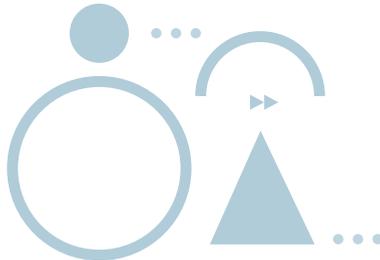




**IMS LUXEMBOURG**  
Inspiring More Sustainability



**CHARTE**  
de la **DIVERSITE**  
**LÉTZEBUERG**

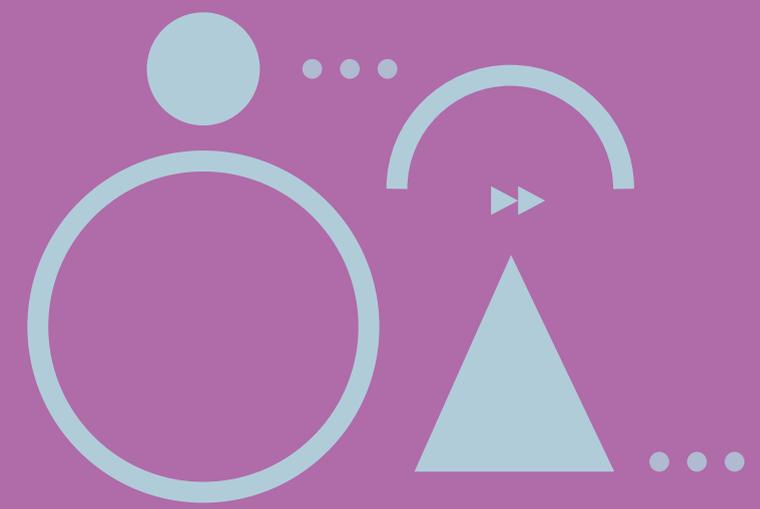


**BRIDGES**

**BETWEEN COMPANIES & SHELTERED WORKSHOPS**

**IN LUXEMBOURG**

.....  
The Luxembourg leading network on Corporate Responsibility  
.....



# BRIDGES

## BETWEEN COMPANIES & SHELTERED WORKSHOPS

# IN LUXEMBOURG

As part of the ESF 2020-2021 (Handi)Inclusive project, IMS Luxembourg is receiving funding from:



The Lëtzebuerg Diversity Charter is supported by :





## A Word from the Deputy Prime Minister



*Access to the ordinary labour market and job retention in particular are often far more complicated for employees with disabilities.*

Therefore, as Minister of Labour, Employment and the Social and Solidarity Economy, I am committed to improving access for employees with disabilities to the ordinary labour market by developing and facilitating bridges between the sheltered sector and the ordinary labour market, between workplaces for professional inclusion and companies. Strengthening partnerships is one way of unlocking new possibilities of inclusion in the ordinary labour market for people who work in the workshops. Bringing together employees of the ordinary job market and disabled employees of sheltered workshops leads to opportunities for future collaborations by placing everyone on an equal footing.

### **Dan Kersch**

Minister of Labour, Employment, and the Social and Solidarity Economy

I would like to thank the workplaces for professional inclusion and the companies that participated in the workshops. These extremely constructive and inspiring exchanges enabled the creation of this document.

I hope that these ideas are only the beginning of ever more constructive exchanges between the different stakeholders.

By ensuring equality in the workplace, a truly inclusive job market will become a reality.

## A Word from the Minister for Family Affairs, Integration and the Greater Region



*The richness of the job market is also characterized by the diversity of its collaborators.*

Ensuring equality while embracing difference gives every individual, without exception, a chance to enhance their personal and professional skills.

In order for a work inclusion project to succeed efficiently with a disabled person, there needs to be a good understanding of the employee's disability, his or her potential health issues and any possible repercussions on the job. It is equally important for everyone in the company to be adequately prepared.

One of the priorities of the National Action Plan for the implementation of the Convention on the Rights of People with Disability 2019-2024 consists in enhancing access to the job market of disabled employees by developing bridges to employment.

### **Corinne Cahen**

Minister of Family Affairs, Integration and the Greater Region  
Patron of the Diversity Charter Lëtzebuerg

In the same vein, published as part of the (Handi)Inclusive project, this brochure by IMS Luxembourg stresses the need for better communication and visibility of sheltered workshops and organisations that engage in welcoming people with disabilities. I am delighted that this publication on the bridges between the sheltered sector and the ordinary job market will help open up new possibilities for inclusion in the ordinary job market for people working in a sheltered workshop.

I would like to congratulate all the people who have committed to building and strengthening ties between these two worlds and am delighted to see that thanks to this collective strength, the inclusion of people with disabilities has become a day-to-day reality.





**BRIDGES**  
 BETWEEN COMPANIES & SHELTERED WORKSHOPS  
 IN LUXEMBOURG

# ▶▶ TABLE OF CONTENTS

**A Word from the Ministers**..... 6

**1. In brief: sheltered workshops**..... 11

**2. The stakes**..... 15

- 2.1 Fostering exchanges between stakeholders..... 18
- 2.2 Breaking the stereotypes ..... 20
- 2.3 Taking stock of the socioeconomic implications of the missions entrusted to sheltered workshops..... 22

**3. The bridges**..... 25

- 3.1 Definitions and benefits of bridges..... 26
- 3.2 Different forms of bridges..... 28
  - ▶ 3.2.1 Purchasing..... 30
  - ▶ 3.2.2 Sub-contracting..... 32
  - ▶ 3.2.3 Volunteering..... 34
  - ▶ 3.2.4 Skills transfer and sharing ..... 36
  - ▶ 3.2.5 Internships..... 38
  - ▶ 3.2.6 Hiring..... 40

**4. Positive triggers and new opportunities**..... 49

**5. Conclusion**..... 52

**Appendix**..... 54

# FOREWORD

**SINCE 2015** via the Diversity Charter Lëtzebuerg, IMS Luxembourg has been raising awareness and mobilising companies on the inclusion of people with disabilities.

Published in 2018, the practical guide (Handi)Cap'Emploi sets the framework and offers concrete solutions with regard to disabilities in companies. In 2019, IMS Luxembourg launched a working group of about ten Luxembourgish employers who have since been meeting to strengthen their practices. Their initial work enabled the drafting of a second guide: (Handi)Cap'Emploi: Practical application in the company, which more particularly addresses the challenges for employers who wish to integrate people with disabilities into their companies.

As part of the (Handi)Inclusive project financed by the European Social Fund, the Ministry of Family Affairs, Integration and the Greater Region and by the Ministry of Labour, Employment and the Social and Solidarity Economy, IMS is presenting you this new guide.

## "BRIDGES BETWEEN COMPANIES & SHELTERED WORKSHOPS IN LUXEMBOURG"

It aims to present the possibilities of bridges between sheltered workshops (*AIP – Ateliers d'insertion professionnelle*), which employ people with disabilities, and companies in Luxembourg. Indeed, it is now essential to initiate a dialogue on the various types of possible exchanges and to promote different forms of partnerships. This allows us to bring together complementary worlds, discover new talent, reach out to the broad diversity of profiles that exist in a company and to enhance innovation.



The use of the masculine gender has been adopted for ease of reading and has no discriminatory intent.

The term “sheltered workshop” is to be interpreted in the broader sense of a “workplace for professional inclusion”.

The French abbreviation for “sheltered workshop” is AIP.



If you missed the first IMS publications on disability, they are available for free on the Diversity Charter website under the [publications tab](#).

*This guide is available in French, English and German*

*This guide is available in French and English*



*Online publications*



*- In Brief -*



# SHELTERED WORKSHOPS



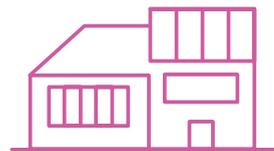
**BRIDGES**

BETWEEN COMPANIES & SHELTERED WORKSHOPS

IN LUXEMBOURG



- In brief -  
1. SHELTERED WORKSHOPS



The mission of **sheltered workshops** is to hire people with disabilities.

Their work generally consists in producing goods and services. Sheltered workshops consciously integrate **diversity** into their management **strategy** and practices. They have developed the capacity to provide adapted or “sheltered” workplace conditions to accommodate the different profiles of the people they welcome. These special schemes provide people with disabilities with training and ensure their psychological, emotional and social wellbeing, thus allowing them room to better reveal their professional skills.

Sheltered workshops are supervised by managers. In 2021, there were 13 sheltered workshop managers in Luxembourg employing 1319 employees with disabilities<sup>1</sup>. Each sheltered workshop manages one or several production sites where their activities are organized.

Sheltered workshops are accredited by the Ministry of Family Affairs, Integration and the Greater Region and have signed an agreement with the Ministry of Labour, Employment and the Social and Solidarity Economy (MTEESS).

**Sheltered workshops** can be training and/or transition schemes, or resource incubators for potential “**bridges**”.

<sup>1</sup> Data provided by the MTEESS, march 2021.

*Sheltered employment establishments have changed over the years. Sheltered workshops now incorporate concepts of economic performance and socioeconomic integration, which was not always the case in earlier days.*



▶ The primary mission of sheltered workshops is to **provide useful and productive paid employment that is adapted to the individual capacities of a disabled person who has been oriented towards the sheltered sector**. It is important to offer the person an employment contract and a regular professional occupation in order to maintain and develop their skills.



▶ **Another mission of sheltered workshops is to actively promote the access of people with disabilities to employment on the ordinary job market and to ensure workplace inclusion**. To achieve this, sheltered workshop managers determine integration, support, discovery and professional guidance measures (for example: internships).

**DID YOU KNOW?**

*In Belgium, these employment organisations are known as **entreprises de travail adapté**, or adapted employment companies. In Germany, they are called **Behindertenwerkstätte**.*

# 2

## THE STAKES



BRIDGES

BETWEEN COMPANIES & SHELTERED WORKSHOPS

IN LUXEMBOURG

## 2. THE CHALLENGES

*The challenge for a sheltered workshop is to provide work for people with disabilities while finding the right balance between productivity and the person's wellbeing.*

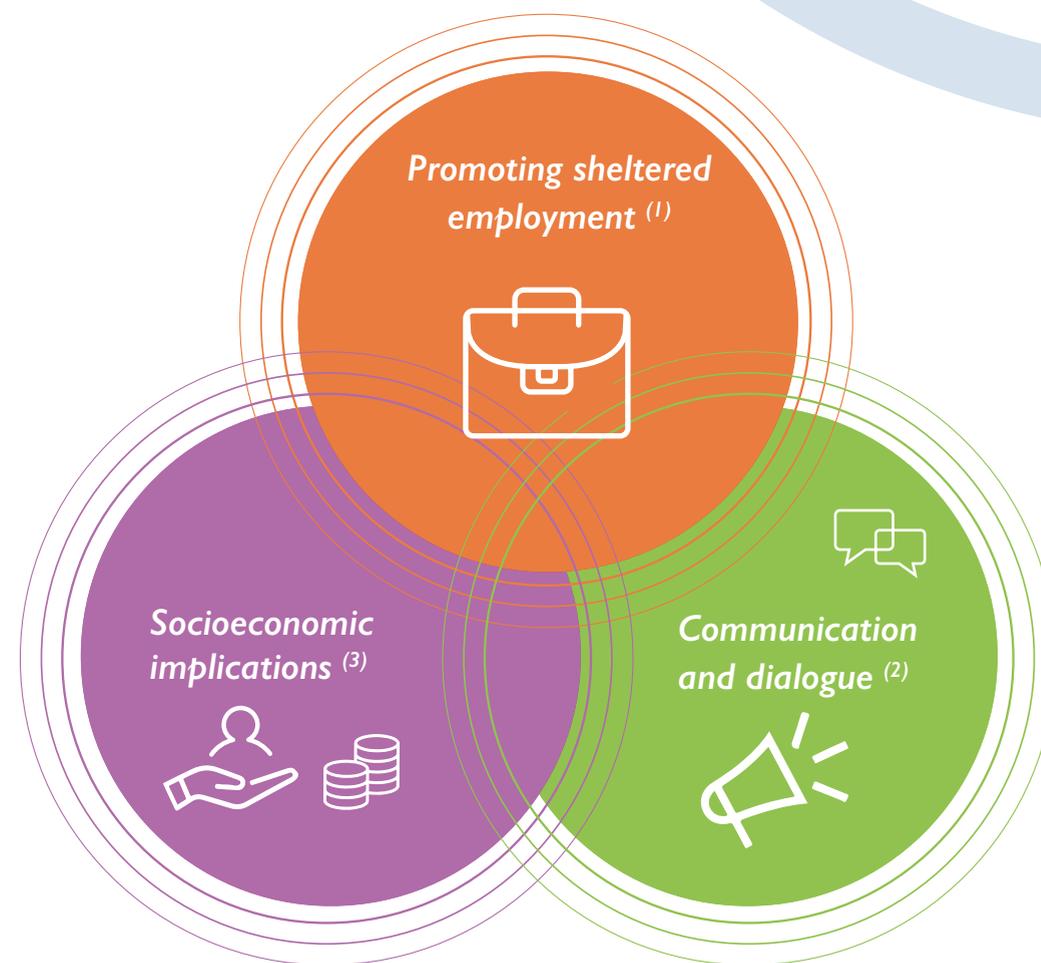


Since 2019, in order to define courses of action and solutions to engage in an exchange between sheltered workshops and companies, IMS Luxembourg - with the help of a working group<sup>2</sup> - has identified several challenges, obstacles and levers that are currently linked to these actions. Indeed, in order to activate or improve existing measures, it is important to address all aspects of the issue, whether it is the difficulties, positive triggers or conditions.

To develop positive bridge dynamics, partners should address the following challenges:

- 1. Fostering exchanges between stakeholders;**
- 2. Breaking stereotypes;**
- 3. Taking stock of the socioeconomic implications of the missions entrusted to sheltered workshops.**

<sup>2</sup> Participants in the working group led by IMS Luxembourg: Ligue HMC, Ville de Luxembourg, Banque Européenne d'Investissement, Yolande Coop, Autisme Luxembourg, CGI Luxembourg SA, ASBL du Tricentenaire, Coopérations, Info-Handicap, CFL, Sodexo Luxembourg SA, Ville de Differdange, ASBL Trisomie21 Lëtzebuerg, Elisabeth, R MB Développement, CPJPO.



## 2. THE STAKEHOLDERS

### 2.1 Fostering exchanges between stakeholders

Although for a long time the disability sector existed in a closed environment, today's emerging societal concerns provide possibilities for greater awareness, new exchanges and new opportunities for all stakeholders involved to explore existing social initiatives for employment. It is therefore necessary to deal with the essential prerequisite for these exchanges: connecting and ensuring proper communication between the various stakeholders.

Indeed, the working group pinpointed a **lack of communication and difficulties in the dialogue** between the various stakeholders – sheltered workshops, companies, employees, people with disabilities and their families – but also with the institutions in charge of employment and disability, organisations, companies in the same geographic area or activity sector, relatives, carers and health professionals... These difficulties can perhaps be explained by several factors: insufficient knowledge and a lack of understanding of everyone's particular circumstances and needs, the **different languages** spoken in Luxembourg, the **shortage of staff** that would be needed to establish and maintain ties, and for some people, an incapacity to express themselves easily. This lack of communication jeopardises the transparency, comprehensiveness and regularity of exchanges.



#### ADAPT THE MESSAGES



#### ARTICULATE THE NEEDS



#### IDENTIFY THE SKILLS



#### PROVIDE SUPPORT FOR THE BRIDGES

In order to establish long-lasting, constructive exchanges between stakeholders, it is important to:

- ▶ adapt the messages,
- ▶ articulate the needs,
- ▶ identify the skills,
- ▶ provide support for the bridges.

There is also a lack of external **visibility** and communication (lack of advertising, marketing department) that limits the promotion of sheltered workshops and of their various activities. Indeed, some companies point out that they do not have a thorough view of their activities. It is therefore crucial to shine a spotlight on the different possibilities of action in order to increase cooperation between sheltered workshops and companies in the ordinary sector. Through the (Handi) Inclusive project, IMS Luxembourg has taken stock of the activities provided by the different stakeholders and is going to set up opportunities for interactions and dialogue between them. **Initiating meetings and connections** should provide new opportunities for bridging while taking into account the working capacity of the relevant people with disabilities.



## 2. THE STEREOTYPES

### 2.2 Breaking the stereotypes

It is essential to correct the common misconceptions surrounding sheltered workshops in Luxembourg. Employment in this sector still suffers from a number of **stereotypes** that convey images that can hinder the different actions grouped under the term of bridges. These stereotypes play a prominent role in discrimination, which is why it is important to identify them precisely and to measure their impact. Whether these stereotypes send a negative or a positive message, they undoubtedly limit our capacity to reimagine the employment of people with disabilities in the sheltered sector.

For example, some common misconceptions transmitted in **companies** are that people with disabilities “are unable to keep a job”, “are not profitable enough”, “don’t have the right training” “are too often absent”; “the workforce isn’t competitive or adaptable enough”, “sheltered workshops offer limited and lower quality services”, “the business relationship would be unduly binding”. **People with disabilities** might think that “the work is too difficult for them to carry out”. Some stereotypes also concern **families** who might be “afraid to push their loved ones into environments that are not adapted and not secure” or “afraid of the job market”. Preconceived notions are also transmitted among **employees** who are “afraid of not knowing how to behave when faced with someone who is different”.



✗ *If I had known about your disability, I wouldn't have given you that many assignments! !*



✗ *Don't put too much pressure on yourself! In any case, we've lowered our targets...*

These stereotypes are limiting. Indeed, although workers in the ordinary sector are not necessarily aware of these misconceptions, they can play a part in exclusionary and discriminatory practices. It is important to discuss and deconstruct them in order to further advance sheltered employment. It is fundamental for these constructions not to hinder the development of bridges and, even more particularly, for discussions to move forward based on objective facts. Opportunities to make a broader audience aware of the social actions in favour of employment are increasingly more common and encouraged. Interacting with people with disabilities on a daily basis makes it possible to break down stereotypes on both sides. Exemplarity and shared experience are also levers for change. Indeed, they help foster positive emulation, encourage experimentation, and contribute to adjusting existing measures in line with the needs of the different stakeholders. A change in mindset is a critical, necessary step to achieving the genuine integration of disabled employees in companies and the positive enhancement of their skills.



## 2. THE STAKEHOLDERS

### 2.3 Taking stock of the socio-economic scope of the missions entrusted to sheltered workshops

Although **Corporate Social Responsibility (CSR)** is a relatively recent interpretation of company engagement, it is intrinsically linked to the mainspring of sheltered workshops. Today, increasing interactions with local stakeholders other than institutional ones point towards a contribution to the **development of the local economy**. It therefore makes sense to develop bridges between the social and economic stakeholders in a given geographic area, for equal quality and comparable prices to those of other service suppliers. These meaningful exchanges make it possible to **employ** people with disabilities in a variety of ways, such as through internships or sub-contracting.

Different trades are still undergoing change. Skills are used in economic exchanges and in the capacity to produce goods and services. Whether they belong to the ordinary sector or to the sheltered sector, organisations that plan these operations contribute to the development of current employment models. Moreover, the diversity of employees in an organisation enriches exchanges and the work itself. Employing people with disabilities is also a way to attract other workers who seek to join an inclusive and diverse working environment.



Lastly, it is important to consider sheltered workshops as genuine economic stakeholders that integrate the specificities of a disability namely by providing access to work. They can therefore work with companies as equals.



# 3

## THE BRIDGES



**BRIDGES**  
BETWEEN COMPANIES & SHELTERED WORKSHOPS  
IN LUXEMBOURG

# 3. THE BRIDGES

## 3.1 Definitions and benefits of bridges

The term bridge conveys above all a sense of “passage”, of transition, without necessarily pointing in a specific direction. What we are interested in here is addressing the possible bridges between sheltered workshops and companies.

For example, a person with a disability who is employed in a sheltered workshop can undertake work in a company. The manner how this is done - with or without support, supervision, a trial period or a planned return - must still be worked out. This bridge must be carefully planned and prepared. It brings together two distinct organisational models with different standards and references, although, as we will see, they have common features.

For the disabled person and the sheltered workshop, the bridge is often the result of a supported professional and personal journey during which the disabled person has been able to test work in the sheltered environment before integrating a company on a temporary, regular or long-term basis.

For the company, the bridge follows a process of reflection and openness to the inclusion of people with disabilities. It involves raising awareness, analysing resources, as well as implementing new procedures and adequate accommodations.



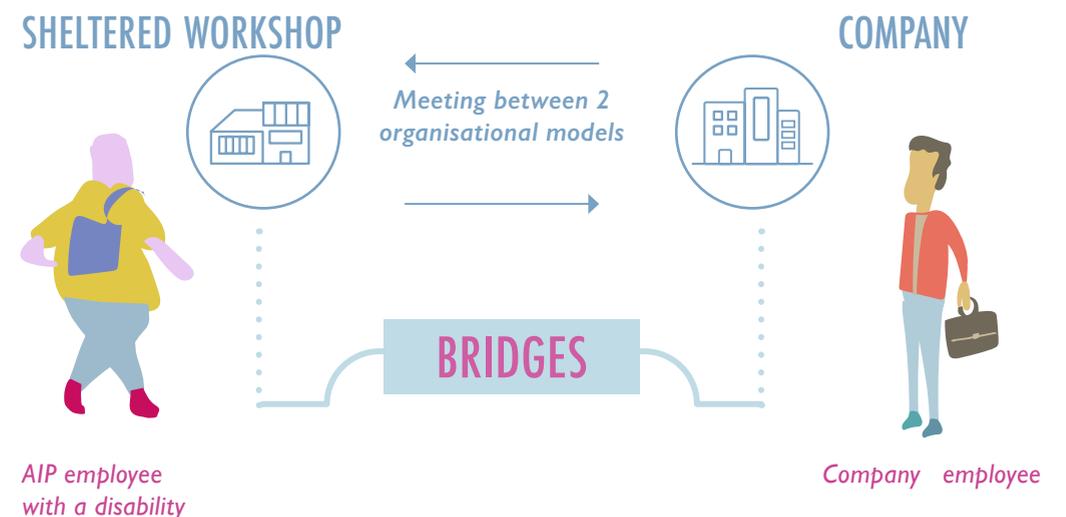
The bridge is the start of a joint journey, and, as in all new partnerships, there is an initial period of acquaintance and adjustment. Despite there being no blueprint for its success, there are obvious benefits for everyone involved in the experience, regardless of how far along they come.

Sheltered workshops adapt their services to market demands: they are resilient organisations. They provide varied, highly specialized, high quality services.

Want to know more about the sheltered workshops and the services they provide?

Check out the list in appendix I.

### ► Meeting between 2 organisational models



## 3. THE BRIDGES

### 3.2 Different forms of bridges

The misconception according to which sheltered workshops are limited solely to employing people with disabilities or people from “vulnerable” backgrounds is simplistic and detrimental. Just like ordinary companies, sheltered workshops are economic stakeholders in their own right, and provide a large range of **products and services** with significant business value. Reinforced by the human aspect highlighted by each sheltered workshop, the delivery of **quality** services forms the basis of their relations with individual or corporate clients.

Considered in this light, sheltered workshops are acknowledged as **employers** of people with disabilities and as **experts** in supporting them on their path to employment.

Thus, sheltered workshops are suppliers of tailor-made products and services with a significant local added value. Well aware of their competitors, they make sure to meet production demands, oversee the high quality of the services supplied by their establishments, but also their agility in building customized partnerships. Their partnerships with companies can come to fruition in many ways: through purchasing, sub-contracting, volunteering, skills transfer and sharing, internships or hiring.

### SHELTERED WORKSHOP



## 3. THE BRIDGES



### 3.2.1 Purchasing

Any company can decide to buy products from sheltered workshops.

A great number of these workshops produce quality, tailored products and regularly adapt to the customer's needs. Often these are food products, handmade products or decorative objects. Buying from sheltered workshops comes hand in hand with a sense of caring, open-mindedness and with particular consideration for the customer relationship. The products and services offered by sheltered workshops are varied and can include:

- Production of food products: meats and delis, bread, jam, chocolate, etc.
- Handcrafted products: pottery, ceramics, basketry, soaps, candles, book-binding, weaving, decoration, recycled paper, liqueurs, etc.
- Technical workshop
- Construction – painting
- Carpentry – cabinet-making: furniture restoration, custom creations
- Ironwork: tool repair and servicing, metalwork, custom ironwork, locksmithing



The Lëlljer Gaart workshop offers a new range of regional and handcraft products in line with current trends for local consumption. These regional products (liqueurs, brandy, oils, vinegars, pestos, granolas, etc.) are made in their “Produits du Terroir” workshop. Some of the aromatic herbs used as ingredients in a selection of products are grown in the co-op's vegetable gardens, so all the products can proudly claim to be the fruit of manual or handcrafted labour. Packaging can also be customised to create unique gifts. Products are proudly labelled “Made in Luxembourg”.

Don't hesitate to contact them for your end-of-year gifts or for meals with your team members!



## 3. THE BRIDGES



### 3.2.2 Sub-contracting

Sheltered workshops are also recognised as service providers associated with very precise fields such as printing, manual wrapping, mailing or packaging. Sub-contracting is another way to enable people with disabilities to take that first step towards employment. It is also an opportunity for companies to create lasting ties with people with disabilities, by discovering their skills and their work and therefore approaching the hiring process with more ease. By sub-contracting with a sheltered workshop, the company acts indirectly but concretely in favour of employing people with disabilities, all the while contributing to its own CSR policy. Here are a few examples of services that can be sub-contracted, as well as of other services offered by the sheltered workshops:

- Mailing (printing, packaging, shrink-wrapping, sorting and shipping)
- Product wrapping and packaging
- Pallet disassembly or repair



- Administrative tasks (accountancy)
- Graphic design (page formatting, design, visual identity...)
- Printing and serigraphy
- Multimedia creations
- Scanning of photographs and slides and uploading to CDs/DVDs
- Animal caretaking
- Restaurant services, catering and organisation of buffets
- Food delivery
- Theatre, shows and other artistic representations
- Gardening and maintenance of park and garden areas (from landscape design to implementation and care)
- Cleaning and maintenance services
- Sales services (products, clothes, toys and books for children aged 0-12)
- Technical service
- Sewing, stitching and alterations
- Laundry services
- Planting and growing fruit and vegetable crops
- Cattle care
- Management of a horse boarding establishment.



The Tricentenaire non-profit organisation has a workshop that makes premium quality chocolates using fair trade ingredients. Under a master chocolatier's watchful eye, employees with disabilities make chocolate pralines, chocolate bars, chocolate-coated fruit... which they then package and wrap. This work enables people with disabilities to develop skills such as attention to detail and mental math, but also enhances their knowledge of the ingredients and the different stages in confectionery.



### → TO GO FURTHER

For companies that regularly sub-contract with sheltered workshops, it would be interesting to initiate discussions and activities related to their economic model with their partners. Indeed, other countries have proven records of companies and stakeholders in the disability sector who have partnered to jointly establish new organisations. The company secures the private funds needed to launch the new organisation, while the sheltered workshop is able to integrate its employees. It would be a way for people with disabilities to be employed in a new environment.

### DID YOU KNOW?

*Mutualising resources and means, bringing together companies and sheltered workshops, whether in the same geographic area or over a smaller commercial space, for example in a company restaurant, is also a way of initiating and facilitating meetings, and of breaking some stereotypes.*

## 3. THE BRIDGES



### 3.2.3 Volunteering

Another form of exchange between companies and sheltered workshops is volunteering. Company employees can set aside part of their working time to join a sheltered workshop in order to help people with disabilities carry out some of their daily tasks. This helps forge ties between the different sectors as it enables the employee to discover first-hand the work of people with disabilities. It also helps deconstruct any misconceptions, and leads to greater open-mindedness and a fuller sense of engagement. Companies that have implemented this type of volunteering will probably find it easier to welcome people with disabilities as part of their own staff. Indeed, one of the next challenges resides in the integration and job retention of people with disabilities and successful preparation of a company's staff.

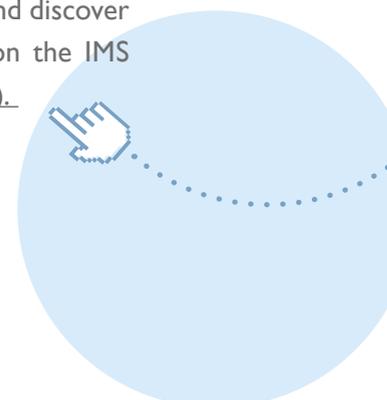


As part of the Ligue HMC's ironworking workshop, two volunteers help supervise the workshops while also making the most of this time to acquire training in ironwork. A company has offered to support people with disabilities who wish to work in the "ordinary sector" by creating their CVs in video format. Another example is two volunteers who are present in the bookbinding workshop to develop the creation of paper jewellery.



### → TO GO FURTHER

If you wish to know more about sheltered workshops and discover their way of working, take a look at their activities on the IMS website in the [list of our associate members \(Part&Act\)](#).



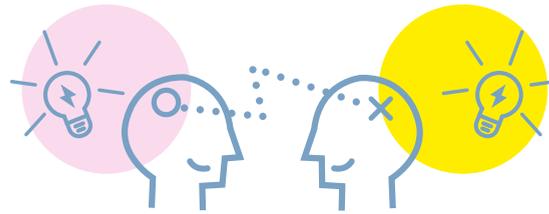
## 3. THE BRIDGES



### 3.2.4 Skills transfer and sharing

Skills sharing is another interesting form of collaborating, with numerous benefits as much for the workshop as for the company. It enables access to different forms of **expertise and knowledge** that are sometimes absent from the company. These can be hard skills or soft skills, specific knowledge or a one-time request on a particular topic. For example the request might relate to legislation or to the workshop's communication. Sponsorship can also take the form of shared know-how or be related to an experience enhancing a person's self-confidence, for example by learning to speak in public, etc. This skills sponsorship can be related to the organisation's structure, administration or management. It can take the form of awareness-raising sessions in a company, of classes on unconscious bias related to disabilities, or of advice for reasonable adjustments and useful support, etc.

These skills transfers can take place “both ways” - from companies to sheltered workshops and from sheltered workshops to companies. They make it possible to organise “discovery days”, and enable “sponsor/sponsee” relations. They are an opportunity for employees in ordinary companies or for the person with a disability to integrate, gain experience and efficiency, but also enhance their knowledge, help create a network, promote their professional transition and encourage diversity. Training people with disabilities also allows for their (re)integration in a given, specific position.



To launch these exchanges, **IMS Luxembourg** organised Job cafés, or “Cafés pour l'Emploi” that enable people with disabilities who are seeking work to connect with companies that have vacancies to fill. IMS has also launched skills transfer workshops as part of its Part&Act project.



In 2018, the **Yolande Coop** workshop needed help to improve its communication and breathe life into the Butterfly Garden throughout the year. The Garden was a victim of the seasonal nature of its activity and wished to attract people to its gift shop and café, where events are regularly organised, in particular during the low tourist season. Together with the directors of Excellium Services, Mediation SA, Société Générale and IMS Luxembourg, the workshop was able to identify the various local targets and reflect on effective means and channels to reach them.

The **Tricentenaire** workshop, whose aim is to support and improve the quality of life for people with disabilities, called on 3 organisations: Felten & Associés, ArcelorMittal and GillesGalichet-Consulting. Together they addressed the issues raised by the workshop and defined several goals related to workplace satisfaction: explaining the concept of workplace satisfaction, providing ideas for benchmarks, giving advice on survey methods and suggesting possible improvements.

## 3. THE BRIDGES



### 3.2.5 Internships



Many of the exchanges between companies and sheltered workshops take place in the form of internships. These professional experiences can sometimes be extended and/or lead to the person being hired. Some of the many advantages of internships include broadening one's view to outside possibilities, discovering a new trade, and developing the techniques and know-how related to a job. Some disabled employees have skills and expertise that are similar to those of people working in the so-called ordinary sector, including highly-skilled people, and all they need is a small boost in joining companies to gain the self-confidence they need to set out on a new professional adventure.

Internships are also a means to prepare employees of ordinary companies by confronting them to the challenges of disability. Indeed, these exchanges are a chance to understand disability differently, to break stereotypes, to be enriched by the interactions with the person with a disability and help lead to a successful next stage: hiring.



In the Cooperations' Conex workshop, a person who wished to work in a comics bookshop was able to carry out several tasks in order to get acquainted with the work and gain first-hand experience before joining the shop in question. This is an important step because it enables the person with a disability to understand in practical terms the tasks that they will have to carry out and to confirm that they actually do wish to embark on this path.

Furthermore, the Lëlljer Gaart workshop organised four two-month internships in a Luxembourg retirement home. How? It presented the tasks to be performed and looked for people with disabilities who were interested by these missions. Then, an exchange took place followed by a second meeting in order to sign the internship agreement.



The working group emphasised that it would be interesting to develop a platform to guarantee at least one job interview for any person with a disability.

## 3. THE BRIDGES



### 3.2.6 Hiring



Hiring is the bridge that enables the best integration of a disabled person in a company. An employment contract is often possible if other types of bridges have been used beforehand to inform the stakeholders involved, assess everyone's respective needs and expectations, etc.

To facilitate hiring, it is also important to create the right conditions for the person with a disability. In practice, this means making sure that the workplace environment will not be an obstacle for them: preparing their arrival is often key to a successful recruitment.



At **Op der Schock**, two people worked in the city landscape gardening departments to maintain park and garden areas. After having carried out several long-term internships, one of the employees initially obtained a fixed-term, two-year contract, followed by a long-term contract. The other person immediately signed a long-term contract. This is an accomplishment for the municipalities as much as for the people with disabilities, who, thanks to their different assignments see real opportunities arise and can have a sense not only of how meaningful their work is but also of their progression.



In the **Bieschbecher Atelier**, a person with significant visual impairment was hired following an internship in a lycée's secretarial office. The school's administrative team recognised the person's capacities and professional skills. With the right computer material supplied by the Lëtzeburger Blannevereenegung Foundation, necessary adjustments were developed as a team during the internship. New tasks were given to the intern who was hired by the lycée after a 9-month internship. The sophisticated adjustment to the workstation now allows this person to accomplish their tasks independently on a daily basis in spite of progressive visual impairment.

## 3. THE BRIDGES

### ADVICE FOR HIRING

Concerning **resources and adjustments**, companies and sheltered workshops often point to a lack of available human resources to support people with disabilities. In organisations, this personnel supervises and helps create ties between the disabled people and the other employees, trains staff, and supports the disabled person in their integration process. It is harder for companies to find qualified personnel with enough training (diversity and disability training, for instance) to play this role.

However, as we mentioned earlier, the National Employment Agency (ADEM) can support the company in its undertaking, for example by providing the services of an **inclusion assistant**.

The sheltered workshops themselves can also support companies that wish to integrate a disabled person into their company for an internship.

**Training and raising awareness** among the host company's employees is also important. It contributes to limiting any fears of failure that could be felt by employees and colleagues and increases the confidence needed for this type of partnership to succeed.



#### TRAINING & RAISING AWARENESS



**Specific adjustments** are essential in order to adapt to the diversity of individual profiles. These transformations can sometimes mean significant investments are necessary despite limited financial resources. However, it is crucial to create adequate and secure environments where employees can feel comfortable and confident, giving them room to grow. It is also important not to settle into a status quo or into any form of inaction that could prevent the situation from moving forward. Organisations such as the **Occupational Counselling and Redeployment Panel (COR)** cover certain aspects of workplace adjustments.

Other factors must be taken into account: **working hours** can be adapted and assessed. Flexibility in the work contract is a way of allowing the different stakeholders to have some leeway if there are signs of unease, or if there is a problem or disagreement. The issue of **transportation** must of course be addressed to be sure it is adapted, as people with disabilities cannot always travel alone or by their own means. Lastly, it is also important to **consider and diversify** the various **opportunities** for disabled people in companies and to take into account all the possibilities for bridges, from purchasing to hiring.



### 3. THE BRIDGES



#### ASSISTANCE IN THE RECRUITMENT PROCESS

The administrative process related to hiring a person with a disability is often seen as a real challenge. The regulatory framework and available support measures remain largely unknown. However, there are many favourable measures including in terms of taxation.

It is interesting to highlight and promote these measures in order to enhance their visibility and facilitate their use. The regulatory framework is an objective argument that facilitates the mobilisation of all stakeholders. It was designed to foster the emergence of desirable societal conditions. The administrative process is currently being simplified so that stakeholders can move their actions forward more easily. The institutional framework is also present to develop measures in favour of stakeholders. Part of their mission is to activate levers to drive action forward. For example, as regards promotion, ADEM or the Ministry of Labour, Employment and the Social and Solidarity Economy are in charge of disseminating measures that facilitate bridges, mobilising support skills and activating their networks for conclusive results.



See the appendix for a list of the priority contacts in your hiring process.



This guide contains all the administrative processes for recruitment as well as a list of useful contacts for existing support measures.



#### DID YOU KNOW?

Article 10 of the Amended Law of 2003, integrated into the Luxembourg Labour Code, contains a provision setting up “quotas”, provided ADEM has a profile of a disabled employee who meets the job requirements.. Whereas the public sector has an obligation to employ disabled workers full-time as 5% of their workforce, private employers must hire disabled workers depending on the size of their company.



## 3. THE BRIDGES

### INCLUSION ASSISTANT

In order to empower companies in supporting the inclusion process of a person with a disability, the government has created a new office function, namely the “inclusion assistant”. It has two functions:

1. To help maintain people with disabilities in employment (sustainability). The point is to identify their particular needs and provide training to members of their professional circle on the specifics of the disability.
2. To encourage companies to hire more employees with disabilities by offering them the chance to call on an external, accredited expert who will support them in a process towards long-term inclusion.

If the person with a disability and their employer wish to obtain assistance for inclusion, they must simply file a request with ADEM. ADEM processes, assesses and decides on the requests submitted by potential beneficiaries. It also supports the various stakeholders throughout the process and provides coverage for the assistant’s services. If the request is accepted, the assistance for inclusion service is entirely funded by the Employment Fund.

<https://adem.public.lu/fr/demandeurs-demploi/handicap/assistant-inclusion.html>

#### DID YOU KNOW?

Inclusion assistance aims to supervise and promote the inclusion of disabled employees and outplacement employees on the ordinary job market by providing support according to the needs of each employee. The inclusion assistance service can be provided by a freelance worker or an employee. To be allowed to practice, inclusion assistants must be accredited by the Minister of Family Affairs, Integration and the Greater Region.



Campaign launched in 2020 to recruit inclusion assistants.



# POSITIVE TRIGGERS AND NEW OPPORTUNITIES



BRIDGES

BETWEEN COMPANIES & SHELTERED WORKSHOPS

IN LUXEMBOURG

## 4. POSITIVE TRIGGERS AND NEW OPPORTUNITIES

Sheltered workshops and organisations collaborate in various ways (through purchasing, sub-contracting, skills transfer and sharing, volunteering, internships and hiring). These different forms of exchanges are now sufficiently advanced for it to be possible to move beyond the stakes that were highlighted earlier. Indeed, these bridges enable **communication** between the different stakeholders. As announced in the preceding chapter, the objective is to overcome **stereotypes** and generate a new perception of sheltered workshops. Indeed, it is crucial to rely on employees' capacities rather than on their incapacities, and to build on their strengths in order to – through the trades they practice – help reveal the knowledge and skills that are also sought after on the “ordinary” market. These can be analysed, identified and described. These interactions enable the **employment** of people with disabilities and the **development of the local economy**. When an employer needs labour, the vacancy can be filled by a person with a disability. This person's needs for adjustments and training have been identified and are reasonably transposable or perhaps already exist in their future company.

### *The conditions*

The working group also established a list of 7 conditions referencing a set of internal and external circumstances that are needed to create and carry out a successful bridge. They concern the three stakeholders (sheltered workshop, disabled person and company). This list is naturally just the start of a reflection that everyone can complete depending on their different lines of approach and individual needs.

- 1. Involve the disabled person** before, during and after the bridge process. It is essential to conciliate their skills, what they can/want to do, and their needs.
- 2. Demonstrate the will to hire the disabled employee.** It is a participatory process that takes the stakeholders on a journey both in and outside the company. The intention should be expressed clearly, explicitly. This will help reveal any requirements that call for solutions regarding the relevant types of expertise, profiles or services.
- 3. Guarantee a sense of equality and equal conditions** between the different stakeholders as a basis for cooperation. The bridge takes place between two stakeholders who find mutual benefits.
- 4. Ensure clear missions and roles for all the parties.** As in all contractual relations, a clear mission and clear objectives and roles make it possible to determine each party's commitments and responsibilities.
- 5. Find a balance between meeting the person's needs and the company's needs in terms of productivity.** The purpose is to provide work for people with disabilities while achieving the right balance between productivity and the person's wellbeing.
- 6. Promote regular and transparent communication** to facilitate the various stages of the bridges: communication between the person with a disability and their employer or manager, between the sheltered workshop and the company, between colleagues and the work team, etc.
- 7. Become a “disability-friendly” organisation.** Organisations demonstrate openness to disability by accomplishing actions to facilitate the implementation of a “disability-friendly” workplace. For example, a company can become a signatory of the Diversity Charter Lëtzebuerg, participate in working groups on disability, attend Duo Day, raise awareness among its employees, carry out reasonable adjustments, appoint a support person or a mentor, etc.

# Conclusion

This document briefly outlines what sheltered workshops are in Luxembourg, providing a clearer view of this “other” job market to employers in the ordinary job market and to anyone who is interested in becoming more aware of this reality.

The 13 managers of sheltered workshops are accredited and located in different areas across Luxembourg. This makes it possible to establish local partnerships that facilitate short channels and services at prices that are comparable to current market rates.

To date, it is estimated that few bridges take place. And yet, they are genuine opportunities for employees as much as for employers in companies and for sheltered workshops.

The following benefits have been observed in companies:

## FOR EMPLOYERS

the promotion of diversity in companies, the development of new skills in the team, an increase in diversity among job applicants, a reflection on the inclusion and hiring process, and compliance with legal obligations.

## FOR EMPLOYEES

the development of new skills and knowledge, an increase in the sense of pride and wellbeing in the organisation, increased creativity, etc.

However, as you will have discovered with this document, engaging in a bridging process is not a trivial, immediate or spontaneous action. For it to lead to a success story and to a disability-friendly organisation, the commitment must be the fruit of long-term reflection and gradual change.

We wished not only to present the state of play, but also to share the experience and carefully considered reflections of the stakeholders, whether sheltered workshops or companies, who were brought together in the (Handi)Inclusive project, in order to launch innovative practices and continue to support these inclusion measures. We hope to have brought new elements to your attention that will enable you to understand the different aspects of sheltered workshops and most importantly to consider them as key mediators for the inclusion and hiring of people with disabilities in the ordinary job market.

*Have a positive experience to share? Want to give your testimonial?*

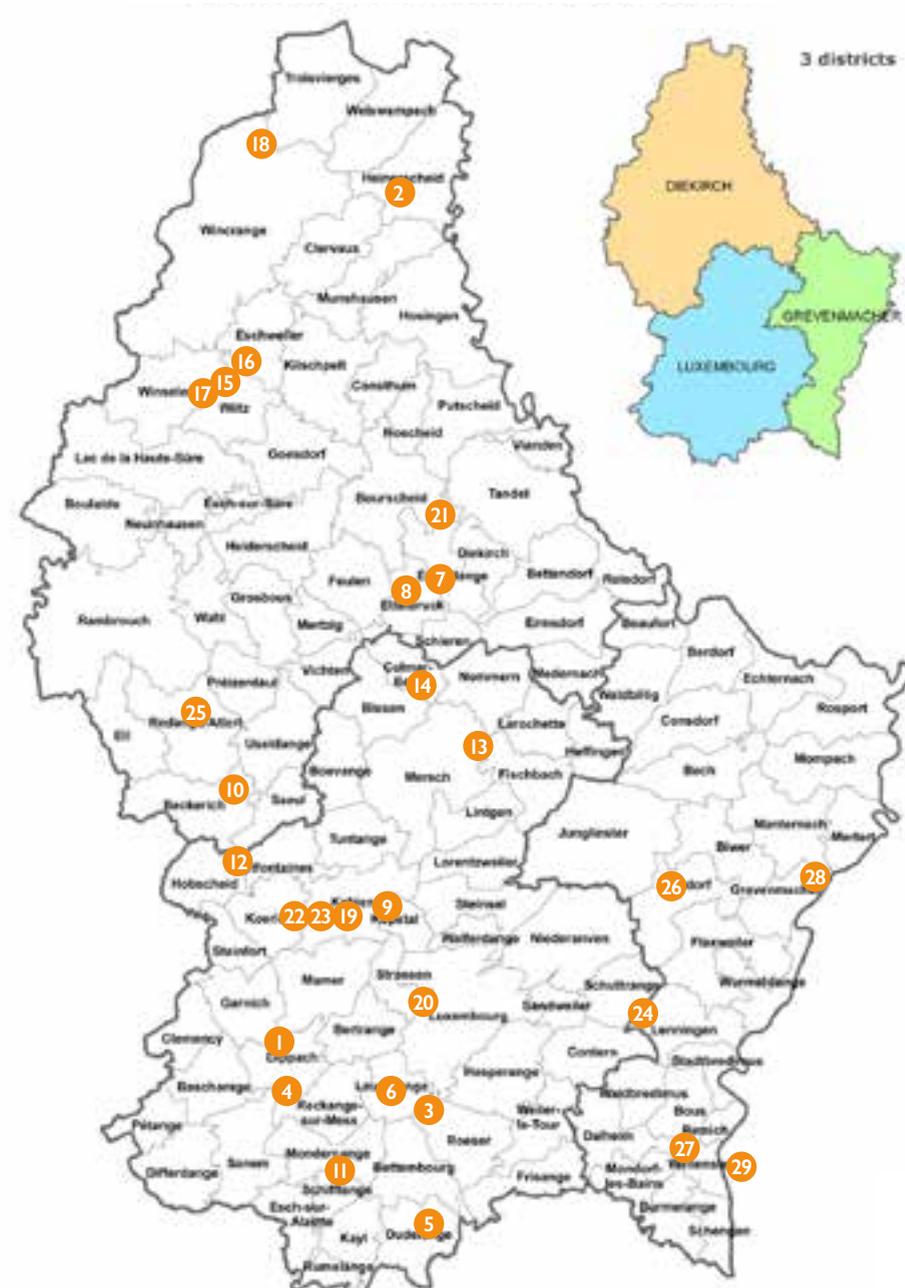
*Don't hesitate to contact us via our email address:*

info@chartediversite.lu. 



Map	Manager	AIP name/Site	Place	Website
1	Association des parents d'enfants mentalement handicapés (APEMH)	Domaine du Chateau	Bettange-sur-Mess	www.apemh.lu
2		Parc Hosingen	Hosingen	
3		Parc Merveilleux	Bettembourg	
4		Domaine de Limpach	Limpach	
5	Ateliers Kräizbiërg	Kraizbiërg	Dudelange	www.kraizbiërg.lu
6	Association d'aide par le travail thérapeutique pour personnes psychotiques (ATP)	Eilenger Konscht Wierk	Ehlinge	www.atp.lu
7		Haff Ditgesbaach	Ettelbruck	
8		Schierener Atelier	Schieren	
9		Kielener Atelier	Kehlen	
10	Autisme Luxembourg asbl	Centre "Roger Thelen	Beckerich	www.autisme.lu
11		Keramikfabrik	Esch-sur-Alzette	
12		AI Schoul	Useldange	
13	Fondation Lëtzebuërger Blandvereenegung	Bieschbecher Atelier	Rollingen	www.flb.lu
14	Tricentenaire asbl	Centre Jean Heinisch	Bissen	www.tricentenaire.lu
15	Coopérations	Art Coopérations	Wiltz	www.cooperation.lu
16		Gastronomie Coopérations	Wiltz	
17		Jardin Coopérations	Wiltz	
18	Lëlljer Gaart	Lëlljer Gaart	Lullange	www.lëlljer-gaart.lu
19	Ligue HMC coopérative s.c. (Ligue luxembourgeoise pour le secours aux enfants, aux adolescents et aux adultes mentalement ou cérébralement handicapés)	Atelier protégé	Capellen	www.ligue-hmc.lu
20		Collectif Dadofonic	Bertrange	
21		Restaurant « Goldknapp »	Erpeldange /Ettelbruck	
22		Restaurant « HMC »	Capellen	
23		Second-hand shop	Capellen	
24	Mathëllef asbl	« Mutfeter Haff »	Moutfort	www.mathëllef.lu
25	Op der Schock	« Op der Schock »	Redange, Attert	www.ods.lu
26	Yolande COOP	SeefenAtelier, Wäschbuer, RecyclingAteliern, Evergreen	Betzdorf	www.yolandecoop.lu
27		Bäckerei Klouschterbrout, KichenAtelier, Mailing & Services	Mondorf-les Bains	
28		Paiperlécksgaart	Grevenmacher	
29	Erliefnis Baggerweier asbl	Baggerweier	Rëmerschen	www.baggerweier.lu

## MAP OF COMMUNES AND DISTRICTS



## Resources and useful links .....

- *Practical Guide on Disability in the Workplace, Diversity Charter Lëtzebuerg 2016*
- *ADEM (Employment agency). ADEM's Disability and Redeployment Department is in charge of measures for the orientation, training, placement, rehabilitation, integration and professional reintegration of people with a "disabled employee" status or "limited work capacity" status.*
- *Unions can be a reference point for employers seeking to integrate an employee with a disability or a collaborator undergoing an internal redeployment process. The OGB-L/ Onofhängege Gewerkschaftsbond Lëtzebuerg ( Independent Luxembourg Trade Union Confederation) has a "Disabled workers" department that represents disabled employees' union, political and social demands.*
- *List of accredited inclusion assistants.*



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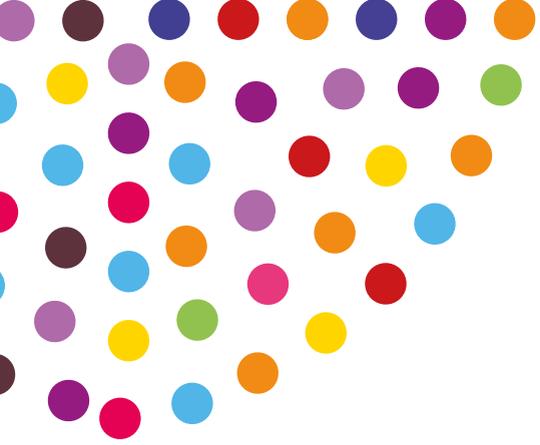
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IMS Luxembourg - Inspiring More Sustainability - has been the leading network for companies involved in Corporate Social Responsibility for nearly 15 years.

IMS explores new solutions and tests sustainable alternatives in concrete manners, via working groups and pilot projects with positive impacts.

With these projects, IMS facilitates innovative actions by bringing together all the stakeholders from the private, public and associative sectors.

IMS is an independent, apolitical non-profit organisation that benefits from the expertise of an agile and creative team. The network represents 16% of the Luxembourg workforce and is the national representative of the European organization CSR Europe.

### Committee for the Diversity Charter Lëtzebuerg

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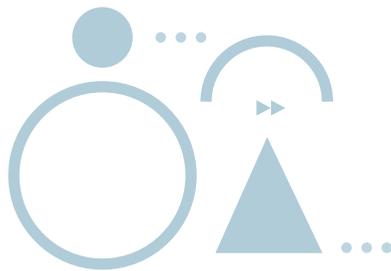
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