv.at Web page: www.bundessozialamt.gv.at
6. details of contact points	The 9 regional offices of the Federal Social Welfare Agency:  Bundessozialamt – Landesstelle Burgenland Hauptstraße 33a A-7000 Eisenstadt Tel.: +43/(0)5/9988 Fax: +43/(0)5/9988/7412 Email: bundessozialamt.bgl1@basb.gv.at Web page: www.bundessozialamt.gv.at  Bundessozialamt – Landesstelle Kärnten Kumpfgasse 23-25 A-9010 Klagenfurt Tel.: +43/(0)5/9988 Fax: +43/(0)5/9988/5888 Email: bundessozialamt.ktn@basb.gv.at Web page: www.bundessozialamt.gv.at  Bundessozialamt – Landesstelle Niederösterreich Grenzgasse 11 TOP 3 A-3100 St. Pölten Tel.: +43/(0)5/9988 Fax: +43/(0)5/9988/7699 Email: bundessozialamt.noel1@basb.gv.at Web page: www.bundessozialamt.gv.at  Bundessozialamt – Landesstelle Oberösterreich Gruberstraße 63 A-4021 Linz Tel.: +43/(0)5/9988 Fax: +43/(0)5/9988/4400 Email: bundessozialamt.ooe@basb.gv.at Web page: www.bundessozialamt.gv.at

	Explanation
<b>general information</b>	
	<p>Bundessozialamt – Landesstelle Salzburg  Auerspergstraße 67a  A-5020 Salzburg  Tel.: +43/(0)5/9988  Fax: +43/(0)5/9988/3499  Mail: bundessozialamt.sbg1@basb.gv.at  Web page: www.bundessozialamt.gv.at</p> <p>Bundessozialamt – Landesstelle Steiermark  Babenbergerstraße 35  A-8021 Graz  Tel.: +43/(0)5/9988  Fax: +43/(0)5/9988/6899  Mail: bundessozialamt.stmk1@basb.gv.at  Web page: www.bundessozialamt.gv.at</p> <p>Bundessozialamt – Landesstelle Tirol  Herzog-Friedrich-Straße 3  A-6020 Innsbruck  Tel.: +43/(0)5/9988  Fax: +43/(0)5/9988/582609  Email: bundessozialamt.tirol1@basb.gv.at  Web page: www.bundessozialamt.gv.at</p> <p>Bundessozialamt – Landesstelle Vorarlberg  Rheinstraße 32/3  A-6900 Bregenz  Tel.: +43/(0)5/9988  Fax: +43/(0)5/9988/7205  Mail: bundessozialamt.vlbg@basb.gv.at  Web page: www.bundessozialamt.gv.at</p> <p>Bundessozialamt – Landesstelle Wien  Babenbergerstraße 5  A-1010 Wien  Tel.: +43/(0)5/9988  Fax: +43(0)1/5862016  Mail: bundessozialamt.wien1@basb.gv.at  Web page: www.bundessozialamt.gv.at</p>
details of contact points	
<b>main characteristics of financial assistance</b>	
7. objective of the funding	The objective of this funding scheme is to ensure that persons with disabilities are employed according to their skills and their knowledge and that they are promoted in a way that they can assert themselves in competition with persons without disability.
8. What is funded?	<p>9;</p> <p>When an employee with disabilities is sent to external training (or training within the office building held by an external provider), the additional costs that arise because of his/her disabilities can be funded by this scheme.</p> <p>The costs for such 'external' training (as they would also arise for persons without disabilities) can also be subsidised when the workplace of the person with disabilities would be at risk without this 'external' training measure.</p>



	Explanation
<b>main characteristics of financial assistance</b>	
9. What conditions have to be met?	<p>The upright employment status of the person with disabilities is a prerequisite.</p> <p>Enterprises of any size can benefit from this support scheme.</p> <p>In general, this support is designed for so-called eligible persons with disabilities (with a disability degree of at least 50%).</p>
10. Who may apply? Who receives the financial support?	<p>All entrepreneurs and (eligible) employees with disabilities can apply for this financial support; there are no limitations according to enterprise size, sector, etc.</p> <p>Although this support is designed for eligible disabled, as the primary target is to ensure jobs for all disabled, individual cases are considered (and persons with a disability degree of at least 30% might also be accepted).</p>
11. How to apply?	<p>The application process is rather informal, the employer can hand in a request (also signed by the employee with disabilities) electronically or physically at the relevant regional Social Welfare Authority.</p> <p>For more expensive assistance or training measures, cost estimates of 3 different providers have to be submitted upon request of the Social Welfare Authority.</p>
12. form and amount of funding	<p>Support is given in form of a non-redeemable grant that covers the additional costs of the training that arise because of the disability of the employee in question.</p> <p>When the training measure itself is supported, the non-redeemable grant is given for up to 50 % of the training costs.</p> <p>The decision on the amount of financial support is taken upon the individual case. In this decision enterprise size (larger enterprises may have the financial means to bear a higher percentage of the costs) and the safeguarding of the job are central aspects.</p> <p>There is also no general limit on the amount of financial support that is given per enterprise or person per year.</p>
13. Additional information	<p>The current directive for this funding scheme has been issued by the Federal Ministry of Social Affairs and Consumer Protection and came into effect in January 2005.</p> <p>In 2006, 5,883 cases of support provision for qualification measures (including measures for secondary education/students) are reported. (Source: Federal Social Welfare Agency, Annual Report 2006).</p>
<b>additional information</b>	
14. source of funding	<p>national (Federal Social Welfare Authority, 100%)</p> <p>Funding is provided from the means of the Equalisation Tax Fund (Ausgleichstaxfonds) and from the Additional Programme on Employment of People with Disabilities (Beschäftigungs-offensive der Bundesregierung – 'Behindertenmilliarde').</p>
15. EU financial contribution	no
16. relation to state aid regulations	<p>BEinstG §6 Par 2 lit E;</p> <p>Federal Act on the Employment of People with Disabilities (Bundesgesetz über die Einstellung und Beschäftigung Behinderter; Behinderteneinstellungsgesetz; BEinstG), Federal Law Gazette I Nr. 22/1970, last amended by Federal Law Gazette I Nr. 82/2005</p>
17. geographical areas covered and organisation of contact points	<p>Austria;</p> <p>contact points are decentralised at regional level</p>

	Explanation
<b>additional information</b>	
18. promotion, visibility and transparency of the funding	<p>The funding scheme is promoted on the web sites of the Federal Ministry of Social Affairs and Consumer Protection and the Federal Social Welfare Authority (an information leaflet can be downloaded there as well).</p> <p>The regional offices of the Social Welfare Authority cooperate with the regional provincial administrations, the regional Public Employment services and advocate organisations / NGOs to promote the scheme through different channels.</p> <p>Information leaflets on support programmes to ensure equal treatment of disabled at work are issued and distributed by each, the public authorities, the Economic Chamber, the Chamber of Labour and the Trade Union.</p>

## Support of non-financial character

### Support measures for the integration of persons with disabilities in the workplace

Please list examples of support of a non-financial character such as consultancy or assistance services.

Please copy the box, fill in and save it as “[Country] non-financial”.

#### Support measures in country x

Name of measure	Short description

#### Examples from Austria

In the following you can find some examples of support measures provided in Austria.

Saved as “Austria non-financial”

#### Support measures in Austria

Name of measure	Short description
Supported Employment Programme (Arbeitsassistenz)	<p>This programme offers a range of services with the aim to comprehensively guide persons with disabilities when acquiring a workplace or in ensuring workplaces at risk.</p> <p>The Supported Employment Programme can be called upon under the following circumstances:</p> <ul style="list-style-type: none"><li>* when workplaces of disabled are at risk,</li><li>* to support employers in their search for and selection of appropriate employees with disabilities,</li><li>* to acquire workplaces for persons with disabilities,</li><li>* to assist in conflicts in the workplace.</li></ul> <p>This support is provided by NGOs that are financially supported by the Federal Social Welfare Agency and it is free of charge to the beneficiaries/entrepreneurs.</p>

Name of measure	Short description
<p>Supported Personal Assistance in the Workplace (Persönliche Assistenz am Arbeitsplatz)</p>	<p>Persons with a severe disability (from long-term care benefit level III) often possess the professional and personal qualifications to fulfil a job or to follow occupational training (as offered by the Public Employment Service), but need individual guidance.</p> <p>The personal assistant in the workplace offers:</p> <ul style="list-style-type: none"> <li>* accompaniment on the way to/from work,</li> <li>* accompaniment on ways outside the workplace,</li> <li>* manual support in job execution,</li> <li>* other assistance related to the disability.</li> </ul> <p>This support is provided by NGOs that are financially supported by the Federal Social Welfare Agency and it is free of charge to the beneficiaries/entrepreneurs.</p>
<p>Sign language interpretation costs (Gebärdensprachdolmetschkosten)</p>	<p>To facilitate the communication with deaf employees / workers, e. g. for work briefings or operational trainings, a sign language translator can be called in.</p> <p>This support is provided by sign language translators that are financially supported by the Federal Social Welfare Agency and it is free of charge to the beneficiaries/entrepreneurs.</p>



# **PROVIDING REASONABLE ACCOMMODATION FOR PERSONS WITH DISABILITIES IN THE WORKPLACE IN THE EU – GOOD PRACTICES AND FINANCING SCHEMES**

Project on behalf of the European Commission, DG EMPL

**Template**

**for the**

**Case Studies**

## Introduction

*For background and general aims of the study see “Reporting Template for the Context Analysis”:*

In the course of the research study “Providing reasonable accommodation in the workplace for persons with disabilities in the EU – good practices and financing schemes” it is requested to identify and describe in short approx. 15 enterprise cases of good practice in providing reasonable accommodation for the integration of persons with disabilities.

In many cases, the reasonable accommodation will not consist of one isolated measure but a set of measures and supporting instruments to enable the integration of the person with disabilities in the workplace. The focus of research should even be on enterprises offering a package of measures and supporting chains. We are interested in both, case studies where the reasonable accommodation led to the creation of a new job for a newly recruited person with disabilities as well as ones where the reasonable accommodation ensured the further employment of an already employed person. Firstly the case studies shall describe specific measures to ensure the integration of a particular person (see example 1 from Austria in chapter 3). Secondly, a few examples of enterprises implementing wider programmes to regularly integrate persons with disabilities can be described as well (see example 2 from Austria in chapter 3).

Please try to find different cases of good practice regarding the relevant criteria below. The total mix of case studies should cover as many different categories as possible with respect to the following dimensions:

### ***Dimension “type of enterprise”:***

- different sectors/fields of activity
- different sizes (micro, small, medium and large enterprises)
- ownership and type (public, private, third sector)

### ***Dimension “type of occupation”:***

- regular employment
- temporary employment
- apprenticeship
- part or full-time

### ***Dimension “type of work”:***

- manual work
- administrative work
- sales personnel
- technician
- management
- ICT

***Dimension “type of employee/beneficiary”:***

- male/female employees
- employees with different educational levels (compulsory school leaver to academic)
- newly recruited or incumbent

***Dimension “form of disability”:***

- physical
- intellectual
- sensory
- mental

***Dimension “type of reasonable accommodation”:***

- Providing wheelchair access
- Using assistive technology
- Adapting office equipment
- Adjusting working hours or teleworking arrangements
- Re-distributing of tasks between the members of a team
- Provision of tailored training measures
- Giving periodically rehabilitation
- Work assistance
- Etc.

To identify the enterprises it is suggested to contact the “gatekeepers” (support organisations, authorities, associations of people with disability, rehab organisations) identified in the context analysis and the organisations responsible for the implementation of the funding schemes. Furthermore information platforms and awards for enterprises with an outstanding engagement for the integration of persons with disabilities could be a possible source. The requested information could be gathered via short telephone interviews with the concerned companies, however other ways (i.e. via e-mail) are also appropriate.

Please fill in the reporting template provided in chapter 2 for each enterprise case identified and describe each case study according to the questions. To illustrate the exercise you can find two examples from Austria in chapter 3. Furthermore, please indicate which of the examples you qualify as appropriate and interesting for a later in-depth analysis.

Please send your contribution to Susanne Fröhlich ([s.froehlich@kmuforschung.ac.at](mailto:s.froehlich@kmuforschung.ac.at)) until **14<sup>th</sup> of May 2008** at the latest.



## Guideline

Please copy and fill in the table/template for each case study. Please provide the requested information in a few sentences in the right column by replacing the questions and items with your information. Each case study is to be described very briefly (approx. 500 words). Please refer to all the issues listed in the right column. Save each case study in a separate file as “[Country] Case Study No x”.

	[Country] Case Study No x
Enterprise:	name, sector/field of activity (at least NACE Rev.2, 2-digit level), enterprise size (please choose from list A and indicate exact number of employees in brackets), ownership and type of enterprise (please choose from list B)
Employee (beneficiary):	Male/female, age, form of disability (please choose from list C) and further specification (wheelchair user, blind, deaf, etc.), how and when did the disabilities appear (inherent, accident, disease, etc.), formal education, newly recruited or incumbent
Job description:	Type of work/occupation, responsibilities, part-time/full-time, apprenticeship (yes/no)
Measures/ accommodation:	What measures have been implemented to enable the integration of the person in the workplace? Programme description (if applicable)
Costs/financial and non-financial support:	Which costs did arise for the reasonable accommodation (additional costs due to disability)? Form, source (and amount, if financial support) and name of the support scheme, for the employer and/or the employee
Experiences/ impact/future perspectives:	Describe the experiences of the employer/ the employee/ the other staff. What is the impact of the accommodation? Could you judge it as a success? Is the integration of the person with disabilities sustainable? What are the future perspectives?
Additional information:	Is the measure part of an overall (diversity) strategy? Has the company been awarded for its engagement? Are there any positive side effects? Etc.

### List A:

- micro (up to 9 employees)
- small (10-49 employees)
- medium (50-249 employees)
- large (250+)

### List B:

- private
- public
- semi-public
- third sector/NGO/social enterprise

### List C:

- physical
- intellectual
- sensory
- mental

## Case Studies: Examples from Austria

Saved as "Austria Case Study No 1"

	<b>Austria Case Study No 1</b>
Enterprise:	Wimmer Hartstahl Gesellschaft m.b.H. & Co. KG is a 20 year old family-owned business headquartered in the Austrian federal province of Salzburg. The company develops and produces and sells integrated concepts for hydraulic excavators (mainly active in C 28.92 and G 46.52 according to NACE Rev. 2) and is a medium-sized enterprise (130 employees as per 31 <sup>st</sup> December 2007). Wimmer is a private, family-owned, limited company.
Employee (beneficiary):	<p>F. H. is male, 38 years old (born in 1970), and has a physical disability (wheelchair user). The disability appeared in spring 1990, in the course of a traffic accident on the way to school. Mr. H. was attending a Higher Technical School (HTL) in machine engineering at that time. He managed to finish his formal education and graduate from this school in 1991.</p> <p>Before his accident, Mr. H. has completed several internships with the company Wimmer Hartstahl. The employer was anxious to give a permanent occupation to his ambitious former temporary summer vacation worker after Mr. H.'s graduation. In fact, Mr. H. has, despite the occurrence of his disability, been treated like an incumbent employee by the company.</p>
Job description:	As head of development, Mr. H. is responsible for research and product development, as well as for giving technical advice to the clients. He has an unlimited employee contract and is working full-time.
Measures/ accommodation:	To enable the integration of Mr. H., the employer adapted the workplace for a wheelchair user. The employer as well as different public institutions supported Mr. H. in financing and adapting a private car for the way to / from work.
Costs/financial and non-financial support:	<p>The employer pre-financed the adaption of the workplace that then was to a large extent financially supported by the Austrian Social Insurance for Occupational Risks (AUVA; a public statutory insurance institution that also insures pupils and students). An expert of the AUVA elaborated the necessary adaptations of the workplace in co-operation with the employer (non-financial support).</p> <p>The employer, as well as the federal province of Salzburg, the AUVA, the Federal Social Welfare Authority (Bundessozialamt), the Chamber of Labour Salzburg (Arbeiterkammer) and the Public Employment Service (AMS) financially supported Mr. H. to allow for the acquisition and adaptation of a car.</p>

	<b>Austria Case Study No 1</b>
Experiences/ impact/future perspectives:	<p>Mr. H. "identifies with the enterprise with his heart and soul". The expectations of the employer towards Mr. H. have been met to a superior extent. Mr. H. is very pleased with his interesting workplace and the good working climate among the colleagues. The adaption of his workplace for a wheelchair user was an indispensable precondition to enable Mr. H. to fulfil his duties at work. He is working for the company for 17 years now, which shows that his integration is sustainable.</p> <p>In 2000, Wimmer Hartstahl has taken further action towards a barrier free access to the premises of the enterprise (installation of a lift). The Wimmer family sees 3 pillars for the success of their company: research &amp; development, personnel and service. Concerning personnel, the entrepreneurs rely on relaxed and integrative working environment.</p>
Additional information:	In 2006, the company has been awarded "best family-owned business" in the federal province of Salzburg by the Austrian newspaper "Wirtschaftsblatt".

*Saved as "Austria Case Study No 2".*

	<b>Austria Case Study No 2</b>
Enterprise:	<p>Baumax AG is a large enterprise (with approx. 8,285 employees in total and thereof approx. 3,600 in Austria; annual averages of 2007) headquartered in Klosterneuburg, close to Vienna. The company is active in Austria and 6 Central and Eastern European countries, in the sector retail sale of hardware, paints and glass in specialised stores, so called "do-it-yourself"-centers for home improvement (active in G 47.52 according to NACE Rev. 2). Baumax is a private, family-owned, joint stock company.</p>
Employee (beneficiary):	<p>Since 20 years, Baumax is promoting persons with disabilities via its company developed human programme (Humanprogramm).</p> <p>Currently (March 2008), approx. 150 men and women with disabilities (basically intellectually – e.g. trisomy 21 – or persons with mental disabilities) of all ages are employed with Baumax in Austria. Concerning their educational background, these newly recruited persons with disabilities mainly have attended compulsory school (integrative schools or special schools for persons with intellectual / mental disability).</p>
Job description:	<p>Regular (unlimited) employment contracts (due to the requirements mostly on a part-time basis) or apprenticeships (that shall lead to regular employment with the company after successful finalisation) are offered. The aim is to best possible integrate the persons with intellectual / mental disabilities into the core business of the outlets (in manual work or as sales personnel).</p>

	<b>Austria Case Study No 2</b>
Measures/ accommodation:	<p>The human programme is based on 3 pillars:</p> <ol style="list-style-type: none"> <li>1) partnership: each Baumax outlet is co-operating with a regional organisation of persons with disabilities to implement common activities (disabled day, sale of organisations products at Baumax, etc.);</li> <li>2) organisations of disabled as service contractors: e.g. regular market prices are paid to them for the maintenance of the parking space / lawn;</li> <li>3) giving employment / apprenticeships to persons with disabilities.</li> </ol> <p>The following measures are common within the human programme/pillar 3:</p> <p>Working hours are adjusted to the needs of the employees with disabilities (minimum 10 hours per week; taking into account rehabilitation requirements).</p> <p>Tasks are redistributed to ensure the best possible occupation.</p> <p>The Supported Employment Programme of the Federal Social Welfare Agency, is commonly used to facilitate the communication within the team.</p> <p>Apprenticeships of persons with disabilities are designed according to individual needs in close co-operation with Job Coaches.</p>
Costs/financial and non-financial support:	<p>Baumax has an annual budget of approx. € 2 mio for its human programme in Austria.</p> <p>Financial support is received via:</p> <ul style="list-style-type: none"> <li>* the integration subsidy (Integrationsbeihilfe) that is given for occupying former unemployed persons with disabilities (max. duration of financial support is 3 years; the amount of the monthly subsidy varies between 50% to 100% of the eligible gross wage / salary of the employee with disabilities) and</li> <li>* the wage / salary subsidy (Entgeltbeihilfe) that is given to compensate for the lower productivity of eligible persons with disabilities (with a degree of disability of 50% or more) (for an unlimited period; amount of the monthly subsidy is up to 50% of the eligible gross wage / salary) and</li> <li>* the salary support for apprentices (Lohnförderung für Lehrlinge) that is given upon employment of apprentices with disabilities (for the period of the apprenticeship, max. € 400.- to € 755.- according to the age and apprenticeship year)</li> </ul> <p>Baumax also receives non-financial support that is offered free of charge to the enterprises (but financed by the Federal Social Welfare Agency and the latter also by the European Social Fund):</p> <ul style="list-style-type: none"> <li>* Supported Employment Programme and</li> <li>* Job Coaches</li> </ul> <p>All these support schemes are administered by the Federal Social Welfare Agency.</p>

	<b>Austria Case Study No 2</b>
Experiences/ impact/future perspectives:	<p>Persons with disabilities are considered to be equal members of the company and are integrated fully into the team, replete with all of their strengths and weaknesses. As a positive side effect, due to the integration of persons with disabilities, tolerance and understanding among the employees within the company has grown. The occupation of persons with disabilities has strengthened the team spirit. The adjustment of working hours and the redistribution of tasks, and especially the Supported Employment Programme have proven very helpful and indispensable (the latter programme especially in clarifying misunderstandings between the intellectually / mentally persons with disabilities and the manager / other staff). In most cases, a sustainable and fruitful integration could be achieved and the persons with disabilities are glad to be part of a productive team. Baumax is and will be very active in its support of the disabled.</p>
Additional information:	<p>The human programme is an integrative part of the Baumax Mission Statement / area Commitment to Social Responsibility.</p> <p>In 2005, Baumax has been ranked among the 10 best employers in Europe by the US economic magazine Fortune, mainly because of its philosophy towards integrating persons with disabilities. In the same year, the Austrian newspaper "Wirtschaftsblatt" awarded Baumax as best family-owned business in the federal province of Lower Austria. In 2007, Baumax received the "Löwenherz-Price" (a price of the federal province of Lower Austria) / category sustainability for its social engagement.</p>

# **PROVIDING REASONABLE ACCOMMODATION FOR PERSONS WITH DISABILITIES IN THE WORKPLACE IN THE EU – GOOD PRACTICES AND FINANCING SCHEMES**

Project on behalf of the European Commission, DG EMPL

## **Reporting Template**

**for the**

**In-depth analysis of good practices**

## Introduction

*For background and general aims of the study see the previous “Reporting Template for the Context Analysis”:*

In the course of the research study “Providing reasonable accommodation in the workplace for persons with disabilities in the EU – good practices and financing schemes” 25 good practices have been selected for an in-depth analysis from the pool of enterprise cases you have identified before. Therefore, you are requested to conduct a case study for the selected enterprise(s) in your country. The case studies should illustrate what reasonable accommodation is and how it can lead to the integration of persons with disabilities in working life and shall serve as an example for other enterprises. The following issues are of main interest:

- Key data on the enterprise
- Key information on the recruiting process
- Key data on the concerned employee(s)
- Key data on the job(s) and tasks
- Key information on the measures set to integrate the person(s) with disabilities (reasonable accommodation)
- Key information concerning the experiences of the involved persons, the results and additional effects
- Future perspectives

To gain this information you are requested to visit the enterprise and conduct interviews with the involved persons such as

- The responsible person in the management
- At least one person with disabilities who profits from the measures set
- Another involved employee (who is working with the person with disabilities or is in charge of assisting/mentoring him/her)
- If applicable: Other involved external experts (i.e. job coach, responsible person from an NGO supporting the integration process, advisor) who are or were involved in the process.

Additionally, secondary data and other sources such as diversity/CSR concepts of the enterprise, programme documentation, business reports, other existing studies or collections of reasonable accommodation cases, employment trends and policy considerations, evaluation and monitoring data (e.g. produced in the framework of the assessment process for an award etc.) should be analysed and the findings incorporated in the case study.

Please fill in the reporting template provided in chapter 2 and describe the case study according to the questions dealing with all the highlighted issues. To illustrate the exercise you can find an example from Austria in chapter 3.

Please send your contribution to Susanne Fröhlich (s.froehlich@kmuforschung.ac.at) by **30<sup>th</sup> of September 2008** at the latest.

## Guideline

Please use this reporting template for drafting the in-depth analysis of the selected case(s). Write a free text (approx. 2 pages) using the structure provided in the template (see box 1) and replace the questions and requests with your text. Please do not use a simple “question-and-answer” style. The analysis should be sound dealing with all the issues mentioned and will be published as case study.

### Box 1 Reporting template

#### Country [x]

##### The enterprise

Please provide key data of the enterprise: field of activity, size, legal form, turnover and performance, year of founding etc.

##### The concerned employee(s)

Please provide key data on the person(s):

Gender, age, education, type of disability (when and how did it occur, job related?), possible former employment

What are the needs and requirements of the employee(s) with view to the workplace, work environment and the work conditions?

In case of a company's programme: Please choose one or two employees which can serve as example to illustrate the implementation of the accommodation

##### Employment

What were the reasons of employing the person(s) with disability (if newly recruited)? (e.g. launching of diversity strategy, contact with NGO, job application of the concerned person etc.) If disability occurred after hiring, was the job changed or adjusted?

Which type of employment (limited/unlimited contract, fulltime/part-time, apprenticeship) is offered and is this different to the other employees? Is the person incumbent or newly recruited?

What work tasks have to be fulfilled?

Please describe in detail the job the concerned person is responsible for.

In case of a company's programme: How many employees in which jobs benefit from the measures? Is the programme voluntary or due to a legal obligation?

##### Accommodation measures

Which reasonable accommodation has been provided to enable the employment of the person(s) with disabilities?

Were there additional adaptations necessary beyond the specific workplace of the person with disabilities (e.g. with view to other connected workplaces, compatible general software)?

Please describe in detail the measures set and the process of implementation (e.g. prior consultancy, support of NGOs or assistance, prior assessment of the needs of the employee, training).

Which costs did arise? Were the costs covered by public funding (which funding)? Have there been difficulties in obtaining the support? If yes, which?



In case of a company's programme: Please describe the programme in detail and show on an exemplary case (the employee(s) chosen) how it is implemented

Have other problems arisen (e.g. mobility problems in terms of travel to work)? How is this tackled?

### **Results and additional effects**

What are the experiences of the employee(s) with disabilities, of the employer and the other staff and the other way around?

Have other employees somehow benefited from the measures set? (E.g. older employees may profit from the installation of lifts or Zoomtext)

Has the accommodation led to or facilitated the employment of other persons with disabilities?

How did the enterprise profit from the measure? What are the positive effects for the company?

Are there any effects with respect to the company's clients?

Has the enterprise gained recognition for its engagement (e.g. awards, rankings etc.)?

What are, according to persons interviewed, the success factors of this case? What are the recommendations and hints they can give to other companies?

What are recommendations and hints for support organisations and policy?

Is there any effect on the company's productivity?

Is the company taking or planning any general accessibility measures to facilitate reasonable accommodation of people with disabilities in the future?

Is the employee receiving any disability benefits beyond the salary and if yes, does it have any implications on the salary?

Can the employee use special equipment or other accommodation facilities outside work?

How is the interaction and compatibility of the workplace and daily life adaptations?

### **Future perspectives**

Will the employment be maintained?

Are further accommodations envisaged? Which?

Is the employment of other persons with disabilities planned?

What are the future activities with view to the employment of persons with disabilities (e.g. launching of programmes or strategies, co-operation with NGOs)?

## Reporting Template: Example from Austria

### Austria – Steiermärkische Sparkasse

The **Steiermärkische Bank und Sparkasse AG** (Steiermärkische Sparkasse) is a 183 year old regional universal bank headquartered in Graz (the capital of the Federal Province of Styria). The bank was founded in 1825 as associative savings bank and has been brought into a private joint stock company in 1991. The shareholders of the bank are: Steiermärkische Verwaltungssparkasse (73 %), Erste Bank (25 %) and the employees (2 %). With a balance total of € 12.2 billion, Steiermärkische Sparkasse is the largest Styrian bank and the largest credit institution in the south of Austria. Throughout Styria, 168 branches and regional consulting centres are available for the customers and in total approx. 1,650 persons are employed with the bank; thereof 40 persons with disabilities.

**One of these persons with disabilities** working for Steiermärkische Sparkasse is Ms. N. The 28 years old woman (born in 1980) has a **sensory disability (completely blind)** since the age of 6 years. Due to a tumour in her head she lost her sight in her early childhood, before she was supposed to start school. Ms. N. then attended a special school for blind children in Graz, at the Odilien-Institut where she finalised primary school and lower secondary school. After compulsory school Ms. N. completed the apprenticeship for basket and wickerwork furniture weavers. The Odilien-Institut is a specialised NGO for severely visually impaired or blind persons that offers a range of services, not only covering compulsory school education (including a boarding school) but also putting special emphasis on early support of children and vocational training of (young) adults, thus offering comprehensive guidance as well as work assistance. Ms. N. had been looking for a job for 2 years, when she got in contact with the bank via the Odilien-Institut, where she had been registered at the work assistance. At the same time, she also got an offer to work in the job she did the apprenticeship for. Ms. N. decided to attend re-training and work for the bank, because working in the Call Centre appeared to offer more perspectives for the future.

#### Job and Accommodation

In January 2001, the **first contact** took place between Ms. N. and the personnel manager as well as the shop steward for persons with disabilities of Steiermärkische Sparkasse. The bank has traditionally shown engagement in social issues and is, among others, supporting and sponsoring projects for children, as well as a hospice project or the Caritas. The bank is implementing its principle “in every relationship, it’s the people that count” and already had blind employees (who retired) working at the telephone information desk before. It appeared only realistic and logic, to look for a blind person for the new Call Centre.

At the time when Ms. N. applied for her first job, the bank was undergoing an organisational restructuring process that delayed her employment until spring 2002. Nevertheless, she was offered the **position in the Call Centre** she had applied for and she also needed some time for her re-training. Via the Supported Employment Programme (as offered by the Austrian Federal Social Welfare Authority), Ms. N. had a personal assistant in the application process who also informed the future employer on necessary steps and possibilities for support.

In a co-operation between the Public Employment Service, the work assistant of the Odilien-Institut and the future employer, the **needs of Ms. N. and her employer were assessed**. On this basis, a tailored vocational training programme has been elaborated for Ms. N. and her future employer also received advice on the adaptation of the workplace and on possible subsidies. While the restructuring process at the bank proceeded and the administrative issues were settled, Ms. N. attended vocational training.

Ms. N.'s **qualification training** to become Call Centre Agent was carried out by an external training institution and consisted of mainstream training (where Mrs. N. had an assistant) but also some disability and technology specific introduction to the computer devices. For this specific training she had the possibility to use already adapted workplaces of other companies. In addition, she also received a so-called "orientation and mobility training" (carried out by the Odilien-Institute); among others to study her way to/from work and to allow for orientation at the new workplace. The way to and from work proved to be more difficult at the time when Ms. N. actually started to work at the head offices of the bank in Graz, as the city started with a lot of road- and construction work around the building at that time. But Ms. N. kept her good mood and managed the challenges.

In its restructuring process, the bank's Facility Management also completely renewed the telephone exchange and thereby considered the necessary **adaptations** to offer the future blind employee **optimal working conditions**. One of the new workplaces has been equipped with a Braille keyboard and specific software, as well as a reader for the blind. Specific software that verbalises contents has not been implemented as this would have interfered with the colleagues around.

Her work assistant together with a colleague at the bank then introduced her to the **tasks at work**. Ms. N. is handling the telephone exchange, answering calls and connecting the requested positions. In addition, she serves as first referral for clients and provides basic information. As her colleagues, Ms. N. has an unlimited employment contract and is working full-time. All of her colleagues are supporting her when questions or difficulties arise. An interesting aspect therein is that, due to technical reasons, information on her computer workplace may be arranged in another way than in the workplaces of the colleagues and therefore a simple question may require a more complex answer.

The technical adaption of the workplace has been partly **financed by** the Pension Insurance Authority and the Federal Social Welfare Authority. The Federal Social Welfare Authority completely financed the orientation and mobility training and granted an integration subsidy (wage subsidy) for the first 1.5 years of employment. The "Call Centre Agent" course Ms. N. attended has been completely financed by the PES.

## Conclusions

**Looking back, Mr. Mehrl**, Head of the Personnel Department, admits that the organisational and financial efforts to employ a blind person have not been in the centre of the decision. There also is the possibility to receive subsidies. The bank believes that such investments more than pay off over time and that persons with disabilities are often more dedicated to work than the average. Moreover, unless suffering from strong pain, they appear to have fewer ups and downs than other persons. Of course, there are always things that can not be foreseen, but it is absolutely necessary to accept and overcome these comparatively small barriers that occur in the first place to experience the positive effects in the long run. Also, within a mixed team, social competency is rising – there is more giving and taking. Any enterprise can benefit from the decision to take persons with disabilities on board, given that the necessary accommodation measures are implemented and that the path is procured consequently.

He **describes Ms. N.** as a person “full of life and very alert, who does her work with a lot of patience” – especially on the gray days of November, when clients tend to be more direct on the telephone, she never loses her temper. She also has a very good sense on how to react to feelings that can be recognised in the voice of clients. While her colleagues can see who is calling on their telephone display, Ms. N. recognises the voice and it is amazing how well she can tell from the voice who is calling – there appears to be no difference to the seeing colleagues.

**Ms. N. herself** likes to be in contact with lots of persons during the day, and she sees her challenge in helping them as far as possible in her job position. She likes answering questions, giving directions and connecting the right persons, which of course is not always easy. The adapted workplace allows her to work with routine and the best is that the person on the other end of the line is not aware that she is blind and she is treated “like any other person”.

The **crucial success factors** which led to the sustainable integration of Ms. N. was the mix of accommodation measures which enable her to fulfil her tasks at work like her colleagues do; the co-operation and mutual understanding within the team and, last but not least, the philosophy and engagement of the employer.

The bank has an overall **Corporate Social Responsibility strategy** and a person responsible for CSR matters. The integration of persons with disabilities is part of the company’s philosophy (“it’s the people that count”). Moreover, the bank holds the basic certificate “family and career” and the Austrian cachet for health promotion. The CSR engagement of the bank has been awarded several times, in 2007; the bank won the large-scale enterprises category as “women and family friendly business” in Styria as well as nationwide. Already in 2002 the bank won the JobOskar for the vocational integration of persons with disabilities. As the first Austrian company, the bank has received the “easy entrance” (appreciated barrier-freeness) certificate in 2007.

The bank has **two shop stewards committees**, the “regular” and one of persons with disabilities. The chair person of the latter committee has a seat in the regular shop stewards committee to represent the persons with disabilities there.

Ms. N. started to work with the Steiermärkische Sparkasse in May 2002 and since then is part of the team. Also in the future, the Steiermärkische Sparkasse will emphasise on diversity and on matching job positions with the right persons, considering personal and professional abilities. Mr. Mehrl says that **it is a question of abilities, not of disabilities**.